

Grow to Greatness: Smart Growth for Private Businesses, Part II

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COURSE SYLLABUS

* **PLEASE NOTE:** Any participation on the Discussion Forums as encouraged or directed below is **OPTIONAL** and will not be graded; it will, however, increase your learning. You will gain from the different perspectives and experiences of your fellow students and maybe even make new friends.

WEEK 1: THE ENTREPRENEUR MUST GROW, TOO!

Required Reading: Edward D. Hess, “Barbara Lynch Gruppo: An Entrepreneurial Journey,” Case Study UVA-ENT-0189. University of Virginia Darden School Foundation, 2012.

Please ask yourself the following questions as you read this case and consider posting your answers on the **Week 1 Discussion Forum**.*

1. What did you find fascinating about Barbara Lynch’s personal story?
2. What stages or transitions did she personally go through from her first restaurant job to becoming CEO of a multi-restaurant “empire?”
3. How can a “control” oriented entrepreneur learn to let go and let others do it their way?
4. What big personal growth challenges does Barbara face now?
5. Why is employee engagement and retention important in the restaurant business?
6. How did BL Gruppo create a workplace that people wanted to be part of?

Optional Reading #1: Gosia Glinska and Edward D. Hess, “Global Medical Imaging, LLC,” Case Study UVA-ENT-0143. University of Virginia Darden School Foundation, 2009.

Please ask yourself the following questions as you read this case and consider posting your answers on the **Week 1 Discussion Forum**: *

1. Founder Scott Ray made two big personal changes in this story. What were they? Why did he make them?
2. Global Medical went through “people stages” as it grew. Please explain.
3. Why was creating hiring processes so important?
4. How did Dienst learn to delegate?
5. What are your four top learnings from this story?

Optional Reading #2: Edward D. Hess, “Growth is the Dynamic Confluence of Strategy, Entrepreneurship, and Values,” Darden Technical Note UVA-S-0196. University of Virginia Darden School Foundation, 2011.

Week 1 Discussion Forum Workshop: *

Please post your answers to the following question on the **Week 1 Discussion Forum:**

- (1) If you are an entrepreneur, what is your current biggest individual leadership growth challenge?
- (2) If you are an employee or have been an employee, describe the qualities of the best manager you ever worked for (no names please). Why was he or she the best?
- (3) Do you agree or disagree with this statement: “Entrepreneurs have to be good teachers.” WHY do you agree or disagree?

WEEK 2: THE SECRET OF HIGH PERFORMANCE IS HIGH EMPLOYEE ENGAGEMENT

Required Reading: Gosia Glinska and Edward D. Hess, “Trilogy Health Services, LLC: Building a Great Service Company,” Case Study UVA-ENT-0122. University of Virginia Darden School Foundation, 2009.

Please ask yourself the following questions as you read this case and consider posting your answers on the **Week 2 Discussion Forum:** *

1. Why was Trilogy voted a Best Place to Work?
2. What was Randy Buford’s philosophy about employees?
3. Why does Trilogy “work hard on (managerial) humility?”
4. Why did Trilogy have zero tolerance for “egos or politics?”
5. List all the Trilogy programs that led to high employee engagement.
6. Trilogy employee turnover was way below industry averages. What processes helped produce that result?
7. The Trilogy Culture was the 7 “Es”: Which “E” was the most important?

Optional Reading: Gosia Glinska and Edward D. Hess, “Leaders Bank: Creating A Great Place To Work,” Case Study UVA-ENT-0128. University of Virginia Darden School Foundation, 2009.

Please ask yourself the following questions as you read this case and consider posting your answers on the **Week 2 Discussion Forum:** *

1. How did Leaders achieve such low employee turnover and high customer satisfaction?
2. What process did Leaders use to create its values and mission statements?
3. Leaders' philosophy was behavior-oriented: What does that mean?
4. Why was a sense of ownership by employees important at Leaders?
5. In what kind of businesses is high employee engagement not important?
6. Why did Leaders think financial transparency was important?
7. Hiring for cultural fit assumes that a business has a culture—what is culture?
8. What were the HR initiatives and hiring, training and performance review processes that Leaders used?
9. Compare the types of programs Trilogy implemented to those of Leaders Bank.
10. Compare Trilogy's and Leaders' hiring processes.

Week 2 Discussion Forum Workshop: *

Please post your answers to the following questions on the **Week 2 Discussion Forum**:

- (1) Does your organization have high employee engagement? How do you measure that? What is your proof?
- (2) List all the means, programs and activities that your organization has or does to achieve high employee engagement.
- (3) Read at least four other students' lists; What do they have that your organization does not have?
- (4) What will you now do to increase employee engagement?

WEEK 3: GROWTH IS MUCH MORE THAN A STRATEGY—IT REQUIRES A SYSTEM

Required Reading #1: Edward D. Hess, "Room & Board." Case Study UVA-S-0150. University of Virginia Darden School Foundation, 2008.

Please ask yourself the following questions as you read this case and consider posting your answers on the **Week 3 Discussion Forum**: *

1. What is Room & Board's "relationship" business model?
2. How was Room & Board able to be so different and be successful?
3. What is Room & Board's culture?
4. How big was the Room & Board policy manual?
5. Why did Room & Board frown on employees consistently working long hours?

6. Why did Room & Board disclose its financial results to suppliers and employees?
7. What was Room & Board's "Circle of Success?"
8. Room & Board, like UPS, believed in mutual accountability. What does that mean to you?
9. What were the key expectations for employees and leaders at Room & Board?

Required Reading #2: Edward D. Hess, "Growth Is Much More Than Just A Strategy: It's A System," Darden Technical Note UVA-S-0197. University of Virginia Darden School Foundation, 2011.

Please ask yourself the following questions as you read this paper and consider posting your answers on the **Week 3 Discussion Forum**: *

1. What is a "Growth System?"
2. Why is alignment so important?
3. Why is growth behavioral?
4. What can entrepreneurial companies learn from the giant company UPS?
5. Why was UPS's culture so important?
6. What behaviors was the UPS culture trying to promote?
7. In turning around IBM, what did Lou Gerstner have to change? Why?
8. What can you learn from Sysco's System?
9. What can you learn from Best Buy's creation of a System?

Week 3 Discussion Forum Workshop: *

Please post your answers to the following questions on the **Week 3 Discussion Forum**:

- (1) On Exhibit 1 of Reading #2, you will find a **Growth System Assessment**. As best you can, take the assessment, grading the business you know, work in, own, or last worked in. Think about what your answers reveal.
- (2) Where are there inconsistencies?
- (3) What parts of the Growth System work well?
- (4) What parts need work?
- (5) What are the three big areas on which you or your organization needs to work?
- (6) What surprised you about your results?

WEEK 4: BUILDING A SENIOR MANAGEMENT TEAM

Required Reading: Gosia Glinska and Edward D. Hess, “SecureWorks,” UVA-ENT-0140. University of Virginia Darden School Foundation, 2009.

Please ask yourself the following questions as you read this case and consider posting your answers on the **Week 4 Discussion Forum**: *

1. What was the condition of SecureWorks when Michael Cote was named CEO in 2002?
2. What was Michael’s background?
3. What did he do first?
4. SecureWorks had high fixed overhead costs. What did that mean for Michael’s strategy?
5. The big change he made was to the sales model. What did he do?
6. How did that require him to change the character of the business?
7. What do you think of Michael’s employee compensation program?
8. What do you think of his management style?
9. Would you like to work for him? Why?
10. As SecureWorks grew, Michael had to learn to manage his time better. What steps did he take?
11. What are the leadership lessons you learned from Michael?

Week 4 Discussion Forum Workshop: *

Please post your answers to the following questions on the **Week 4 Discussion Forum**:

- (1) Compare Randy, John and Michael as Leaders—how are they different?
- (2) What can you learn from each of them?
- (3) Who is the best leader? Why?