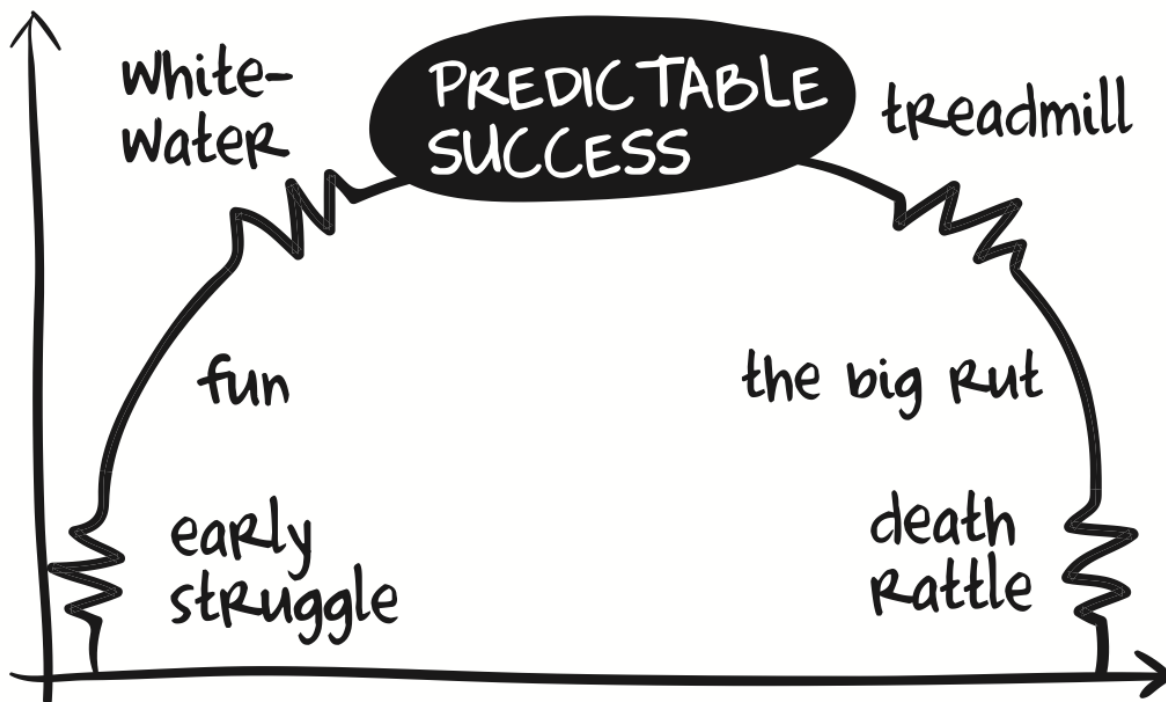## KEY CONCEPTS

Les McKeowns Predictable Success framework has helped thousands of leaders understand the dynamics of business and organizational success and failure.

With Les' approval, this month's training applies his framework to churches, and hopefully, it will be as helpful to you as it was to me as you strive to bring your organization to Predictable Success.

Key Concept #1: The Early Struggle

Here, you'll try to find a viable audience to reach and find the cash flow to stay alive. This stage is often marked by a lack of clarity around the organizationadership may be struggling to find the right people and establish effective systems and processes.'s purpose and goals, as well as a lack of focus on members (or customers) and revenue.

- ✔ Energy
- ✔ Enthusiasm
- ✔ Productivity
- ✔ Revenue

Moving Past This Stage
Leaders should focus on building a strong foundation for the organization, including identifying and hiring the right people and developing effective communication and decision-making processes.

Clarify the organization's vision and mission

Establish clear goals

Develop systems and processes

Key Concept #2: Fun

There is often a sense of excitement and creativity among employees, and the organization may be seen as a disruptor. However, there may be a lack of structure and discipline, which can lead to inefficiencies and mistakes. Here, legends are born. Big dog leaders carry the load, and it feels like the glory days.

- ✔ Rapid growth
- ✔ High morale
- ✔ A focus on Innovation
- ✖ Inefficiencies
- ✖ Mistakes

Moving Past This Stage

Leaders must establish clear communication, develop effective decision-making processes, and build a strong culture. They must also invest in the right people and systems to sustain growth and success.

Clear communication

Decision-making processes

Build a strong culture

Key Concept #3: White Water

This stage is characterized by significant challenges and obstacles. The organization must be agile and adaptable to navigate these difficulties successfully. This stage is often marked by a sense of urgency and a focus on survival.

For the first time, you need real systems, and it's hard. You focus less on revenue and more on profitability or breaking even. A lot of leaders question their skills and abilities and start to miss the days of fun. But keep going because you might be on the verge of a breakthrough.

- ✖ Significant challenges and obstacles
- ✖ Sense of urgency

Moving Past This Stage

It's important to establish effective systems and processes, ensure clear communication, and build a strong culture. Leaders should focus on maintaining the organization's momentum and ensuring that the focus remains on member (or customer) needs and innovation. It's important to avoid becoming too complacent and to continue to challenge the status quo.

Establish effective systems and processes

Focus on member needs and innovation

Challenge the status quo

Key Concept #4: Predictable Success

This stage is marked by stability, consistency, and strong financial performance. Your team has broken through! The organization has established effective systems and processes and is focused on scaling its operations. Most importantly, there's a beautiful harmony between entrepreneurial zeal and effective systems and processes. Things work.

You're setting goals, hitting them. And you know why you're successful and can keep growing because of it.

- ✖ Stability
- ✖ Consistency
- ✖ Financial performance
- ✖ Entrepreneurial spirit

This stage is often marked by a strong member focus, a commitment to quality, and a culture of excellence. To maintain its success, the organization must continue innovating and adapting to changing trends and culture.

The good news? You can stay here forever. And some companies do. Others, though, make mistakes by taking the process more seriously than entrepreneurial spirit.

To Stay Here

Strong member (or customer) focus

Commitment to quality and excellence

Continue innovating and adapting to trends and culture

Key Concept #5: Treadmill

In the Treadmill stage, your organization may become complacent and stagnant. There is a focus on maintaining the status quo rather than innovating and growing. Success has made you a bit conservative, and you've lost some of the drive and hustle that made you great. Entrepreneurs and former stars are getting frustrated, and a few are leaving or have left.

- ✖ Lack of innovation
- ✖ Bureaucracy
- ✖ Focus on short-term goals rather than long-term success

To Move Back to Predictable Success
It's important to recommit to the organization's vision and mission, develop a culture of innovation, and focus on building long-term value. Otherwise, bureaucrats and process people will win.

You'll have impeccable spreadsheets but no new people. You'll have a great system for guest assimilation and follow-up, but no new guests.

Break down bureaucracy and silos within the organization

Encourage collaboration and creativity

Attract leaders who like to challenge and break systems

Key Concept #6: The Big Rut

Here, the organization experiences decline and stagnation. There may be a lack of innovation, poor financial performance, and low morale among staff. And often, no one can figure out why it's happening.

Almost all of the entrepreneurs and innovators are gone, and the process people run everything. It's *maintenance*, not *mission* and the ship is sinking.

- ✖ Lack of direction and innovation
- ✖ Low morale
- ✖ Poor financial performance

To Move Back to Predictable Success
It's important to recommit to the organization's vision and mission, invest in people and systems, and focus on building a culture of excellence. Very few organizations make this reversal. Once you're in the big rut, it's very hard to get out.

Break down bureaucracy and silos within the organization

Encourage collaboration and creativity

Be proactive in addressing challenges

Strong focus on member needs

Key Concept #7: Death Rattle

The organization is in crisis mode, with declining revenue, dwindling resources, and low morale. It may struggle to stay afloat or eventually fail because this stage is almost impossible to get out of.

- ✖ Declining revenue, resources, and morale
- ✖ Lack of leadership
- ✖ Sense of despair among staff

To Avoid This Stage
The organization needs to be proactive in addressing challenges, maintain a strong customer focus, and invest in its people and systems.

Break down bureaucracy and silos within the organization

Encourage collaboration and creativity

Be proactive in addressing challenges

Strong focus on member needs

TEAM APPLICATION GUIDE

APPLICATION STEPS

1.   **For each of the following indicators, identify which stage your organization is in.**

The level of energy and enthusiasm within your organization:

Early Struggle	Fun	White Water	Preditcable Sucess	Treadmill	The Big Rut	Death Rattle

Clear goals and a well-defined vision and mission:

Early Struggle	Fun	White Water	Preditcable Sucess	Treadmill	The Big Rut	Death Rattle

Effective and efficient communication and decision-making processes:

Early Struggle	Fun	White Water	Preditcable Sucess	Treadmill	The Big Rut	Death Rattle

The level of innovation and creativity within your organization:

Early Struggle	Fun	White Water	Preditcable Sucess	Treadmill	The Big Rut	Death Rattle

The morale and engagement of your staff or members:

Early Struggle	Fun	White Water	Preditcable Sucess	Treadmill	The Big Rut	Death Rattle

The development of your people:

Early Struggle	Fun	White Water	Preditcable Sucess	Treadmill	The Big Rut	Death Rattle

Effective and efficient systems:

Early Struggle	Fun	White Water	Preditcable Sucess	Treadmill	The Big Rut	Death Rattle

The financial performance and stability of your organization:

Early Struggle	Fun	White Water	Preditcable Sucess	Treadmill	The Big Rut	Death Rattle

2. **Considering the above, which stage of the Framework do you think your church or organization is in?**

        Early Struggle
        Fun
        White Water
        Predictable Success
        Treadmill
        The Big Rut
        Death Rattle

3. Using the checklists in the Key Concept section of this Guide, select which areas you'll focus on. Example:

Objective	Create a more efficient decision-making processes
Owner	Alex
Due Date	August 31st

Brief	• Audit our current decision-making processes
	    • Where does decision-making happen? Meetings, slack, project management tool, etc.
	    • What is approval needed for?
	    • Is consensus needed?
	    • What causes bottlenecks in our decision-making?
	•Summarize the findings of the audit and provide actionable steps to streamline the processes

Anticipated Outcomes(s)	Staff will spend less time in meetings and waiting for approvals from leadership.