

The NOMAR Syndrome

Trade out of mediocrity.



by Bonni Carson DiMatteo

THEO EPSTEIN must have read a chapter in Jim Collin's *Good to Great*. In July, the Boston Red Sox were double digits behind the NY Yankees. We did not have the right people on the bus, nor were we facing brutal reality. We also did not have disciplined thought, disciplined people, and disciplined action to get us what we wanted. Enter Mr. Epstein.

It takes courage to take a hard look at your company and ask: Are we performing to our greatest potential? Are we missing targets, losing market share, or merging into mediocrity? Do we have the right team in place to do the job? Are they accountable, driven, and relentless? What do we have to stop and start doing to turn this bus around, put the right people on it, and go in the right direction?

Mr. Epstein knew that one of the answers was going to be the hardest to implement. Take the favorite son—the long-time loyal company champion—and realize that as much as it was going to create great reaction and as much as you liked that person and

valued his contribution, he wasn't the person to have on the bus of the future. One of the issues that this leader had to deal with was the NOMAR syndrome: Not Optimizing Management to Achieve Results.

To overcome the NOMAR Syndrome, leaders must make gut-wrenching, decisive actions, like the one the Red Sox made in trading arguably their best player, Nomar Garciaparra. The Red Sox management made a crucial decision at the right time that led to a World Series Championship.

Perhaps you have a NOMAR on your team. Perhaps he or she has the greatest technical knowledge, the folk hero appeal, and long service. And, yet, as you look into moving your company from good to great, this person is NOMAR.

Sometimes the person can be coached; sometimes he can't. Sometimes NOMAR is not a person, but a process or system.

To assess your situation, you must:

1. Analyze the company's strengths.
2. Assess the brutal facts of reality.
3. Choose leaders—or choose to be a leader—that demonstrate Level 5 leadership—humility and recognition.
4. Create a culture of discipline.
5. Stay as focused as a hedgehog.

These concepts give you the upper hand in getting to excellence. **SSE**

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ACTION: Assess your strengths and weaknesses.



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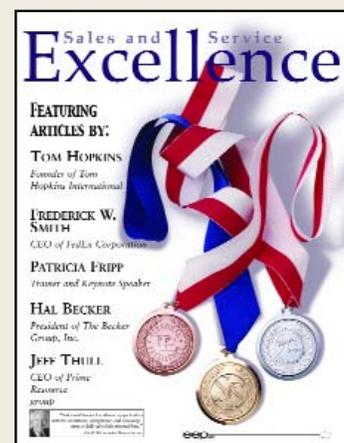
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