



AirTight Organizational Development Program

Build a World-Class SMB Team

In the last century the science of management has evolved dramatically. In the industrial age old school Theory-X (1960s), for factories and the industrial age with strong hierarchy and command and control worked fine. As the information age blossomed Theories Y and Z (1981) for managing a higher mix of professional and white-collar workers was needed.

In the last three decades management has evolved further by using more technology, not just for communications but also to allow for more virtual organizations, globalization, outsourcing and real-time project management. In addition we now have proof of the effectiveness of collaborative management and many other High-Performance Team (HTP) best practices.

Combining these methods properly can dramatically improve organizational effectiveness, growth rates and create sustainable competitive advantage. Also approaches like open source software and even collaborative content development (I.e. Wikipedia) have created new ways for organizations to tap the collective wisdom, knowledge and skills of larger and more dispersed professionals.

Benefits of Our Integrated Development Program

- Create a culture which is consistent with the company's strategy, mission, value proposition and brand
- Improve manager performance, which has high ROI and leverage when using proven High-Performance Team (HPT) best practices
- Increase average tenure of the top people who need to grow professionally to move up and stay long-term
- Increase ability to attract top people who see a career path, not just a job
- Avoid political issues and group think by using an outside vendor who has no other interests or focus and can manage the program

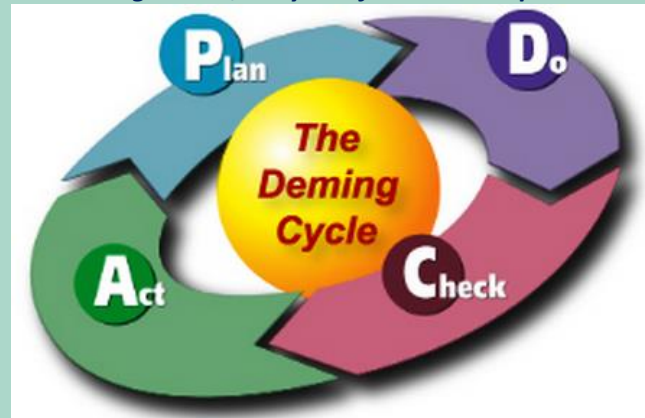
These programs must have full support from the CEO down, with long-term commitment to succeed. We will not accept any engagement without a one year minimum term and the signature of the CEO of the organization because there is a high likelihood of failure without this level of support. This must be a commitment to change and constant improvement of the culture and company. It is working "on", not "in" the business.

A growth company, or any company that wants to be a market leader, must invest in developing both its managers and the organization's infrastructure to support growth. Favorable market factors always change but a high-performance culture creates sustainable competitive advantage by capitalizing on innovation and people.

Phases to Develop a High-Performance Culture

- Evaluate the culture and plan the desired result.** This will depend on the company, industry and situation but always have elements of meritocracy which attracts and keeps the best people. We call the ideal culture a Darwinian Meritocracy™
- Evaluate each individual manager** and determine the gap that exists between current skills, desired skills today and target skills and abilities for 1-2 years out. Note that skills can be developed through learning but more complex arts require years of practice.
- Design a custom 12 month plan for each individual** with blended learning that includes a combination of study (basics and foundation), mentoring, coaching and their favorite learning modalities. Knowles is the state-of-the-art on adult learning.
- Execute each plan, test, report and improve quarterly** – This includes a mix of training, coaching and consulting to raise the level of each key person.

The Deming Wheel, or cycle of constant improvement



Organizational Development is a never ending process because both internal corporate and external factors will always drive some change. Also because there is always both employee turnover and a need for refresher courses and product/service evolution.

Developing and controlling the culture is normally possible only in SMBs and departmental areas with focus. It becomes exponentially more difficult with groups over 100-200 people. It is critical to set up as early as possible. Larger organizations therefore must have separate programs for each area, or line of business.

Every business with at least three managers should begin a rudimentary **Management Development Program (MDP)**. MDPs are focused on the individuals and their professional development. *Budget* - Typical budgets can be from 3-6% of the manager's combined salaries. If CAGR is under 15% then a budget of 3% is usually sufficient unless there are serious problems or "overwhelm". Growth rates over 15% would likely need to be on the higher end of this range to be effective and keep up with rapid growth.

Organizational Development Programs (ODPs) are broader and more holistic and focus on the abilities of the organization as a whole. ODP includes internal management systems, strategic and management processes, succession planning and preparing for the future of the organization. *Think of OD as the skeleton and the executives and managers as organs in the body performing their specialized functions.* At AirTight Management we call all these combined functions **Human Capital Acquisition and Development (H-CAD)**.



OD is more about supporting organizational readiness to meet change and constantly evolve (Darwinian).

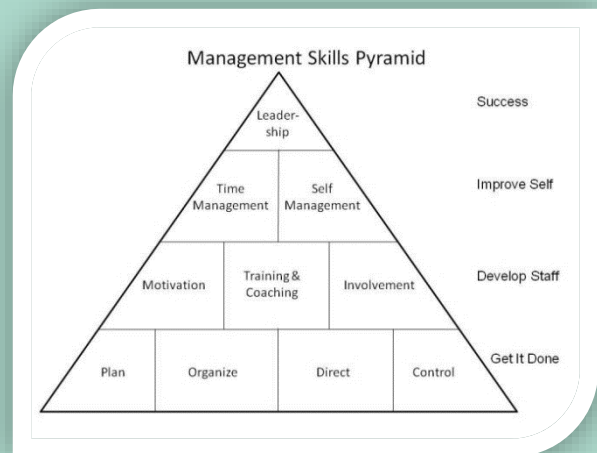
OD is not training, personal development or team building, human resource development (HRD), learning and development (L&D) or a part of HR. That is MD. This is often misunderstood. OD develops processes, systems and internal management structures. Of course the two have some overlap.

Each organization will receive a custom plan designed within the agreed upon budget

The Pareto Principle, or 80-20 Rule, would always be applied to provide clear focus against short and medium term strategic objectives of the company. In other words you are preparing each individual specifically for what their area of the business should be in advance by 6-12 months on a rolling basis. This is staying ahead of the growth curve to avoid crisis management and lost revenue and customer trust.

Some Tools of MD/OD

- ✓ Gap/Dysfunction analysis, 360 Evaluations, DISC tests and personality profiles
- ✓ Professional development training, usually supported by a Learning Management System (LMS) which acts as a growing repository of corporate knowledge
- ✓ Mentoring program, using institutional knowledge and people to develop and acclimate newer employees
- ✓ Coaching from external executive coaches
- ✓ Job rotation and other cross-training and empathy building to enhance interdepartmental communications and cooperation. Even company social function play a role here.
- ✓ Business process workflow analysis and optimization (BPM)
- ✓ Systems and policies for constant feedback, accountability and managing by the numbers (KPIs) to enhance management leverage
- ✓ An executive education program including self-development, reading, seminars, conventions, leadership training and development and other skills appropriate to the specific executive



Foundational Skills Managers Must Master

- a) Goal setting and accountability
- b) Hiring, firing, coaching and developing employees
- c) Managing and motivating employees (5 styles)
- d) Budgeting and planning in advance, not reactively
- e) Managing by the numbers, dashboards and KPIs
- f) Project Management and Product Management
- g) Innovation and constant improvement (CANI/Kaizen)
- h) High-Performance Team (HPT) techniques
- i) People skills, EQ
- j) Managing up, reporting and writing skills
- k) Negotiation and selling skills, internal and external
- l) Fiduciary responsibilities, ethics and corporate governance
- m) Leadership skills – gateway to Executive level

Our Proprietary OD & MD Process is Guaranteed to Produce Results

Our process incorporates over two decades of experience in developing organizations. We created AirTight Management to simplify creating world-class organizations by using standardized systems and proven best practices. In fact all Six Systems could be called the basic foundation, or skeleton of an organization. They are an organization's framework for growth.



Training - Each manager needs fundamental skills training and a shared language with other managers. We developed our Video Training Library (VLT) to provide this in a consistent and cost effective way. Any MD program needs to address the needs of each individual manager to develop then into an executive over time. Executives can manage managers (i.e. VP, GM, COO).

Consulting & Design – Design of an individual MD plan for each manager requires vast experience. Only very experienced executives and consultants are capable of both identifying the needed skills and creating a program designed for each individual. Our experts will get it right for you the first time instead of you doing trial and error for months or years. We will also bring outside perspective as well as benchmarks and ideas from many other industries.



Coaching – Training alone never works! Training is just information, or a foundation for building skills. People must use these skills and force out older, less effective habits, not consistent with best practices. A good coach is an expert manager and executive and connects this knowledge with actual needs and supports the person in their behavior change. There must be commitment and trust.

Create a World-Class Company Using Proven Systems and Best Practices for Organizational and Team Development

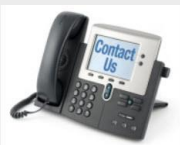




Expert Small Business Coach, Consultant and Trainer

- CEO since 1989, Coach and Consultant since 2002
- Trained over 1,000 CEOs on 6 continents in best practices via his CEO Boot Camp, AirTight Management seminars and other programs
- Has helped hundreds of companies double and triple their growth rate and profits
- Leading authority, author and speaker on Leadership, Management and Management Systems to scale businesses
- Grown two companies to over \$100 million in sales from start-up, creating over \$1 billion in shareholder value
- Founder and/or CEO of six startup companies
- Creator of The CEO Boot Camp (2004)
- Author of four books
- Creator of AirTight Management the first standard for SMB Management Systems to take years off a company's development (2009)
 - Video Training Library (VLT) launched 2013 with > 150 videos

Bob Norton
Founder & CEO
bnorton@AirTightMgt.com
 (619) SCALE06
 Skype ID:
 Bob_LevelEnterprises



Call: **(619) SCALE06** for a free business assessment.
www.AirTightMgt.com
 Email: info@AirTightMgt.com

Other AirTight Systems – Click each for more information.

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Call (619) SCALE06 for a free assessment of your needs or quote

Testimonials

AirTight Management and Bob have a perfect 5-Star score at both third party consulting sites where he offers his coaching and consulting services. You can read other 3rd party testimonials on his LinkedIn profile here:

www.linkedin.com/in/robertjnorton

Here are a few examples from satisfied clients who are successful executives, entrepreneurs and CEOs:

Feedback to Freelancer ★★★★★

Bob is extremely knowledgeable in all matters one needs to start, manage and execute a business, including life balance. He is an excellent coach. Aside from strategy and tactics, I was very impressed by the variety of sectors which he understood the ins and outs of which was just an added value of working with him. I was a little reluctant at first, but it was worth every cent. I highly recommend Bob as a business advisor and coach.

“We were able to improve our management of the business and see things we never saw before as a result of AirTight’s help. I recommend it to any business that wants to grow.”

➤ CEO of \$4MM B2B Service Company



Craig Valentine Brenner

Vice President of IT and SaaS at Invaluable

“ Bob Norton is an amazing person. He has an un-definable sixth-sense about business and it’s many moving parts. His passions include mentoring and instruction. Business leaders who spend time with Bob Norton often have an “AHA!” idea that could fundamentally improve the business. Bob is easy to talk to and is a down-to-earth conversationalist. I highly recommend Bob and... more ”

– Client

Craig has run one technology company as its CEO and helped Kiva Systems, a robotics company, be acquired by Amazon.com for hundreds of millions after working with Bob to design its dashboards.

Bob has even been mentioned in the same paragraph as Richard Branson and Tony Robbins in a book acknowledgement by a CEO and Author client here:

“I had been working on a problem for many years and solved it on the plane home from The CEO Boot Camp using the tools he taught there.” - CEO and CEO Boot Camp Attendee

➤ *“I think my company would have avoided a \$30 million mistake if we had had the tools I learned from Bob sooner.” CEO, Media Company*

To all of the many clients that I have dealt with for the past seventeen years. Thank you for believing and trusting in my company and myself.

I have also been privileged to be touched by people who have had influence in my thinking and behaviour over the years. To Richard Branson for his inspiration and motivation of what is possible. To Anthony Robbins who helped me take the first step in understanding about human neural linguistic and associated communications and inspiring the leader qualities within me. To Bob Norton who inspired my business thinking in different tangents.

Feedback to Freelancer ★★★★★

Bob has a wealth of information and practical experience in building and growing companies. Whether you’re a new entrepreneur or an established company, Bob will bring valuable lessons and tools to the table to solve whatever problem you might be facing. My experience with him was stellar. He was able to quickly identify my problem and he immediately provided a detailed map on how to solve the issue. Bob does not hold back information, or tag-you along to make more money. He sees the problem and provides an immediate practical remedy. He also has self-designed systems that add value to your company and prepare it to be a market leader. If you are eager and hungry to learn and grow from a proven CEO, coach, and consultant then Bob is your guy. I have been on Odesk for a while and they are very few experts with the type of experience, knowledge and skills Bob possess.



David Dill

CEO at Wellesley Pharmaceuticals

“ I have known Bob for about 15 years. He is a very bright, creative, and experienced executive. His combination of big company and entrepreneurial experiences in good times and bad have given him an excellent platform for advising others. As a man of integrity and perceptive insights, Bob can always be relied upon to steer you in the right direction. ”

David is an Ex-IBM Senior Executive and previous investor in one of Bob’s Companies turned CEO.

Call (619) SCALE06 for a free assessment of your needs or quote