

Published TMG Articles

As seen in the Asheville Citizen Times WNC Business section.

DO-HAVE STRATEGY LEADS TO PROBLEMS

Too many businesses today concern themselves with things they want to HAVE; they want to have a profitable year, have an increased market share. Have more money. If this is company leadership's primary motivation, there may well be trouble ahead. Motivated by what you want to have forces your company to DO certain things, and many companies have taken the short road to disaster because they quickly decided to do the wrong thing. "Let's diversify". "Let's buy the competition". "Let's follow this new market segment". This is the Classic "Do-Have" model of business, definitely NOT a good plan for success!

"Do-Have" planning motivation works well for my teenage daughter. She wants to have a new Honda Civic. So, this motivates her (more than I ever could) to do things such as work two jobs. But, you can see how following this model of behavior can also lead to problems. What if my daughter's motivation were to cause her to steal from her employer or to take chances with her health? And, cars certainly aren't the only motivation for teenagers. They deal with peer pressures, scholarship needs, athletic achievement, attention from the opposite sex, acceptance; all are powerful motivators. If we were to apply the "Do-Have" model to these motivations, there are certainly many opportunities for the right idea to take a wrong turn and end badly.

There must be some other guiding principle to insure a meaningful, successful outcome.

So it is with your business. You must break any "Do-Have" model of behavior; Plan and choose your actions based on something else. I advocate this business model: BE-DO-HAVE

Before you decide what you want to have, even before you decide what you want to do, decide what it is that you want to BE. For example:

Walgreen's wants to be "the nation's most convenient-and most technically advanced-provider of pharmacy service and basic needs."

The Gillette Company wants to "build Total Brand Value by innovating to deliver consumer value and customer leadership faster, better and more completely than their competition."

Kimberly-Clark wants to be "one of the world's most successful companies by developing brands that are truly meaningful to people and respected around the world."

These statements, from their Company Mission/Vision Statements, may seem obvious to the consumers. But, you may be surprised at the number of companies that operate every day without a clear description of what they want to BE. They have never taken the important step to agree upon, adopt and communicate a Company Mission; they don't have a clue as to their business purpose. The journey of a thousand miles begins with the first step; however, if you don't have a map, a mission, an idea of what your company wants to be, you can't take that first step on your road to realizing a successful business.

Committing to the "BE" will prevent you from falling into the "Do-Have" destructive pattern. Knowing what you want to be, and adopting a clear Mission statement is the first step in moving forward into the "Be-Do-Have" motivation model.

So, what do you want your company to BE?