

## **Chapter 1 – Why am I writing this?**

### **Effective Organizations & Followership**

Over the past 20 years, I have had the privilege to assist organizations throughout the United States and Canada in the areas of better strategic planning (aka “Chainsaw Planning”©), more effective hiring & evaluation techniques, managing conflict & difficult employees, and leadership & followership training.

The topic of followership has long fascinated me, as followership is an essential element within my most effective clients’ organizations. Healthy followership is a real, genuine employee response to healthy, genuine leadership, especially if that leadership is clear about the vision for the organization, and a good plan is in place to achieve that vision.

### **An Important Observation**

At one point, I was thinking about my most effective clients and discovered that a key differentiator for those organizations was the presence of a strong, effective #2 person. Your #2 is the backbone of your business. The person you rely on when you cannot or do not have the personal resources to attend to business on your own. You trust and rely upon them to manage your business as if it were their own. These are the people that can:

- Think like an owner
- Model effective, healthy followership
- Understand, promote & help deliver the organizational vision
- Manage outcomes identified as essential within the strategic plan
- Help employees to persist, succeed, & thrive
- Learn new skills
- Deal with some role ambiguity
- (Dawn & Cindy – other ideas here?)

### **Assembling the Content for This Book**

In this book you will learn ways to accurately select your #2 person and how to delegate essential duties. You will read stories from owners that have brought #2s along effectively, and also benefit from some examples of what not to do.

To assemble this book, I have spent hours interviewing #2’s in various businesses. They have shared with me what makes them happy, and more importantly, what makes them stay. Some of the 2’s in this book started out in the #2 position, and some naturally transitioned due to their drive and personality.

### **Final Thought**

#2's are in always in high demand. The economy does not affect their ability to be wooed away by another company. Good leaders know the importance of their second in command and they understand (or should understand) what it takes to make them productive, & ultimately, happy. I'm not talking money here – job satisfaction takes on numerous dimensions and salary is just one piece of the puzzle.

Many examples, forms, & worksheets are noted in the book and listed in the appendix. Each of those resources are also available free on my website: [bigrivergroup.com](http://bigrivergroup.com) I hope they are of help to you as you select & make progress with your #2.

If at any point in this book, you would like to contact me for more detail, clarification, or to let me know that you have a serious disconnect with the ideas, please feel free to contact me at [bruce@bigrivergroup.com](mailto:bruce@bigrivergroup.com) I will be happy to visit with you or help you get as much out of the book as possible.

Happy reading!