Blood or Competency part 2 Larger Organization

**SUMMARY KEYWORDS**

store, large organization, crossroads, competency, topics, grocery store, operation, managers, smaller organization, blood, office, owner

**SPEAKERS**

Paul Adams, Carey Berger

**Carey Berger** 00:00

I'm Carey Berger.

**Paul Adams** 00:00

And I'm Paul Adams.

**Carey Berger** 00:01

And we are The BSR Group and this is the Crossroads program. Today we're talking about the second half of this blood or competency. In this case talking about a larger organization. And so, please do listen to the smaller organization. I think you'll get some value out of that as well. But there are some tools or some options that may exist in a larger organization that may not in a smaller organization. And so let's sort of talk a little bit about that. Okay. So, when we talk about a large organization, I have, in my mind what I think of that encompassing, what do you think it was beings with a line in the grocery world between a smaller and a large organization?

**Paul Adams** 00:38

I think the key word is complexity. Multi store operations generally are in different areas, they sometimes even have different customer groups, much larger staff of people, much greater needs regarding finance, greater need in assuring that there is some sort of consistent marketing. There's just a whole lot of things that make it almost impossible for a single owner to do at all. Now, most companies came from, developed from one store and over time, due to expansion, or to purchasing other companies, whatever, you've got a really, what we call, big business now. And for the operation to succeed, you've got to look totally different at how that organization is run. And that's what we're talking about here, Carey.

**Carey Berger** 01:35

I think the line in my mind is really, if you are at a place where you either do or should have a separate office, that is not the grocery store, and it's there, because that's where you have the possibility of regional or division managers, you have a series of store managers which report to somebody before it then it gets to you... if you're not individually operating a store, that's kind of I think the line that we use. So, if you are a grocer, and you are running your store, personally, as a store manager, then probably you're still mostly in what we think of as the earlier groups. Not a bad place to be. You may be making more net income for yourself and the ones the bigger ones, you never know. But if you are to a place where you're no longer in the grocery store directly, if you're working in the head office, so to speak, and you're plenty busy doing all of that, that's kind of the line that we're talking about here. The reason why that line matters is because the kind of resources that happen start to look different. Obviously, you already have lots of resources, you've got store managers, because you're not running them under this definition. You've got, probably, an HR staff, because again, it's probably not going to be able to be something that you or your store managers can do at the store level. You've got other things happening. So, with that office, now all of a sudden your office politics, your office dynamics, yes, you still have to be in the stores, yes, you still have to make an impression, yes, you started to connect with your customers, but you also now are really interacting on a daily basis with whether you give them titles, or not the CEO, the CFO, the COO, those kind of characters. And so that's when we start talking about competency and blood. So now I've got my daughter or my son, and I really do want them to go ahead and continue my 10 store operation. And we've been running this successfully. I'm the second generation already. And we're looking to get it to the third, or whatever the numbers are in your particular situation. Where does competency and blood come into that conversation that might be a little different than the ones that are operating with the first generation?

**Paul Adams** 03:53

Let's go back and look at that word capability again, because that's really the key word here? What's that owner really capable of doing by him or herself? Where are the gaps? And oftentimes, companies of that size, you'll see them bring in a president or a general manager and you'll say, why are they here? Well, they're here, because their skill sets are what's required for some very basic functions of the of the operation. But if the owner, because of the size of the company, and the complexity of the company, were totally tied into those things, other things would suffer. Early on, we talked about a smaller company, and I'm just thinking as we're talking, it's like if you're in a small company, you're like the puppet, you do it all. But in a large company, you're the puppeteer. And sometimes you just need to have other individuals there to take over some of those things that maybe you could do but you may find they're better done by someone else. It helps you really grasp that big picture that you have to deal with every day in a large company.

**Carey Berger** 05:09

Yeah. So, with that in mind, competency and blood, and a larger organization, still just as relevant. Still got to have the drive. Still got to have the capability. In fact, maybe more so than ever, because now you're also the spokesperson for this organization. You represent a whole bunch of people's jobs and a whole bunch of communities linked to the food they need to live. And so it's very much a big job requires real competency, but you may have the potential to be able to be a bit more segmented, and you may be able to have resources around you to take over some of the pieces that aren't your strength. I'm really good at x, I'm really not good at y, I can probably get somebody to do y. And I'll go ahead and tell a story towards that effect. There's a gentleman who's in the Football Hall of Fame, National Football Hall of Fame. And he tells the story. And by the way, now, as I tell him, I can't remember his name, Doggone it, but you will look it up later. He's a National Football Hall of Fame. And the way he got there was as a receiver. And so in those days, the idea was that when you weren't acting as a receiver running back, you also were blocking, right. So he came out of college, and he was an amazing receiver and running back, but he was not very good as a blocker. He got to the pros, and he goes, the coach, the coach, I know, I'm not really you know, that great a block, I need to work hard on my blocking. And the coach said, no, you know what, we need you to work harder on the things you're really good at. So, instead of having an eight, as on a scale of one to 10 as a receiver or running back, we're going to make you a 10 on that, and we'll get somebody else to be the blocker. And that's exactly what they did. That degree of specialization allowed that person to become the greatest when it came to the things he was really good at, and allow somebody else to be maybe the greatest at what they did, which was the blocking side. That's what happens in your grocery store is that now all of a sudden, it's not just that you're able to do the things you're really good at and become even better at them. But also, you're opening a spot for somebody else to be really good the thing that you're not, and to be really great at it. So in a way everybody kind of wins. Unfortunately, in a really small organization, you may not have that luxury. And that's a reason why we separated it. Hopefully, if you're a smaller organization, you're watching this as one you're going yeah, but I can do some of that, right? I can do some of that, I can have some of that specialization, and you look for those opportunities. So, that's the idea of competency versus blood. Is there anything else you want to talk about on this topic right now?

**Paul Adams** 07:35

I think we've pretty well covered this one.

**Carey Berger** 07:37

I think the truth of the matter is that these topics, and we set this up in our first video as being kind of an unpleasant topic, in some ways, that sounds maybe ugly, but these are the topics that are very real. That you have to be able to look yourself in the eye and look your son or daughter in the eye and you know, address what is the situation. And if you do have the passion, if there is the desire, and I mentioned those three topics there, you know, in terms of desire, competency, and support, if you have those things, it can work. It really can. But be honest enough with yourself to recognize if one of those three things is missing. And if it is, can I fix it? Or maybe can I not?

**Paul Adams** 08:19

Sometimes a hard question to have to answer.

**Carey Berger** 08:21

It is. Unfortunately, that is what you face every day at the crossroads of life, crossroads of business and family. And those are the topics that we talk about here on the Crossroads program. I'm Carey Berger.

**Paul Adams** 08:31

and I'm Paul Adams.

**Carey Berger** 08:32

And we're The BSR Group and thank you for coming to the crossroads.