

## Does Your Organization Suffer From Too Many Swing Thoughts?

One of the things the golfers on our staff like to talk about when we get together is their golf game. At a recent gathering one evening the subject came up again, and invariably they expressed deep frustration with the game's complexity and their inability to do better. Each said they knew what to do and how to do it, but just couldn't put it together when standing over the ball. I don't play, so the conversation was a bit of a yawner for me until one person said he thought his problem was having too many swing thoughts. That comment caught my ear, so I took a few mental notes.

As I understand it, having too many swing thoughts means thinking about too many aspects of the shot when preparing to hit the ball. Grip, body tilt, weight shift, hip and shoulder rotation, swing plane, wrist cock, dropping into the slot (I don't even want to know what that means)...the things he said he thinks about was endless! Then he said something I found very interesting and applicable to what we all do. He said: "The pros don't think about all that stuff when they play. They just stand over the ball, waggle the club a few times to shake out the tension and hit it...and everything just happens. Their body parts know what to do and they do it – properly and naturally almost every time."

The reason I find these comments interesting is because we see the same thing in our industry. A few companies succeed seemingly without effort while the rest struggle with almost every aspect of the business. For them, nothing is effortless or natural. Everything is hard and takes lots of concentration.

Now, I know there are a million reasons companies have difficulty, and I can't talk about them all. But I also know that there are some fundamentals that many companies still don't have in place that, if present, would make it a lot easier to hit good shots and have a good round, and have more fun doing it.

Having the proper structure is one. It's hard enough keeping the left arm straight with only one elbow joint. What if there were three or four? Well, so too for an organization's structure. How many joints (levels of management) do you have? And how are they connected? Do they work together or fight each other? Problems with any of them makes swinging on the proper plane awfully difficult.

And what about your functional alignment? Is it organized around and focused on a customer? And is success tied to its ability to fulfill its customers' needs? Do success measures really make that the priority, or do they simply encourage activity? Working hard and doing a lot shouldn't be anyone's objective. It should be achieving improved business results through that hard work. That's the only way to ensure that your company's individual body parts are working effectively together to square the club and deliver maximum club head speed at the point of contact.

These and other fundamentals must be present before you can expect to develop any muscle memory and begin to make more right things happen more often and naturally. Only then can you expect the ownership you want from your staff for the contribution they individually and collectively make to the success of your business. And, in the end, that's really what we're all striving for – to have an organization that does the right things automatically -- because that's all it knows. A bag full of Big Berthas and the other, super-alloy clubs available today won't help much without it.

Putting all the pieces together so your company can repeatedly hit long, straight drives, soft, accurate approaches and other shots will bring that elusive 80 barrier within your reach. And we can help you do that. A few openings still remain in next year's schedule and our professionals are waiting and eager to assist you. Also, feel free to check our website ([McDonaldConsultingGroup.com](http://McDonaldConsultingGroup.com)) for other topics of interest.