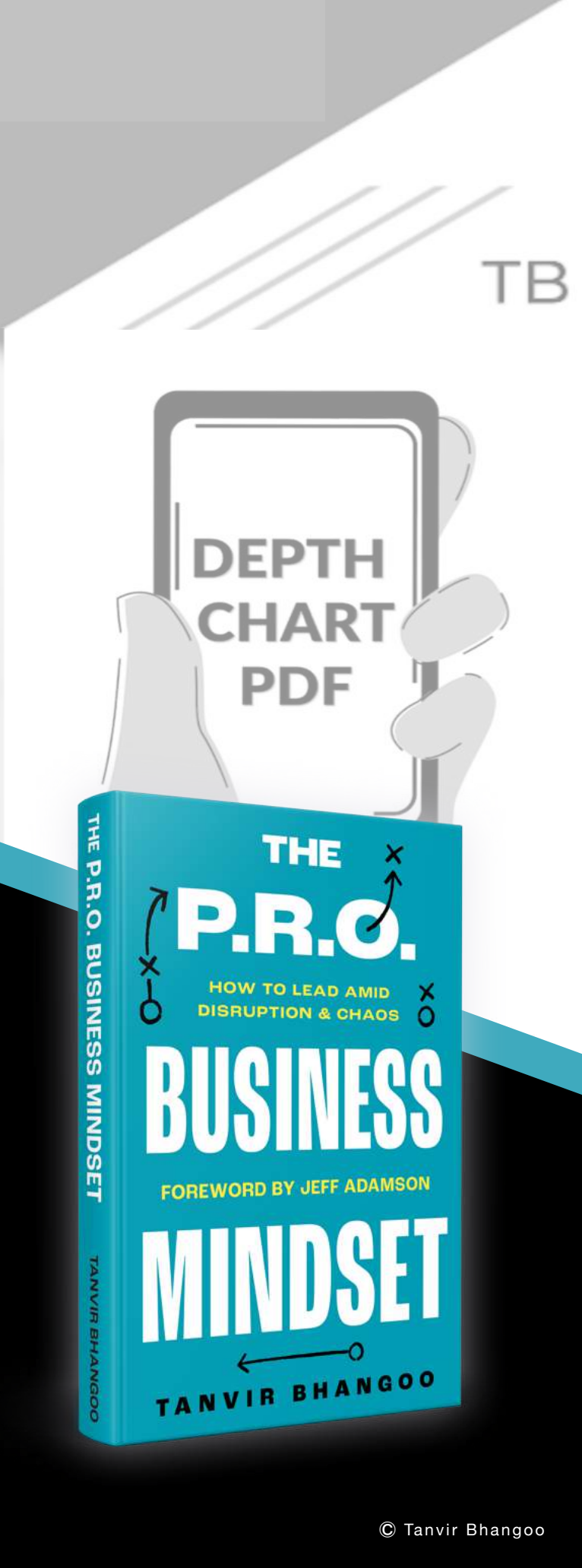


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P.R.O. BUSINESS DEPTH CHART

Drill for Reducing Turnover Risk
and Boosting Performance

TANVIR BHANGOO

WORKBOOK SNAPSHOT

Step 0: Pre-Assessment

Step 1: Build Your Level Two Plan

Step 2: Plan Your Successors

Step 3: Train For Multiple Positions

Step 4: Train For Scenarios

Step 5: Build Your Pipeline

What is a P.R.O. Business Depth Chart?

There's a reason why over 90% of executives at Fortune 500 companies played sports at one point in their careers. The principles, discipline, and lessons learned in sports are highly applicable to the business world, especially during times of disruption, chaos, and uncertainty.

P.R.O. Business Depth Chart is one of these concepts from the sport of American Football. It is a snapshot of a team's starting roster, along with the backups for each position. It allows coaches to have the right players in the right roles, with a contingency plan for each position.

There are **2** reasons why a Depth Chart is so important in the game of football.

1: Injuries during a game

A Depth Chart allows coaches to plan for injuries when heading into each game by assigning a backup for each position.

2: Future planning: recruiting

Football coaches always plan ahead with a long term view. The Depth Chart helps coaches identify the players who need to step up next year when a starting player leaves the team.

Planning and preparing for these changes in turn:

- allows coaches to keep their business operations (team) running smoothly despite changes and unforeseen circumstances.
- makes things less chaotic for the players involved.
- removes uncertainty and fear.
- makes it easier for the team to handle changes on the field.

The coaching staff and team go into the game feeling confident, and ready to handle whatever comes their way.

What is a P.R.O. Business Depth Chart?

Today, disruption is more prevalent than ever. Competitive pressures are increasing, consumer demands are on the rise, technology is becoming commoditized, and the threat of new entrants is high. As a result, businesses need to respond faster and pivot more frequently, which requires teams and roles to shuffle constantly to best attack future demands.

Amid this reality, a P.R.O. Business Depth Chart:

- allows you to plan ahead and fill any voids within the team to ensure business operations and execution don't suffer.
- will make your business operations less chaotic and more under control.
- will allow you to anticipate the changes that need to occur, making things run smoother.

As a result, in a world where over half of employees plan on leaving their jobs according to a Bankrate survey, your team is less likely to quit. The following pages include a step by step guide to building and deepening your P.R.O. Business Depth Chart to maximize performance, boost retention, and win amid disruption and chaos.

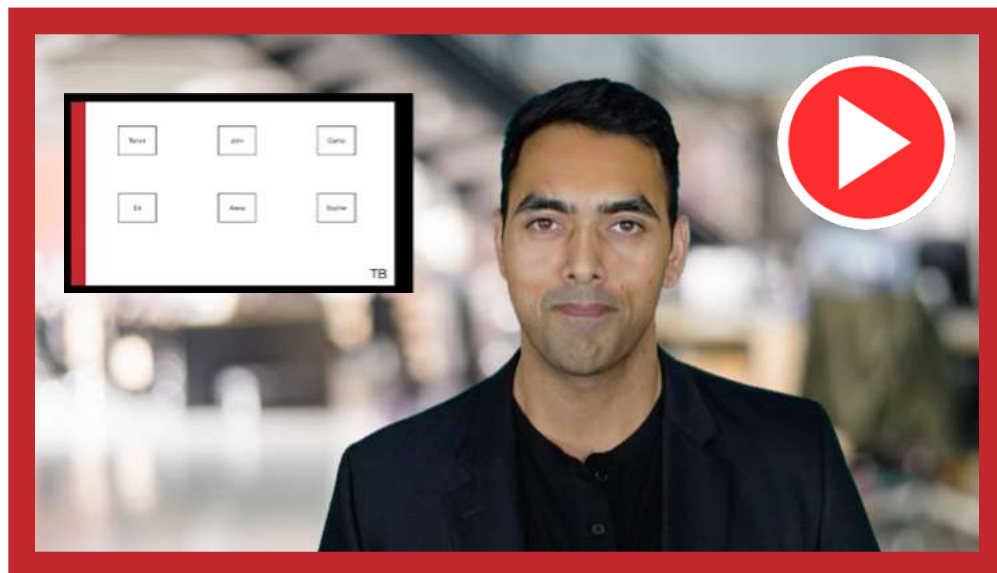
When your team knows what role they need to play, can anticipate changes, and feel confident in executing amid that change, your team is more likely to push through.

To dive deeper into the concept itself, or other concepts related to leading in a world full of disruption, chaos, and uncertainty, you can get a copy of *The P.R.O. Business Mindset*, available now on Amazon, Barnes and Noble, and other major retailers.

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Step 0: Pre-Assessment

Before you begin implementing the steps to building your P.R.O. Business Depth Chart, please watch the video below right now by clicking on the thumbnail or the link you received in the email with this pdf.



This video is the most crucial component of this exercise.

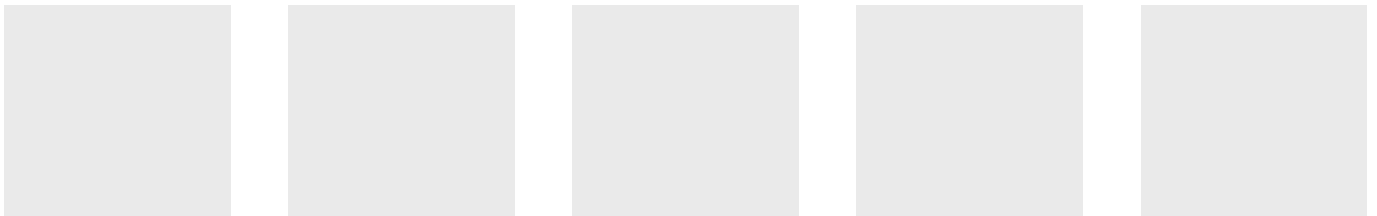
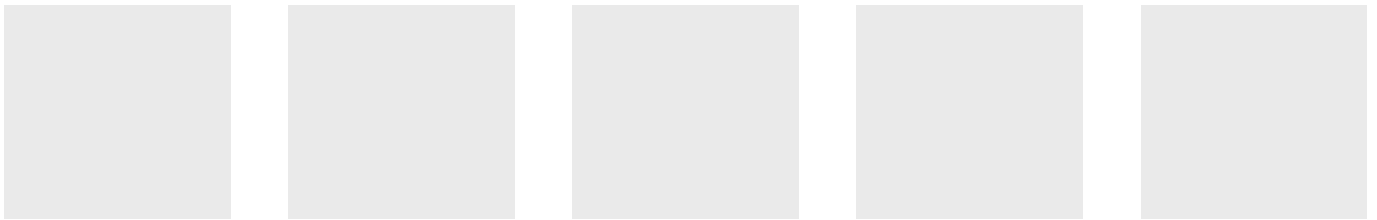
The video walks you through The Pre-Assessment, also known as Step 0, where I take you through an activity for a current-state evaluation.

Here are the accompanying actions transcribed from the video for

Step 0, The Pre-Assessment:

- 1** Write down the names of all your team members in no particular order. Whether you're leading a team of executives, a department, or a cross-functional project team, in very few words, write down each team member's key responsibility or the areas that they oversee.
- 2** Now, under each name and role, write down who your number one backup is for that position in case the current team member was to leave today. Only put down a backup if that person can take on the new role and execute on 80 percent of the requirements of the role, as of today. It's OK to add the same person as backup to two positions. The idea is to see whether your current team can hold down the fort and execute without taking any major losses.
- 3** Does everyone on your team have a backup? If yes, then you're in good shape. If there are gaps, which we usually see for highly specialized, skilled positions, then you need to work on deepening your P.R.O. Business Depth Chart.

**FILL OUT THIS SECTION
WITH STEP 0 ABOVE**



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Step 1: Build Your Level-Two Plan

Once you've watched the Pre-Assessment video and finished your P.R.O. Business Depth Chart assessment and gap analysis, now it's time to identify the backups you will need for each of the roles. This is a forward looking step with a long term view point, and requires some planning on your end.


In your P.R.O. Business Depth Chart, under each of the roles and the individuals that occupy the role, write down at least one additional person on your team who can step into the role and deliver. You can have a certain team member be a backup for more than one position—that's totally fine.

List your team members from the P.R.O. Business Depth Chart and their backups:

Primary Role and Name	Primary and Secondary Backup
Ex. Team member 1	Ex. Team member 2, Team member 3

The key here is to determine who has the right skill set but also the adaptability to step into a role that is either different or a step up from his or her current role. This involves a bit of critical thinking on the leader's part but also some art and some faith.

You need to have someone ready who can step up or take on a different role. It's all a part of the planning. Great leaders always prioritize depth in their teams. As hard as it may be emotionally, plan for every situation and execute.



I remember watching the Toronto Maple Leafs and Montreal Canadiens play during the first round of the 2021 NHL playoffs. And in the first game of the series, John Tavares, Toronto's captain, got hit on a play and was taken out on a stretcher. He would end up missing the entire series.

After the game, Toronto's head coach made a statement: *"It's a big loss for us, but we've got lots of depth. Good teams overcome these types of things. That's going to be on us."*

Although Toronto lost to Montreal in that round in the final game of the series, it goes to show that you have to be ready to continue during the toughest moments. When a star player goes down at a crucial moment, you have to be able to continue without them.

Continued...

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Step 2: Plan Your Successors

Now it's time to identify the "rookies" or members of the team who you want to train and get ready to step into key roles in the future.

Start by looking at the individuals who have the transferable skill sets to step into your key roles. Look at the three things one needs to perform in a particular role. For example, if one of your positions is a people partner, a role that aligns business objectives with people solutions and works with individuals to maximize success, then the key skill sets required for this role might be (1) communication, (2) strategic direction, and (3) influence and negotiation.

You can also identify individuals who are directly reporting to someone but have yet to mature from a management and team leadership standpoint. In these situations the focus would be on identifying who has the leadership traits to step into a role. In my experience, the higher up I moved in a company, the more soft skills I needed to tap into.

List your high potential individuals and possible roles they can step into:

High Potential Individuals	Possible Future Role
Ex. - John Doe (Marketing Manager)	Ex. - Can step up as Director of Marketing - Can be placed on 'special projects' team as new lead

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Step 3: Train for Multiple Positions

Build a plan to train everyone on your team for the positions identified in step 2.

Train your team to be able to step into these roles and hold down the fort when needed. Find ways to get someone time performing a few tasks that may be risk-free, or pair someone up on a project that will show them what the potential role looks like.

Across all of my teams, we always ensured someone could step into a different role and move things along. Which meant getting trained across different areas of the team. Some of these were roles that would be a natural progression, and some were roles that had a similar foundational skill set but different outputs.

When we didn't have the movement we needed on a project, someone was able to step up. When we had to fix data issues that affected over 50 percent of the business, someone was able to step up. And when a brand-new product launch didn't go as planned, the entire team was able to step up and get it done.



Bonus: Training for multiple positions also allows you to cover for each other when on vacation. When someone is off, they should actually be “off.” Which means no emails, phone calls, or any other communication unless it was mission critical (which is rarely ever the case). You can stick to this rule if you have the right depth. You will notice team members stepping up. And with the support of your colleagues and teammates, it will work like clockwork.

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Step 4: Train for Scenarios

Once you've got your whiteboard P.R.O. Business Depth Chart ready with your backups and successors, now it's time for the team to practice and get comfortable with the potential change as a whole. It's important to practice or come as close to a real-life situation where the team members need to take on a different role or step into a bigger role.

As a team, spend time doing a scenario exercise. Think of it as a simulation where you throw potential wrinkles in your strategy and go through the plan of attack with your team.

List sample scenarios below and your plan of attack:

Scenario	Plan of Attack / Changes To Be Made
Ex. - A recent product launch failed, OR - Key leader left company, OR - Data breach across company	Ex. - Identify reasons behind failure, change strategy, and shift focus to new product innovation - Identify backup for vacant role and adjust team structure - Build new task force for short term crisis management, assign key actions, and build plan of attack with deliverables and owners

As you go through a planned business scenario, address the following questions:

- ➔ What will the new priorities become?

- ➔ Who will need to step into different roles?

- ➔ Who will need to take on a completely different role?

- ➔ What skill sets will we need to acquire?

- ➔ What data will you need to continue the positive momentum?

This will get your entire team thinking about how to execute with change and what everyone's role will be.

The day before our football game, we would do a drill where the starting twenty-four offensive and defensive players would stand in their respective positions on the field. Everyone else would be lined up on the sidelines. One by one, the coach would start calling out the names of the players on the field to simulate an injury. The name called would have to come off the field, and their backup from the sideline would have to jog onto the field and replace them. This drill was run at a fairly high speed and required clean, swift, clockwork-like substitutions. Very rarely would we have two people jog onto the field to replace the same person coming off the field, but if it did happen, that was the perfect time to clear things up, so it didn't happen come game day.

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Step 5: Build Your Pipeline

Sometimes we don't have the right people available internally. There may be a certain skill set that just cannot be cross-trained, or there may be no one available to help you find depth in a critical moment.

Imagine being in the middle of a critical launch, and your star player has to leave the job for personal reasons. You cannot spend a week building out a job description, another week to sift through applications, and then another two weeks interviewing candidates. That is too slow in today's world.

Therefore, it's very important, and the responsibility of every leader, not the HR team, to always be building your pipeline of potential external recruits that can step into your most critical roles.

Try and say yes to a coffee chat with a graduating student or to a virtual connection with someone who reaches out and holds a similar role to what you have on the team currently. It does not take much effort but allows you to “interview” prospective recruits before you ever need them. Always try to connect with at least a couple of potential candidates a month over a fifteen-minute coffee chat. It’s less stressful than an interview for the candidate, and you get to see their human side while building your pipeline.

List the roles with highest risk, and external individuals in your pipeline who can fill the role. Key is to build this list on an ongoing basis.

High Risk Roles	Potential Pipeline
Ex. - VP of Legal	Ex. 1 - Jon Doe (connected during charity event) 2 - Jon Doe 2 (worked together at previous job and may be open to a new role)

I have personally received great ROI on such connections. For instance, during a particularly critical time, one of my key team members received an offer he could not refuse and decided to leave the team. It was not a role I could fill internally, given the specific skill set required.

I had connected with someone who had reached out a few months earlier and kept them in my pipeline; I was able to hire the replacement within one week of the resignation. The two weeks of overlap time between the two made a world of difference given the tight timelines we were up against.



SUMMARY

HERE ARE THE 6 STEPS TO BUILDING YOUR P.R.O. BUSINESS DEPTH CHART:

Step 0: Pre-Assessment

- List names and roles
- List current backups
- Identify gaps

Step 1: Build Your Level Two Plan

- Evaluate internal resources
- Identify potential backups

Step 2: Plan Your Successors

- Identify individuals with potential
- Assign to future roles

Step 3: Train For Multiple Positions

- Build training plan
- Implement training plan

Step 4: Train For Scenarios

- List potential scenarios
- Identify change and actions
- Takeaway learnings

Step 5: Build Your Pipeline

- List high-risk roles
- Recruit and build list

NEXT STEPS:

P.R.O. Business Mindset Keynotes & Workshops:

If you would like Tanvir to deliver a keynote speech to help your business adapt in a fast-changing, digital future, reduce turnover, and enable your team to battle uncertainty, chaos, and disruption:

[Click here to learn more about Tanvir's P.R.O. Business Mindset Keynotes](#)

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To inquire about having Tanvir as an interviewee or a guest for your outlet including for expert commentary or interviews, please directly email contact@tbmomentum.com

A handwritten signature in black ink, appearing to read 'TBhango'.

