05

FIVE

COMPONENTS OF ORGANIZATIONAL GROWTH

BRIAN ICENHOWER
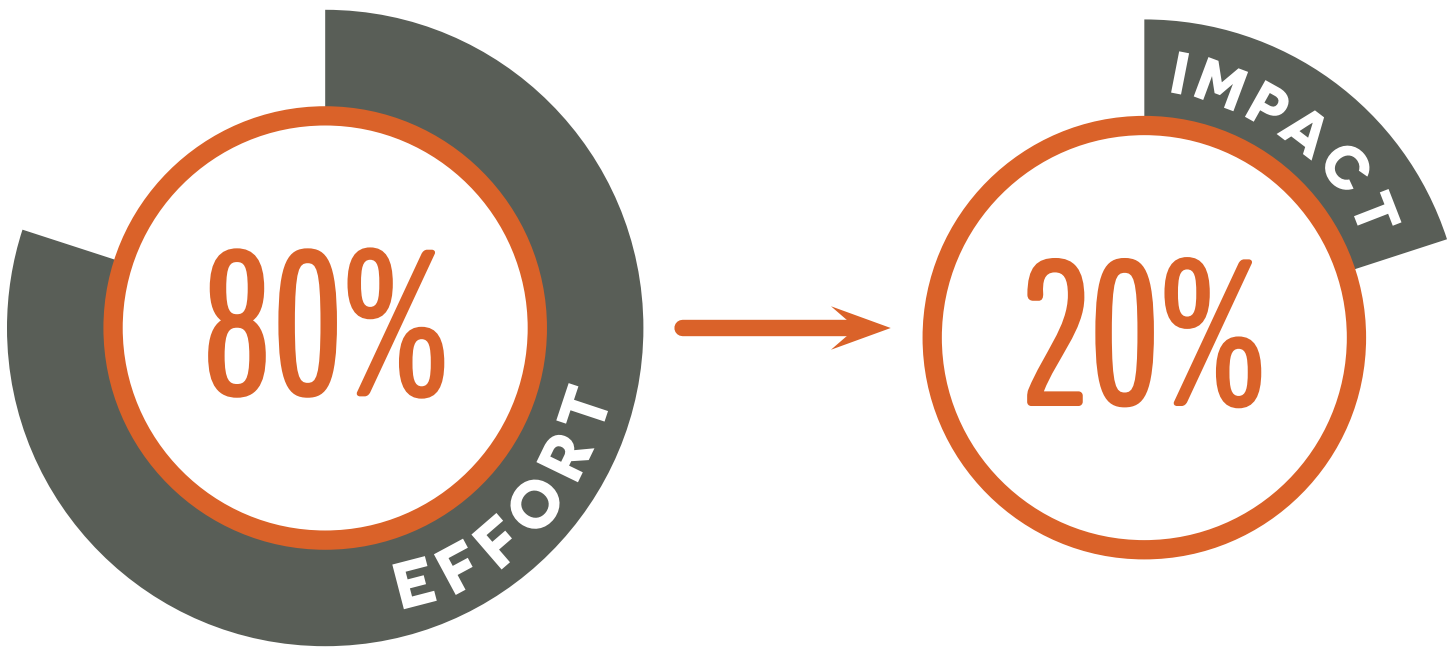
INTRODUCTION

80%

EFFORT

20%

IMPACT

COMPONENT #1

GOAL CHART

ORGANIZATIONAL GOAL — RATIONAL RELATIONSHIP BETWEEN THEIR WANTS & YOUR WANTS

MOTIVATORS — MONEY, FLEXIBILITY, GROWTH OPPORTUNITIES

TEAM GOAL — GROWTH ACTIVITIES

TEAM GOAL — GROWTH ACTIVITIES

TEAM GOAL — GROWTH ACTIVITIES
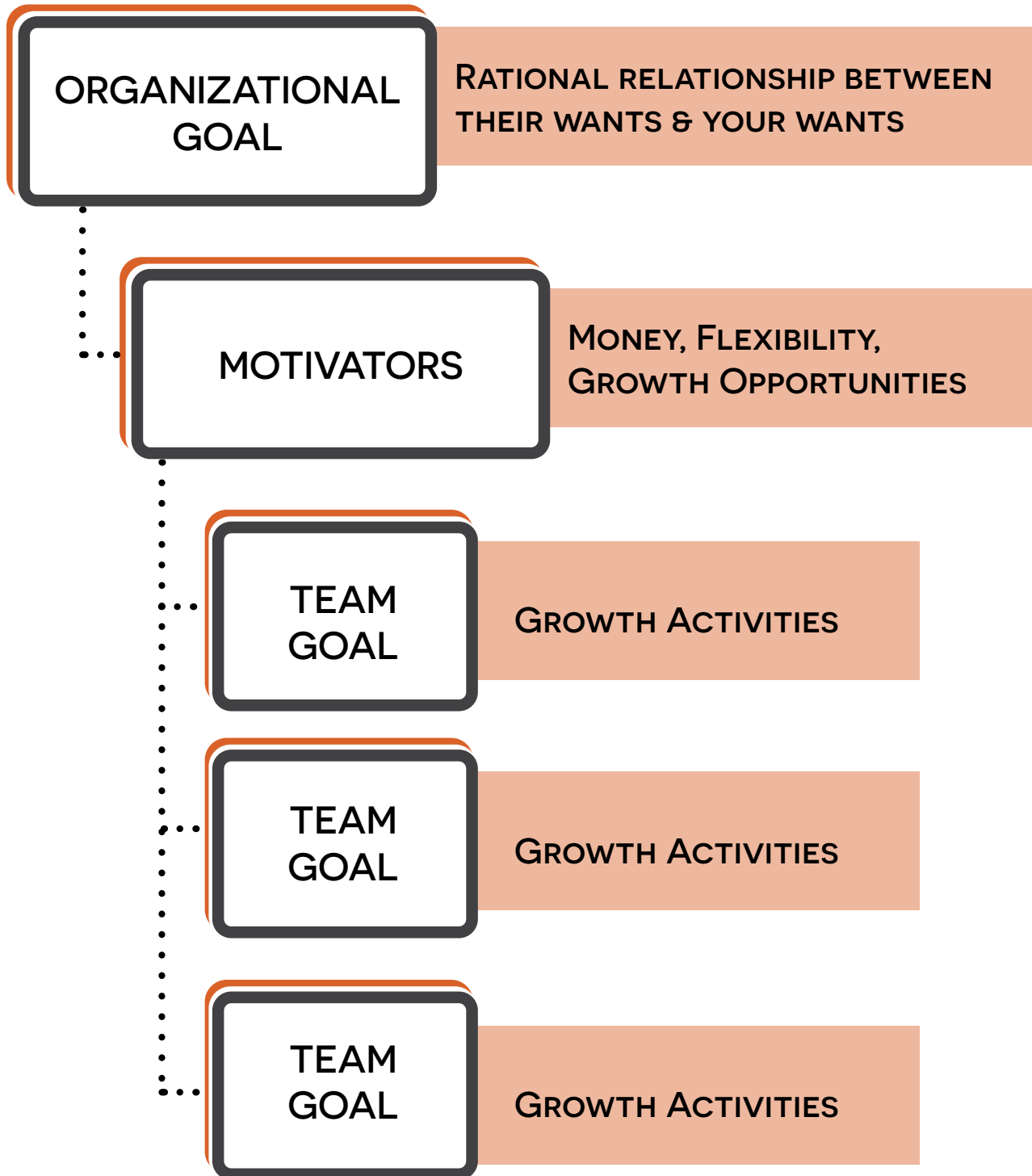
SMART MARKETING OBJECTIVES

SPECIFIC

Can the detail in the information suffiaciently pinpoint problems or opportunities? Is the objective sufficiently detailed to measure real-world problems and opportunities?

MEASURABLE

Can a quantitative or qualitative attribute be applied to create a metric?

ACTIONABLE

Can the information be used to improve performance? If the objective doesn't change behavior n staff to help them improve performance, there is little point in it.

RELEVANT

Can the information be applied to the specific problem faced by the marketer?

TIME-BOUND

Can objectives be set for different time periods as targets to review against?

GROWTH GOAL CHART

ORGANIZATIONAL GROWTH GOAL — DRIVEN BY MOTIVATORS

INDIVIDUAL / TEAM GOAL — GROWTH ACTIVITIES

YEARLY — GROWTH ACTIVITIES

QUARTERLY — GROWTH ACTIVITIES

MONTHLY — GROWTH ACTIVITIES

WEEKLY — GROWTH ACTIVITIES

DAILY — GROWTH ACTIVITIES

CHAPTER SUMMARY, COMPONENT #1:
DEVISE A VIRAL GOAL

The first component of organizational growth demands that you "make it about them" and *devise a viral goal* in which the *respective* goals and ambitions of individuals at your organization are *intrinsically linked* to the organization's overall growth goals. When this occurs, the members of your organization feel personally connected to—and highly invested in realizing—the goal. Just like a video or meme that captures the attention and imagination of millions overnight, a viral goal creates a social buzz around and within your organization. Enthusiasm spreads from person to person, engaging and motivating every single one of your people.

Key Points:

- **Determine their personal motivations.** People can't say no to their own goals, so it is essential to help your people realize what their dreams and goals actually are.

- **Main motivators are money and opportunity.** Broadly speaking, people in organizations tend to be motivated by (a) more money, and (b) more opportunities for professional growth and advancement. When something has practical value, it's more likely to resonate with and inspire people.

- **Growth comes first.** Organizational growth must first occur before leaders can deliver on the promises of individual goals. Leaders can't provide more money or diversified growth opportunities unless the organization itself is growing.

- **United you stand.** Peoples' personal motivations have to translate into individual concrete growth goals that, *fused together*, create a single organizational growth goal.

- **Get SMART.** To make sure your goals are clear and realizable, they must be Specific, Measurable, Achievable, Relevant and Time-Bound. All viral goals must have a finish line. Every goal must contain a clearly measurable, as well as the date by which that goal must be achieved.

BOOK CLUB CONVERSATIONS FOR COMPONENT #1: DEVISE A VIRAL GOAL

- What do you think the author's purpose was in writing this book?
- What ideas was he trying to get across in this chapter?
- How do the ideas presented in this chapter apply to us at _____ (insert the name of your organization)?
- How does a "viral goal" differ from traditional goal setting?
- How might we start applying some concepts around a viral goal at our organization?
- How did the section about "making it about them" make you feel?
- How would growth personally affect or change your life?
- Do you agree that increased income and multiple growth opportunities are the two main motivations for most people?
- Apart from money and growth opportunities, what else motivates people in regard to growth?
- What did you already know about goal setting before you read this book?
- What new things did you learn?
- What questions do you still have?
- Are there any quotes, passages, or ideas you found particularly compelling?
- Do you have a new perspective as a result of reading this chapter?
- Did you learn something you didn't know before?
- How has your attitude or behavior changed?
- How does this book relate to your life or experiences?
- Did you connect with the subject matter? Did it make you nervous or excited?
- What did you like best about this chapter?
- What did you like least about this chapter?
- Which part(s) of the chapter stood out to you?
- If you had the chance to ask the author one question, right now, what would it be?

No matter what questions you decide to ask your people, at the end of each book club session, you (or each book club's leader/facilitator) should ask yourself the following questions:

- Does everyone understand the materials?
- Have we discussed ways that the material relates to us?
- Are my people excited and engaged? Is there buy-in?
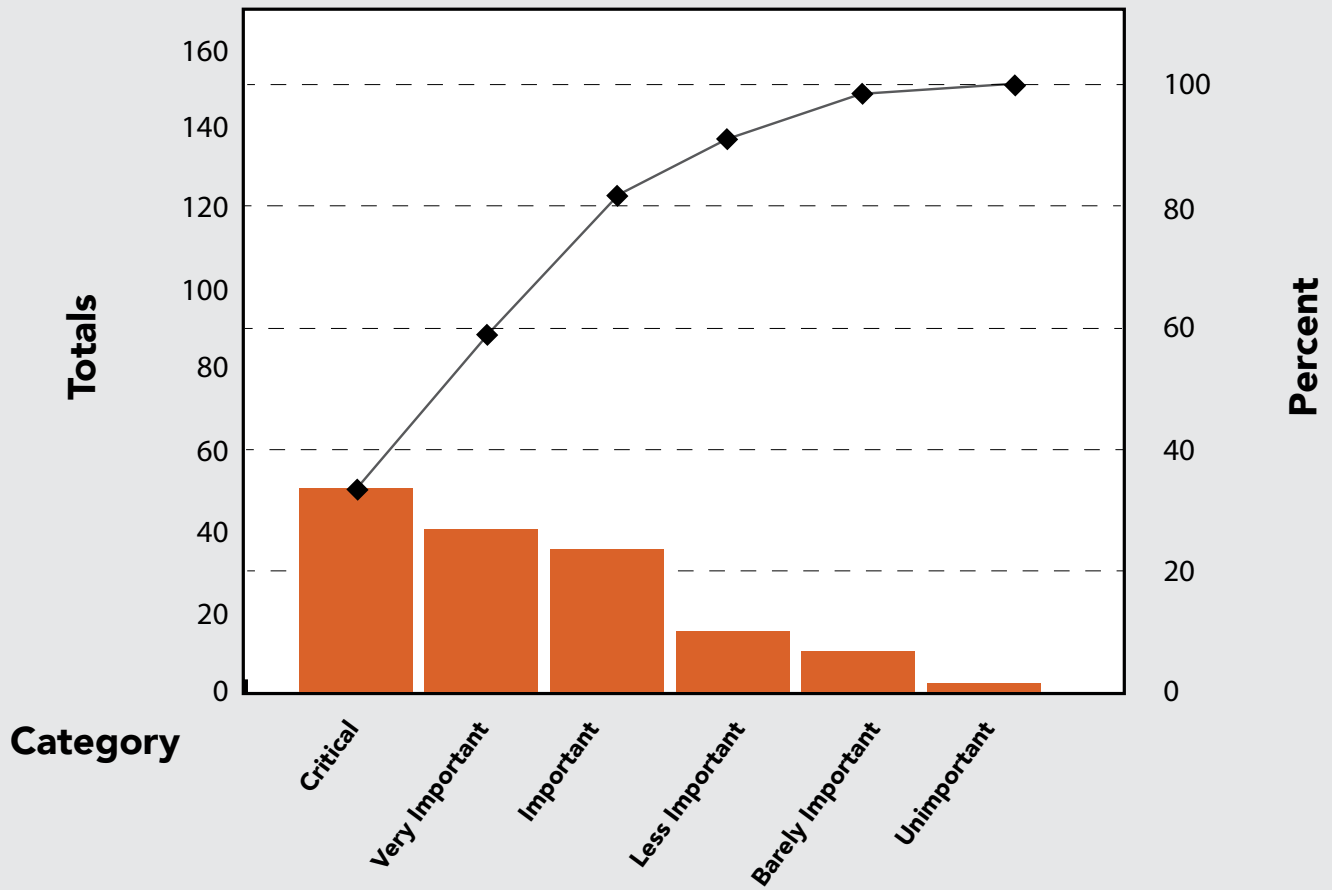- Did I *make it about them*?

If the answer to these questions is a resounding "Yes" then you are well on your way to devising a viral goal at your organization.

COMPONENT #2

PARETO CHART OF CATEGORY

	Critical	Very Important	Important	Less Important	Barely Important	Unimportant
Totals	50	40	35	15	10	2
Percent	32.9	26.3	23.0	9.9	6.6	1.3
Cum %	32.9	59.2	82.2	92.1	98.7	100.0

HOW TO PERFORM A PARETO ANALYSIS

A quick Google search will bring up several preformatted Pareto spreadsheets that you can start using immediately, and most performance management software systems will format the data for you if you happen to use them at your organization. If you or one of your people is reasonably familiar with Excel then performing a Pareto analysis should be quite straightforward and, believe it or not, a piece of paper and pencil would do in a pinch for those of you at smaller organizations.
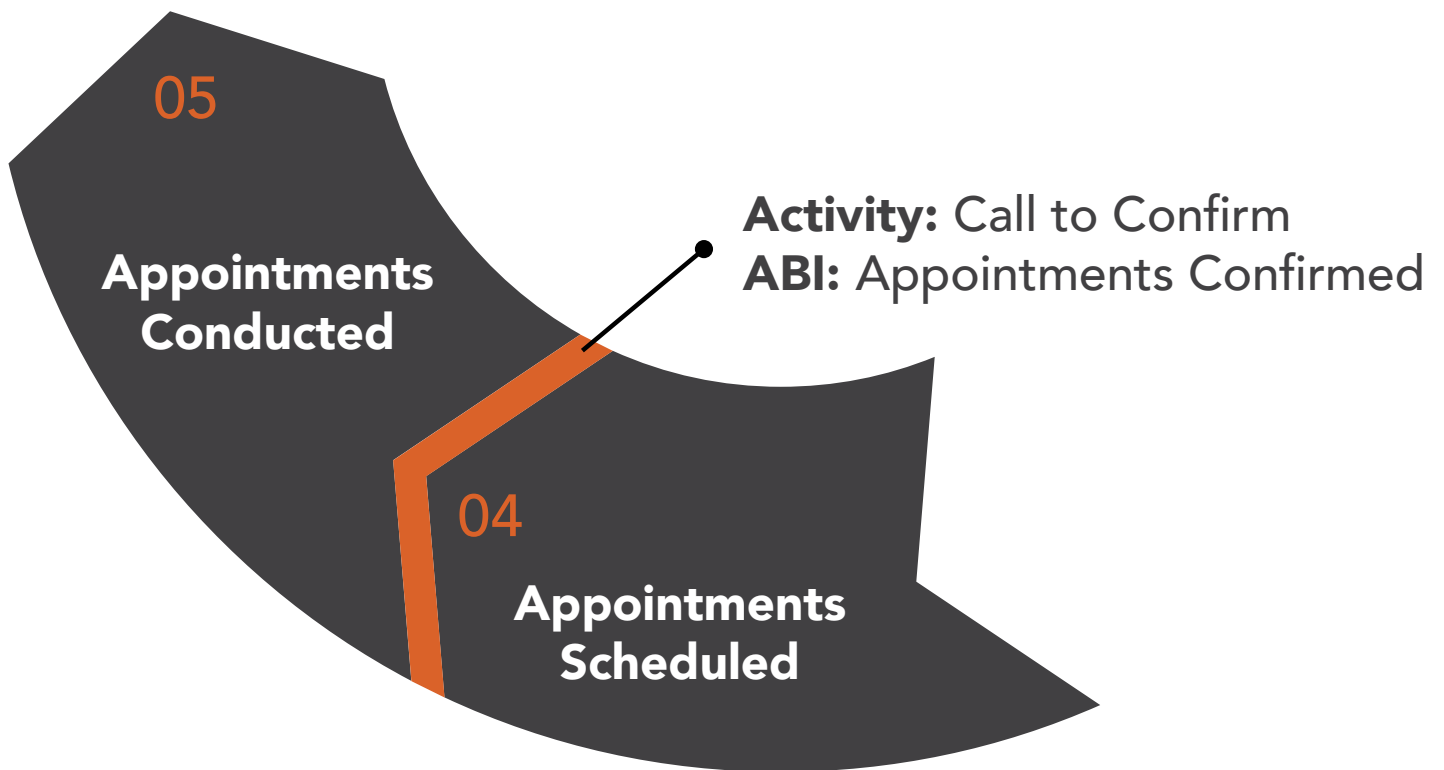
1. Develop a list of activities* to be compared.

2. Develop a standard measure for comparing the items. Examples include but are not limited to:
    - How much revenue: Units Sold/Individual Donations
    - How often it occurs: Frequency
    - How long it takes: Time
    - How many resources it uses: Cost

3. Choose a timeframe for collecting the data.

4. Tally, for each item, how often it occurred. Then, add these amounts together to determine the grand total for all items. Find the percent of each item in the grand total by taking the sum of the item, dividing it by the grand total and multiplying by 100.

5. List the items being compared in decreasing order of the measure of comparison (highest to lowest from left to right.) The cumulative percent for an item is the sum of that item's percent and that of all the other items that come before it in the ordering by rank.

6. List the items on the horizontal axis of a graph from highest to lowest. Label the left vertical axis with the numbers (sales, frequency, time, cost etc.), then label the right vertical axis with the cumulative percentages (the cumulative total should equal 100%.) Draw in the bars for each item.

7. Draw a line graph of the cumulative percentages. The first point on the line graph should line up with the top of the first bar. Excel offers simple charting tools you can use to make your graphs, but you can also do this with a simple paper and pencil.

8. Analyze the diagram by identifying those items that appear to account for most of the growth (or most of the problem if you're assessing factors that prevent growth.) Do this by looking for a clear "breakpoint" in the line graph where it starts to level of quickly.

9. If there is not a clear breakpoint, identify those items that account for 50% or more of the effect.

10. If there appears to be no pattern (i.e. the bars are essentially all the same height), think of some factors that may affect the outcome (such as day of the week, age group of buyer/donor) then subdivide the data and draw separate Pareto charts for each subgroup to see if a pattern emerges.

*You may also wish to compare problems in a process, as well as growth activities.

TRANSACTION TIMELINE

Transactions Completed 07

Attempts 01

Contracts Completed 06

Contacts Made 02

Appointments Conducted 05

Follow Up Contacts Made 03

Appointments Scheduled 04

IN-BETWEEN ACTIVITIES

05

Appointments Conducted

Activity: Call to Confirm
ABI: Appointments Confirmed

04

Appointments Scheduled

CHAPTER SUMMARY, COMPONENT #2:
DEVISE A VIRAL GOAL

Deliberate, purposeful, systematic activities produce successful and desired results. The second component of organizational growth requires organizations to set end-results and outcomes aside somewhat and *focus on activities first*, identifying and capitalizing on those activities that have the greatest impact and likelihood of helping you and your people in achieving your viral goal.

While an RBI measures what you've already accomplished, an ABI tells you if you're on course to achieve a goal. Activity-Based Indicators are predictive actions that drive specific results. ABIs are predictive because if an ABI changes you can predict that the RBI will also change. While an RBI is outside your control or is almost impossible to take action on, an ABI is highly actionable and more clearly within your power or ability to influence or regulate.

Key Points:

- **ABIs must be measurable and trackable.** The activities you focus on must be worthy of your time and efforts, so it's essential that you can justify an activity's value with measurable and trackable supporting data. You can't just *do*. You have to *do* and *assess the effectiveness of what you do.*

- **Focus on the 20% that drives results.** The Pareto Principle states that when several factors affect a situation, just a few of those factors will account for most of the impact. In most situations, 80% of effects or results can be attributed to 20% of the causes. Don't waste your time and energy on the 80% that doesn't make much impact. Instead, focus on the 20% activities that tangibly and exponentially move the needle.

- **Success leaves clues.** Choose an organization whose success you'd like to replicate. Once you've identified a desirable model, you then "model the model" and pass on what you discover to your people.

- **Make the connection.** Making contact and engaging other people is the primary activity that underlies most every organization's strategy or model. On some level, making contact and engaging other people will tie into every ABI that you implement at your organization.

- **Diligent application brings success.** When you focus on the activities, success is the sum of every single thing that you and your people do. Each step in the transaction timeline sequence connects to the next, with each activity and mini-result leading to the overall desired outcome.

- What ideas was the author trying to get across in this chapter?

- How did you feel reading this chapter compared to reading the first chapter?

- How do the ideas presented in this chapter apply to us at _____ (insert the name of your organization)?

- How does an Activity Based Indicator differ from a Results Based Indicator?

- Do you agree that an ABI-focus would be better than an RBI-focus at our organization? Why? Why not?

- How might we start applying some concepts around ABIs at our organization?

- In your role at the organization, what do you think your most impactful activities are? Why? Can they be turned into measurable and trackable ABIs? How?

- What are some potentially impactful activities that we might consider doing that we don't already do?

- Do you think Pareto's Principle (the 80/20 rule) applies to our organization? Why? Why not?

- At our organization, how does the idea of "the vital few and the trivial many" apply?

- Which is more useful or accurate: "the vital few and the trivial many" or "the vital few and the useful many"?

- If success leaves clues, where and who can our organization look to? Who do we aspire to emulate and learn from?

- What new things did you learn in this chapter?

- What questions do you still have?

- Are there any quotes, passages, or ideas you found particularly compelling?

- Do you have a new perspective as a result of reading this chapter?

- Did you learn something you didn't know before?

- How has your attitude or behavior changed?

- How does this chapter relate to your role or experiences at our organization?

- Did you connect with the subject matter? Did it make you nervous or excited?

- What did you like best about this chapter?

- What did you like least about this chapter?

- Which part(s) of the chapter stood out to you?

- If you had the chance to ask the author one question, right now, what would it be?

No matter what questions you decide to ask your people, at the end of each book club session, you (or each book club's leader/facilitator) should ask yourself the following questions:

- Does everyone understand the materials?
- Have we discussed ways that the material relates to us?
- Are my people excited and engaged? Is there buy-in?
- Did we focus on *activities* rather than results?
- Did we make the concept of ABIs *about them*?

If the answer to these questions is a resounding "Yes" then you are well on your way to devising a viral goal at your organization, and identifying the activities that are most likely to drive growth and achieve success.

COMPONENT #3

Component #3 cultivates personal responsibility by practicing public accountability. In doing so, organizations create a culture in which people feel personally responsible for their part in achieving the goal and are also held openly accountable for performing their activities and hitting their targets. When your people are instilled with a sense of personal responsibility—and when leaders conduct respectful and responsible accountability gatherings—they will not resist or have reason to fear being held accountable. Rather they will embrace it enthusiastically with a sense of ownership, purpose, pride, and a concern for others as well as respect for themselves.

Key Points:

- **Responsibility is internal; accountability is external.** Being responsible involves *implementing a response* to designated tasks and activities. Being accountable involves *providing an account* or an answer of what did and did not actually happen at the time, or by the time, it was supposed to. Accountability is *external,* while responsibility is internal. Responsibility is a personal obligation one takes upon oneself and stems from a sense of intrinsic motivation, whereas accountability is more of a social contract or social obligation.

- **Both accountability and responsibility produce action and result oriented behavior but in different ways.** When we take responsibility and act responsibly, we create or control a situation by causing something to happen. When we're held accountable for our actions, we reflect upon the efficacy and actual outcomes of those actions, and address any problems with a view to doing things better or differently the next time.

- **Focus accountability on activities.** You can't monitor everything that happens within your organization. Select the core ABIs for your organization and make those the focus of the 4 Key Accountability Questions. Don't focus on the "trivial many" that only slightly impact growth; and don't focus on RBIS that are situated in the past and are outside your control. Shift your focus and hold your people accountable o the most impactful activities.

- What ideas was the author trying to get across in this chapter?

- How do the ideas presented in this chapter apply to us at _____ (insert the name of your organization)?

- How would you characterize our organization's system of holding people accountable? Are we more authoritarian and punitive, or do we encourage people to self-author their solutions, cultivate personal responsibility, and encourage supportive and creative collaboration?

- What are some of the differences between accountability and responsibility?

- What was your attitude towards accountability before reading this chapter?

- Has your attitude or perspective changed after reading this chapter? If so, in what way?

- What is the difference between someone with an internal locus of control and someone with an external locus of control?

- If our locus of control falls on a spectrum, where would you place yourself? I.e. do you have a strong internal locus of control or is your locus of control more external?

- What new things did you learn in this chapter?

- What questions do you still have?

- Are there any quotes, passages, or ideas you found particularly compelling?

- Do you have a new perspective as a result of reading this chapter?

- Did you learn something you didn't know before?

- How has your attitude or behavior changed?

- How does this chapter relate to your role or experiences at our organization?

- Did you connect with the subject matter? Did it make you nervous or excited?

- What did you like best about this chapter?

- What did you like least about this chapter?

- Which part(s) of the chapter stood out to you?

- If you had the chance to ask the author one question, right now, what would it be?

No matter what questions you decide to ask your people, at the end of each book club session, you (or each book club's leader/facilitator) should ask yourself the following questions:

- Does everyone understand the materials?

- Have we discussed ways that the material relates to us?

- Are my people excited and engaged? Is there buy-in?

- Did we make the concept of accountability and responsibility *about them*?

If the answer to these questions is a resounding "Yes" then you are well on your way to devising a viral goal at your organization, identifying the activities that are most likely to drive growth and achieve success, and cultivating a sense of personal responsibility in your people by holding them publically accountable.
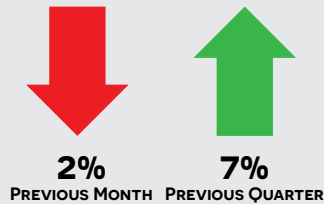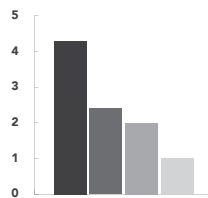
COMPONENT #4
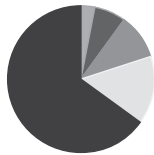
DASHBOARD EXAMPLE

87%
Annual Viral Goal Achieved

2% Previous Month
7% Previous Quarter

RBI: 97%
Add 10 Recruits Each Month

5
4
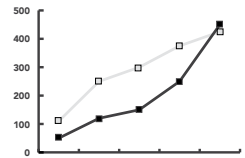3
2
1
0

4 Key Accountability Questions

- *How do you think you did?*
- *What got in the way?*
- *What do you need to do differently next time?*
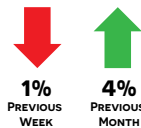- *Is there any way we can help?*

99 Outbound Calls
per person

Book 500 Donors
for Fundraising Dinner By Nov. 1

500
400
300
200
100
0

ABI: Daily Contacts (Goal = 5)

Anne	3	3	5	5	4
Bob	3	2	2	4	5
Sam	3	4	4	5	2
Dave	5	6	4	3	3

75%

1% Previous Week
4% Previous Month

ABI: Appointments Set (Goal = 10)

Anne	2	0	1	1	2
Bob	1	1	3	4	0
Sam	2	2	3	1	1
Dave	0	2	2	4	4

90%

2% Previous Week
6% Previous Month

The fourth component of organizational growth entails creating an informative but engaging dashboard that will both track your present position and steer you to your destination by motivating your people to take action and move, continuously, forward. A well-designed dashboard is a motivating and engaging tool that connects your people and drives their performance on an individual and group level. Dashboards not only provide visibility into the activities that are being done, but also into who is doing them. Dashboards simplify complex data, and provide people with at-a-glance awareness of their own and others' performance at all times. When your people know that others in the organization can see the status of their work, they are more likely to take responsibility for their moment-to-moment decisions and commit to doing their activities for the good of the group as well as their own, personal benefit.

Key Points:

- When creating your own dashboard you're essentially being guided by three key questions: (1) Is it public to the your people? (2) Does it show both Activity-Based Indicators (ABIs) *and* Results-Based Indicators (RBIs)? (3) Does it clearly indicate who has and has not fulfilled their ABI commitments?

- **Keep it simple.** Your dashboard must be simple enough to cover every element in a single meeting.

- **Make it about them.** The purpose of a dashboard is to motivate your people and drive their desire for growth. When an organizational dashboard is built around everyone's personal "*Why,*" it is an inherently motivating and inspiring device.

- **Everyone is different.** While your organization will create just a single dashboard, it won't mean the same thing to everybody, nor does it need to. A dashboard engages different people in different ways, depending on their DISC behavior profile, but we guarantee that it will drive growth no matter what drives your people.

- What ideas was the author trying to get across in this chapter?
- How do the ideas presented in this chapter apply to us at _____ (insert the name of your organization)?
- How does a dashboard differ from the usual spreadsheets and tracking measures that conventional organizations use?
- Do you agree that a dashboard would be better than conventional data-tracking systems at our organization? Why? Why not?
- What do you find most interesting or useful about a dashboard?
- Did you relate to the idea that different personality or behavior types will engage with the dashboard in different ways?
- Based on the material, do you identify with one or more of the DISC behavior profiles? How do you think someone like you would engage with and feel motivated by the dashboard?
- What new things did you learn in this chapter?
- What questions do you still have?
- Are there any quotes, passages, or ideas you found particularly compelling?
- Do you have a new perspective as a result of reading this chapter?
- Did you learn something you didn't know before?
- How has your attitude or behavior changed?
- How does this chapter relate to your role or experiences at our organization?
- Did you connect with the subject matter? Did it make you nervous or excited?
- What did you like best about this chapter?
- What did you like least about this chapter?
- Which part(s) of the chapter stood out to you?
- If you had the chance to ask the author one question, right now, what would it be?

No matter what questions you decide to ask your people, at the end of each book club session, you (or each book club's leader/facilitator) should ask yourself the following questions:

- Does everyone understand the materials?
- Have we discussed ways that the material relates to us?
- Are my people excited and engaged? Is there buy-in?
- Did we make the concept of a dashboard *about them*?

If the answer to these questions is a resounding "Yes" then you are well on your way to devising a viral goal at your organization, identifying the activities that are most likely to drive growth and achieve success, cultivating a sense of responsibility and accountability, and using the guiding abilities of a dashboard to drive growth at your organization.

COMPONENT #5

TEAM ANNUAL BUSINESS PLAN

ANNUAL GOAL

$50 Million Annual Sales Volume

3 KEY FOCUS AREAS

1. **Customer Service:** Create the Ultimate Client Experience
2. **Lead Generation:** Track Agent Generation & Conversion Activity
3. **Hire & Recruit:** Attract New Talent to the Team

5 OBJECTIVES FOR EACH FOCUS AREA

1 CUSTOMER SERVICE

OBJECTIVES

1. Admin Assistant to conduct 30, 90, and 120 day follow-up calls to clients after all closings to suggest vendors for improvements & ask for referrals.
2. Produce pre-listing video introducing the team, marketing plan, and services we provide to send to client prior to initial listing appointment.
3. Increase online presence with 4 team websites:
   - Sellers
   - Buyers
   - Neighborhood Farms
   - Blog
4. Enhance/update client database contacts:
   - 33 touches per year
   - Client appreciation event
5. Grow vendor database
   - Contact regularly
   - Vendor appreciation party
   - Create vendor list & web page
   - Refer them systematically

2 LEAD GENERATION

OBJECTIVES

1. Conduct group lead generation every Mon-Fri for 2 hours (9a-11a) for all sales agents. Agents meet at 8:30a for role play and scripts practice beforehand.
2. Sales agents to track lead generation activities (Contact - Appointment - Contract), and submit at end of each week for accountability and to establish conversion ratios.
3. Determine criteria & system to:
   - Distribute inbound leads/calls
   - Make outbound contacts to COI, FSBO, Expireds, Just Listed/Solds and Farms
4. Develop action plans & campaigns to farm 4 neighborhoods.
5. Each month, obtain:
   - 10 new listings;
   - 9 buyer contracts; and
   - 15 closed transactions
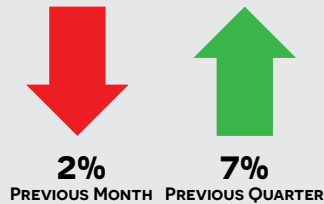
3 HIRE & RECRUIT

OBJECTIVES

1. Begin search for an Administrative Lead Coordinator. Interview 4 applicants per month until found. Create job description and establish behavioral profile.
2. Hire an Inside Sales Agent (ISA) - determine compensation schedule, job duties and description, and behavioral profile. Locate ISA training resources or coach.
3. Establish criteria/goals for Buyers Agents to earn Showing Assistants. Establish respective job descriptions and compensation schedules.
4. Develop printed and video presentations to recruit new sales agents.
5. Locate two new sales agents in adjacent geographic locations to expand and service new areas.

BROKER SCOREBOARD

Team Member	Weekly Actual 6/27-7/3	Weekly Actual 7/4-7-10	Weekly Actual 7/11-7/17	Weekly Actual 7/18-7/27	Weekly Goal	Monthly Actual	Monthly Goal	Yearly Actual	Yearly Goal
LEAD MEASURES									
SOI CONTACTS									
Robyn					15		60		1200
Melissa					25		100		1200
Kari					25		100		1200
Logan					5		20		240
Jessica					5		20		240
Tasha					25		100		480
SOI GROWTH - Members Added									
Robyn					3		13		150
Melissa					3		13		150
Kari					2		9		100
Logan					1		4		48
Jessica					5		20		240
Adrianna					5		20		240
Tasha					5		20		240

87%
Annual Viral Goal Achieved

2% PREVIOUS MONTH **7%** PREVIOUS QUARTER

RBI: 97%
Add 10 Recruits Each Month

99
Outbound Calls
per person

ABI: Daily Contacts (Goal = 5)

Anne	3	3	5	5	4
Bob	3	2	2	4	5
Sam	3	4	4	5	2
Dave	5	6	4	3	3

75%

1% PREVIOUS WEEK **4%** PREVIOUS MONTH
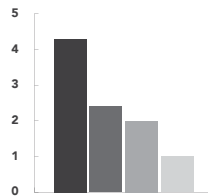
4 KEY ACCOUNTABILITY QUESTIONS

- *How do you think you did?*
- *What got in the way?*
- *What do you need to do differently next time?*
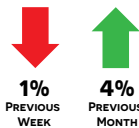- *Is there any way we can help?*

Book 500 Donors
for Fundraising Dinner By Nov. 1
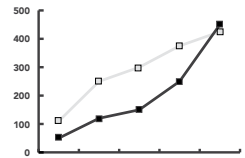
ABI: Appointments Set (Goal = 10)

Anne	2	0	1	1	2
Bob	1	1	3	4	0
Sam	2	2	3	1	1
Dave	0	2	2	4	4

90%

2% PREVIOUS WEEK **6%** PREVIOUS MONTH

Activity Based Indicators

80%	70%	40%	50%
Contacts Made	Appointments Set	First Appointments Had	Follow-Up Appointments Had
Target: 25 Actual: 20	Target: 10 Actual: 7	Target: 25 Actual: 20	Target: 2 Actual: 1
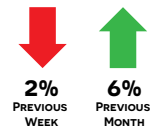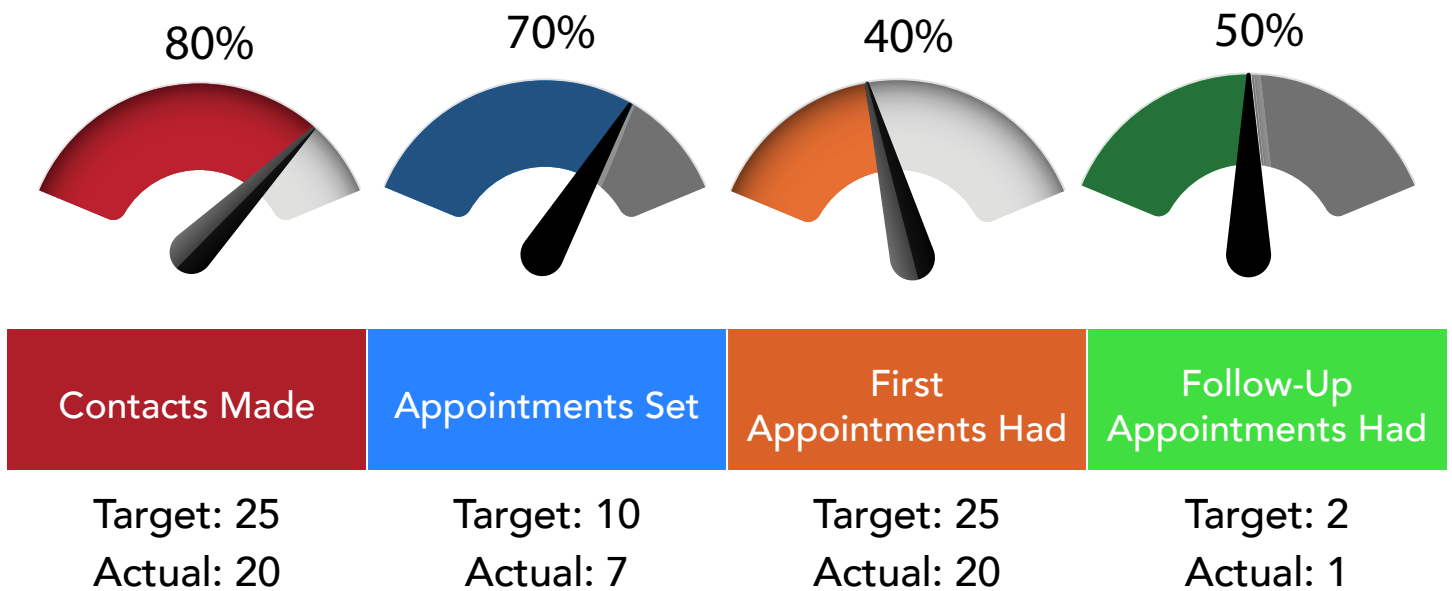
Sales VS Target Sales chart showing Actual Sales (bars) vs Target Sales (line) for Jan–Dec.

100%

75%

50%

25%
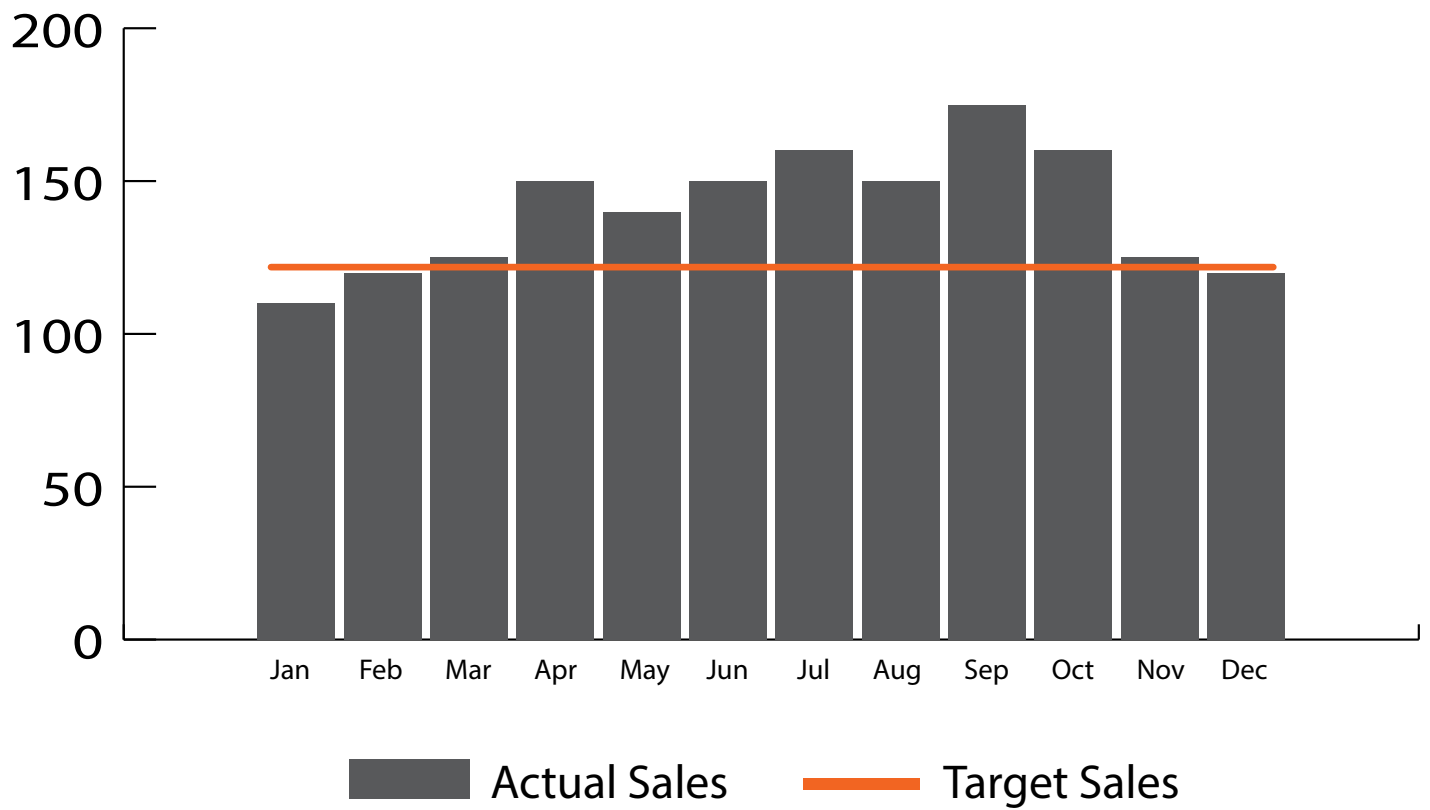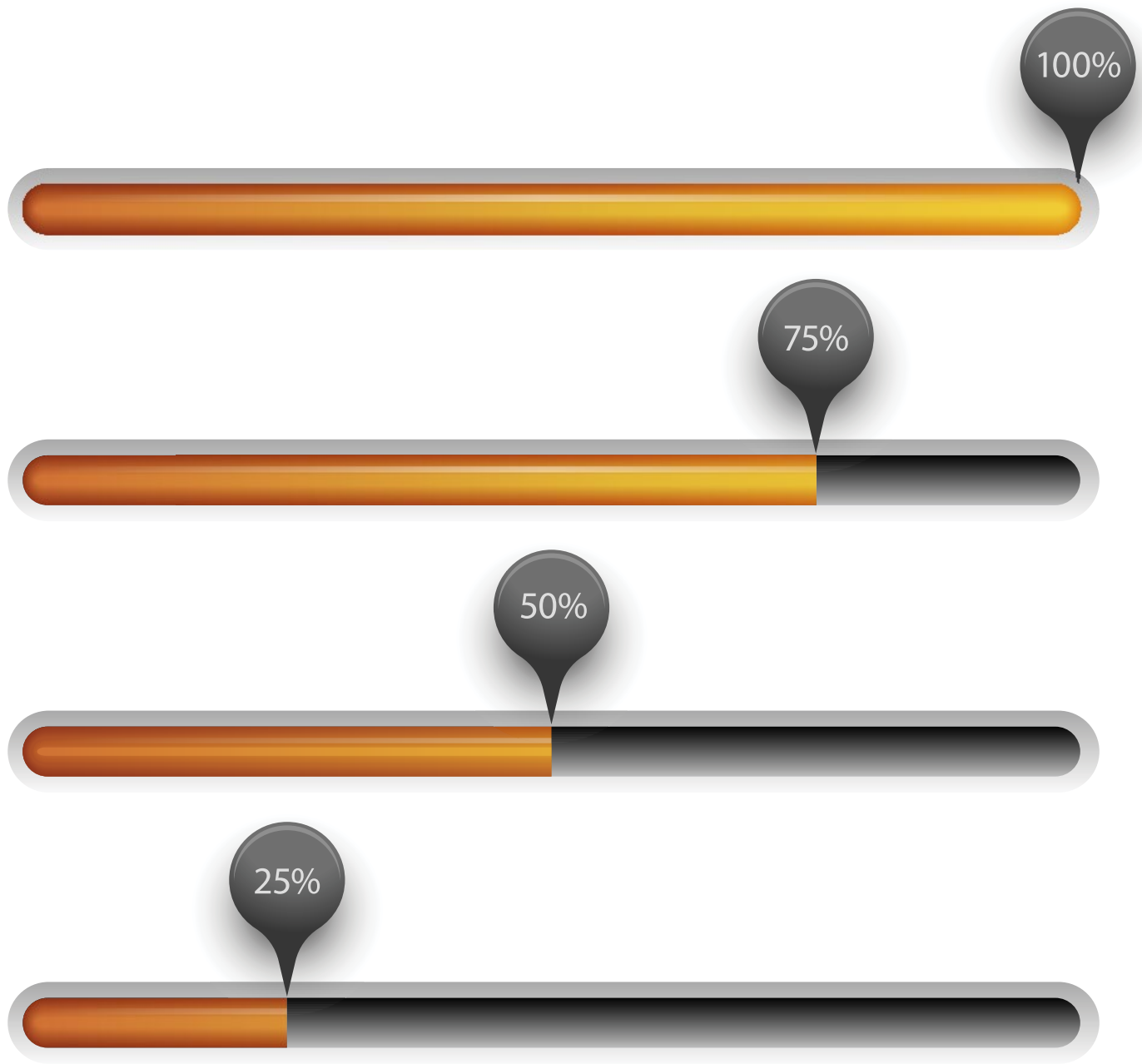
The fifth and final component of organizational growth calls for you and your people to cultivate your reliance on, and belief in, one another by "huddling up" and maintaining the energy, enthusiasm, motivation, and momentum you've created over the past few weeks. "Huddling Up" preserves the camaraderie and utility of meetings but does away with their irrelevancies and inefficiencies. Camaraderie and utility is at the core of huddling up. Like a sport's team that gathers together on the field or court, huddles are a space in which you and your people will gather together to strategize, plan, rally, encourage, motivate, and support each other. But, like a sport's team that briefly huddles together to plot their next play, you will never forget that you're still in the game, and the clock is about to start ticking again. You can't spend too much time talking about what you've done and what you're going to do. You need to take swift, decisive action and get back out there and play. Organizational huddles inspire amazing plays.

Key Points:

- **Best practices for holding huddles:** Keep the huddle brief; huddle up frequently; speak in "commitments," not in numbers; make it about them.

- **Huddles are sacred**—you can never ever, ever skip a weekly huddle. No excuses.

- **Growth sets the agenda:** Just as a huddle allows players to tune out the deafening noise of the crowd, your weekly huddles allow you and your people to tune out the distractions of the day-to-day and focus your attention on what is most important: ABIs and the 20% activities that drive growth. A huddle is typically divided into two parts: the dashboard and the "1-3-5 annual plan." Though slightly different, both of these things are focused on growth.

- What ideas was the author trying to get across in this chapter?
- How do the ideas presented in this chapter apply to us at _____ (insert the name of your organization)?
- How does a huddle differ from conventional organizational meetings?
- How has this chapter influenced your perception of meetings?
- What excites you about the huddle? What are your concerns, if any?
- What did you think about Google's research into team effectiveness?
- Does our organization demonstrate the five key dynamics of successful teams? (Psychological safety, dependability, structure and clarity, meaning of work, and impact of work.)
- In particular, how can our organization create a culture that promotes psychological safety and allows our people to take risks and express ideas without fear of dismissal or judgment?
- In the section about huddle best practices, what stood out the most? What did you think, specifically, about the idea of speaking in terms of "commitments" rather than numbers?
- What is a 1-3-5 annual plan? How does the annual plan interrelate with the FIVE Components of Organizational Growth? How does the annual plan differ from the FIVE Components of Organizational Growth?
- What are the most important factors to bear in mind when creating our organization's Dashboard?
- What new things did you learn in this chapter?
- What questions do you still have?
- Are there any quotes, passages, or ideas you found particularly compelling?
- Do you have a new perspective as a result of reading this chapter?
- Did you learn something you didn't know before?
- How has your attitude or behavior changed?
- How does this chapter relate to your role or experiences at our organization?
- Did you connect with the subject matter? Did it make you nervous or excited?
- What did you like best about this chapter?
- What did you like least about this chapter?
- Which part(s) of the chapter stood out to you?
- If you had the chance to ask the author one question, right now, what would it be?

No matter what questions you decide to ask your people, at the end of each book club session, you (or each book club's leader/facilitator) should ask yourself the following questions:

- Does everyone understand the materials?
- Have we discussed ways that the material relates to us?
- Are my people excited and engaged? Is there buy-in?
- Did we make the concept of "huddling up" *about them*?

If the answer to these questions is a resounding "Yes" then you are well on your way to (1) devising a viral goal at your organization, (2) identifying the activities that are most likely to drive growth and achieve success, (3) cultivating a sense of responsibility and accountability, (4) using the guiding abilities of a dashboard to drive growth at your organization, and (5) huddling up to strategize, organize, light a fire under each other, keep the momentum going, prepare for the next play and, most importantly, break and get on with the game of growth.