

Module 8: Human in the Loop

Lesson 1: Intro

Welcome to the module where we will discuss the heart of any organization - **the people**.

After the Ignition event, the leadership team knows where they're going, the milestones along the way, and the initial steps to take.

Now, it's time to determine who will accompany you on the journey.

As the saying goes, the people who got you here are not necessarily the people to get you there. This means that after this exercise, expect to identify team members in the current organization who aren't necessarily the *right* people for the role or the culture.

You're about to learn how to create the most effective organizational structure, filled with the most effective people, to drive the company to realize its BHAG. You'll also discover how to attract and retain those people, as well as how to measure their results and provide feedback to help them become even better.

This is important to the company because the right people are the organization's greatest asset. With your help and a team of aligned A-players, there's no reason the company can't realize the vision that was set in earlier steps in the Ignition process.

As Jim Collins described in his famous business book, *Good to Great*, it's crucial to have the "right people on the bus and in the right seats."

And as Dan Sullivan explained in his book, *Who Not How*, when you have the right people in place, you don't have to do the work of figuring out exactly how your vision will be met. You just need to be transparent about that vision and let the right people do their magic.

OK, with this concept in mind, let's dig in on how we assess the people gaps in an organization and how we fill those gaps with the right people.