

Practical skills sharing session

TURNING THE TRIANGLE

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Founder transition, organisational growth,
and leadership evolution



COMPETENCY	KEY POINTS		
1. Extensive Business Experience	1.1 Ability to empathise with their mentee due to their experience and enables the mentor to gain the trust of the mentee, as well as get under the surface of an issue quickly.	1.2 Acts as a sounding board and builds confidence, basing answers not just what seems right, but on someone who has walked a similar path before.	1.3 Create learning in the mentees, tells stories and can provide examples of both successes and mistakes, as well as using their experience to inform their intuition and ask incisive questions.
2. Strong Coaching and Mentoring skills			
2.1 Awareness of Self, Mentee and Environments	2.1.1 Creating a safe environment to establish trust, respecting cultural nuances and neurodiversity, and tailoring support to the unique challenges of each mentee.	2.1.2 Recognising the importance of confidentiality and discretion, and understanding their place within the mentoring relationship boundaries, with a high awareness of any breach	2.1.3 Committing to reflection and/or supervision practice, along with continuous self-development, working within a structure that invites frequent feedback.
2.2. Contracting, Relationship Building & Expectations	2.2.1 Understanding the appropriate reasons to mentor a mentee, including the contracting points and process.	2.2.2 Recognising the importance of a healthy rapport, what this means, and how it may differ and progress as the relationship matures within clearly articulated boundaries	2.2.3 Managing expectations with achievable goal setting to meet the individual needs of the mentee and their business or position.
2.3 Curious Questioning Enabling Insight	2.3.1 Asking the right questions at the right time. The mentor should be able to craft curious questions for an exploratory journey.	2.3.2 Reading between the lines where necessary, demonstrating a high level of emotional intelligence.	2.3.3 Understanding of the topic boundaries and gaining permission to explore.
2.4 Heightened Listening Enabling Learning	2.4.1 Understanding the different levels of listening.	2.4.2 Recognising the attention and intention within listening, which brings clarity, connection and rapport.	2.4.3 Acknowledging a mentee's ability to listen and how they process what they have heard.
2.5 Concluding and Evaluating a Relationship	2.5.1 Mapping progress to goals and objectives.	2.5.2 Knowing when a relationship is of no further value to the mentee.	2.5.3 Understanding what to cover in a concluding session and determining next steps.
3. Practical knowledge of business theory and tools	3.1 Familiar with various tools and exercises with proven experience and insight into their use within a business.	3.2 A strong understanding of business theory in their field of expertise and constantly developing their industry knowledge.	3.3 Support the development of mentees by adding in the right theory and tools where appropriate to support them and allow them to be self-sufficient.

In this session,
we will:

- Key outcome 1:
 - Give insight to the typical growth pattern of a developing organisation
- Key outcome 2:
 - Understand Turning the triangle impact on the organisation
- Key outcome 3
 - Offer a framework from which Business Mentors can support Founders in their transition

Turning the Triangle

A practical reflection for founders scaling beyond entrepreneurial dependence,

How Mentors can support the growth & change
Created for an ABM audience

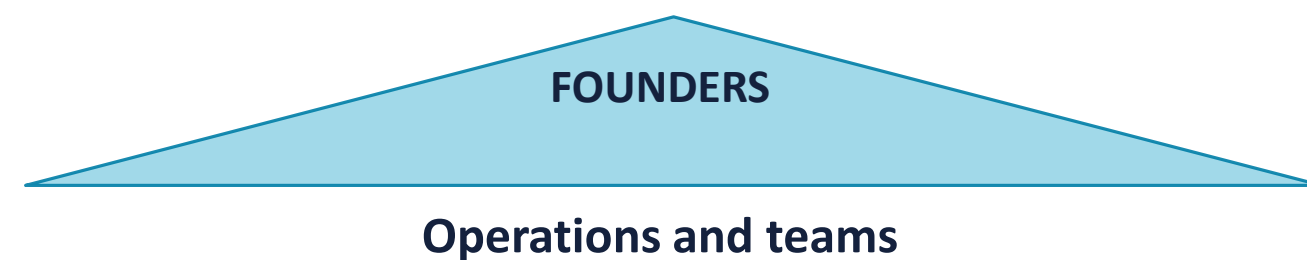
What is not ,
*An academic review of the
Organisational Transformational*



1. The founder's triangle

A structure optimised for start-up speed, direct accountability and founder vision.

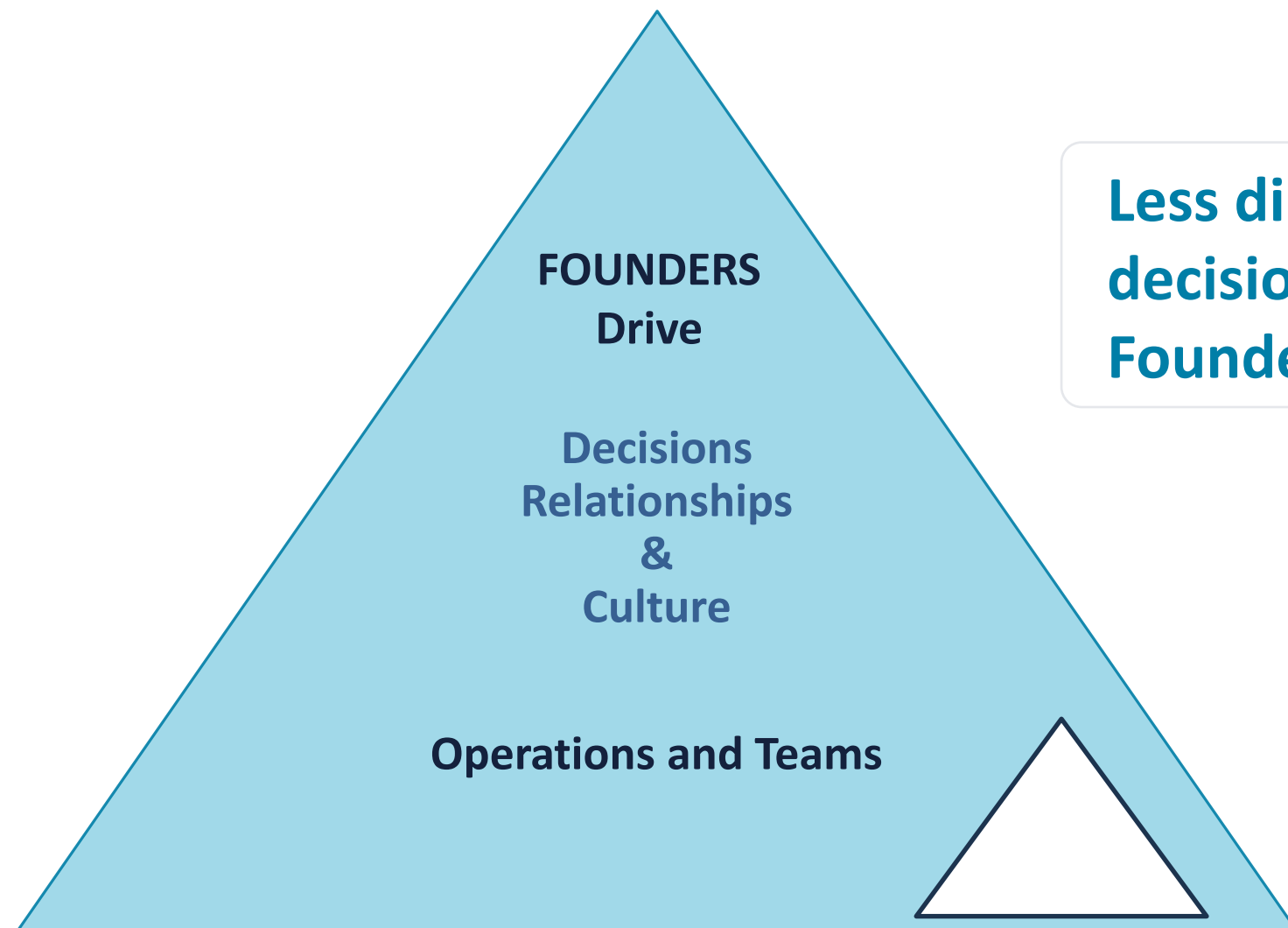
Works brilliantly while the organisation is small, urgent and highly relational.



Speed comes from informal decisions and direct founder involvement.

1. The founder's triangle

A structure optimised for start-up speed, direct accountability and founder vision.



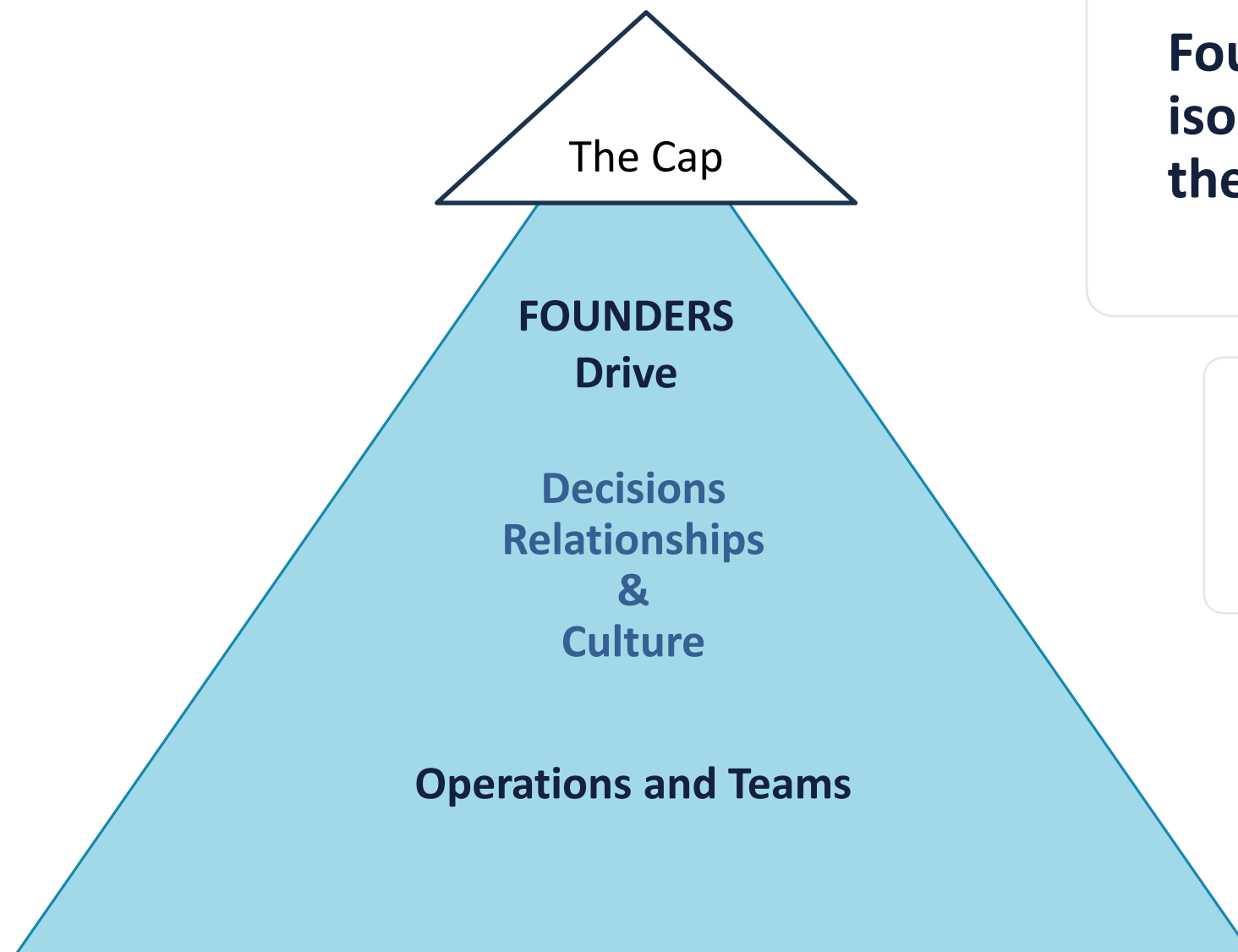
**Less direct access to the
decision makers
Founders still hold the reins**

**Work becomes more complex
More decisions are needed
locally.**

**Processes and Governance are
lacking**

1. The founder's triangle

A structure optimised for start-up speed, direct accountability and founder vision.



Founders can become more isolated and insulated from the needs of the business.

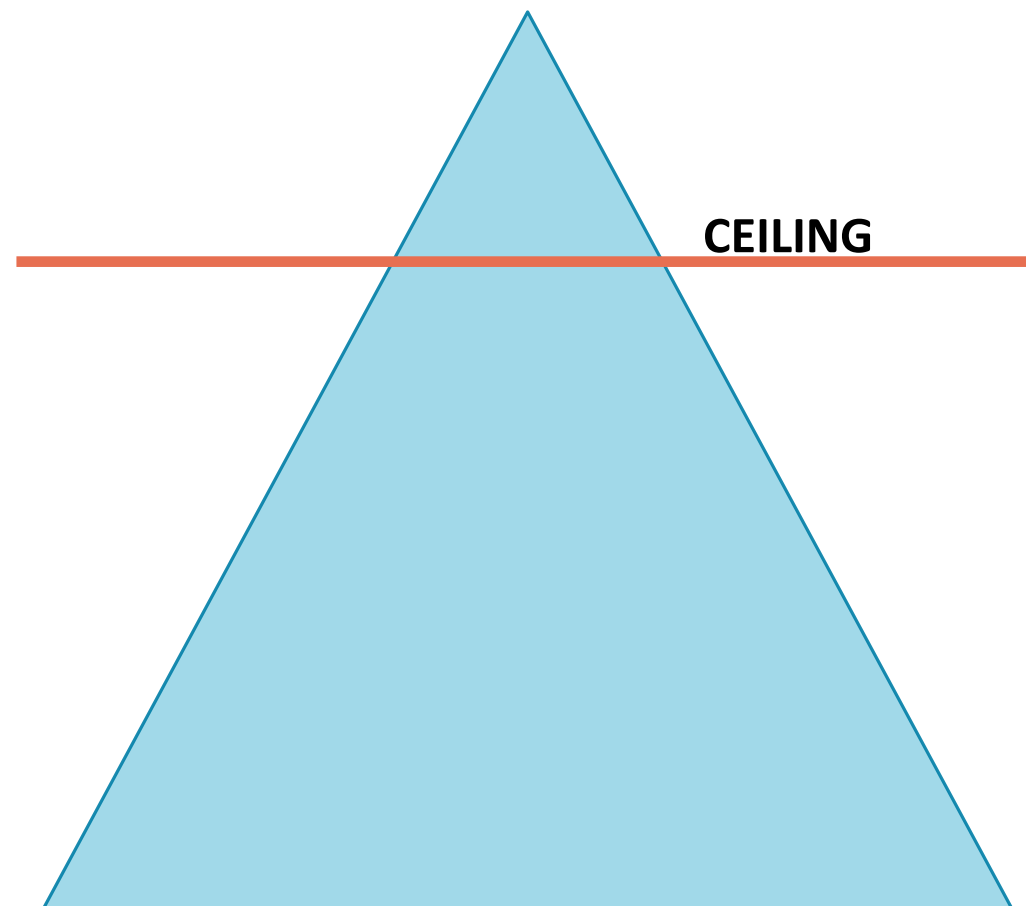
Or, they remain in the weeds dealing with tactics and Operational matters

What role does the Mentor play in these scenarios ?

My experience has highlighted a few approaches to help

2. The Growth Ceiling

As complexity rises, founders can unintentionally become the system bottleneck.

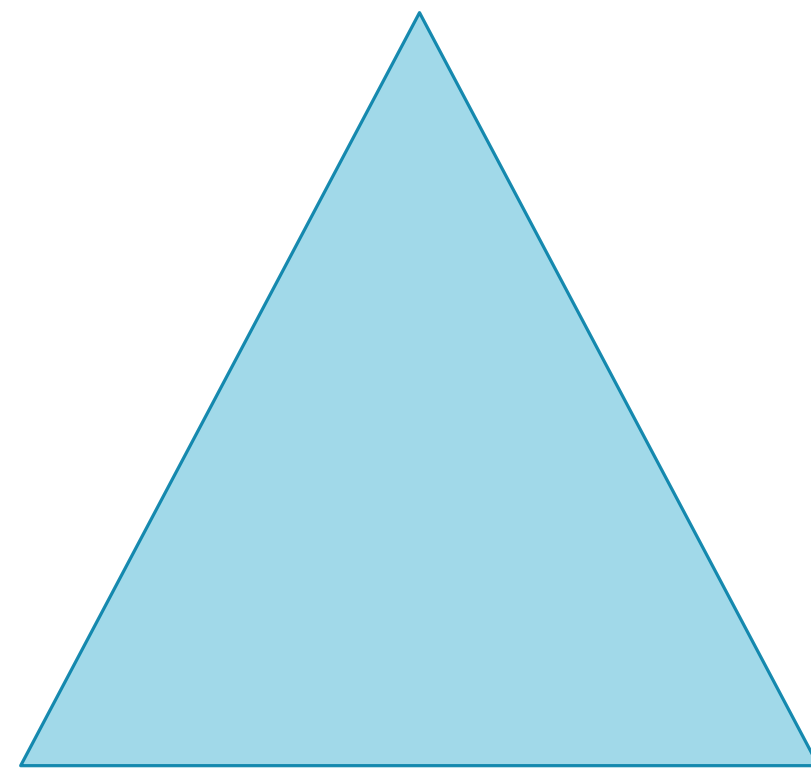


This cap is not failure; it is a natural organisational lifecycle transition.

- Founders are used to making decision
- Loyalty-based staffing even family –rely of Leaders to make decisions
- Governance processes are not in place
- Generalist approach moves more to Specialist requirements

3. Rotate 90°: widen leadership

The first transformation spreads authority laterally through professional management and functional maturity.



**Founder-centred
authority**



**Distributed
expertise**

**Executive recruitment
Fractional & NEDs?**

**Governance development.
Internal & External regulations**

Operational discipline

Leadership delegations

**For founders, this often feels like loss of control & loss of Identity
Its not just the Founders that have to get used to the Change**



**Leadership serves
the organisation**

People and customers

4. Rotate 180°: build the institution

Redefined success

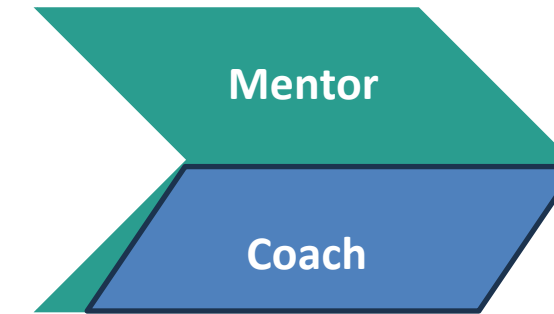
Not being indispensable; building an organisation that can thrive without direct founder control.

The founder's role is not diminished; it is elevated.

- Leadership training e.g- How to be a Mentors & Coaches
- Empower the professional team
- Delegated levels of decision-making
- Systems & Governance e.g. I.P Governance & Financial levels
- Building for the future

The transition is psychological, cultural and emotional as much as structural.

5. What happens to the founder?



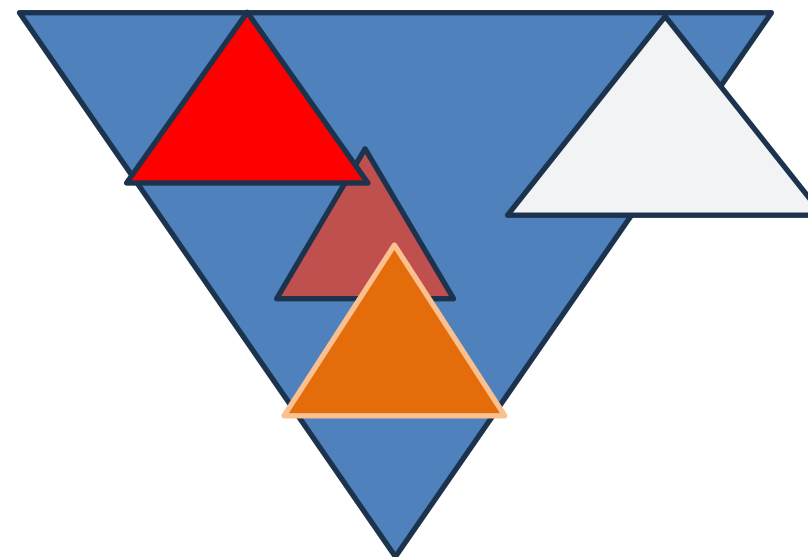
Identity shift from “I am driving the business”

Trust development :

Personal Control is replaced by: Systems, Governance and Professional expertise.

Strategic role: Founders guide purpose, culture, long-term positioning and succession.

But also, special projects



Mentorship capability becomes the new operating system.

The founder moves from builder to **Coach /Mentor**.

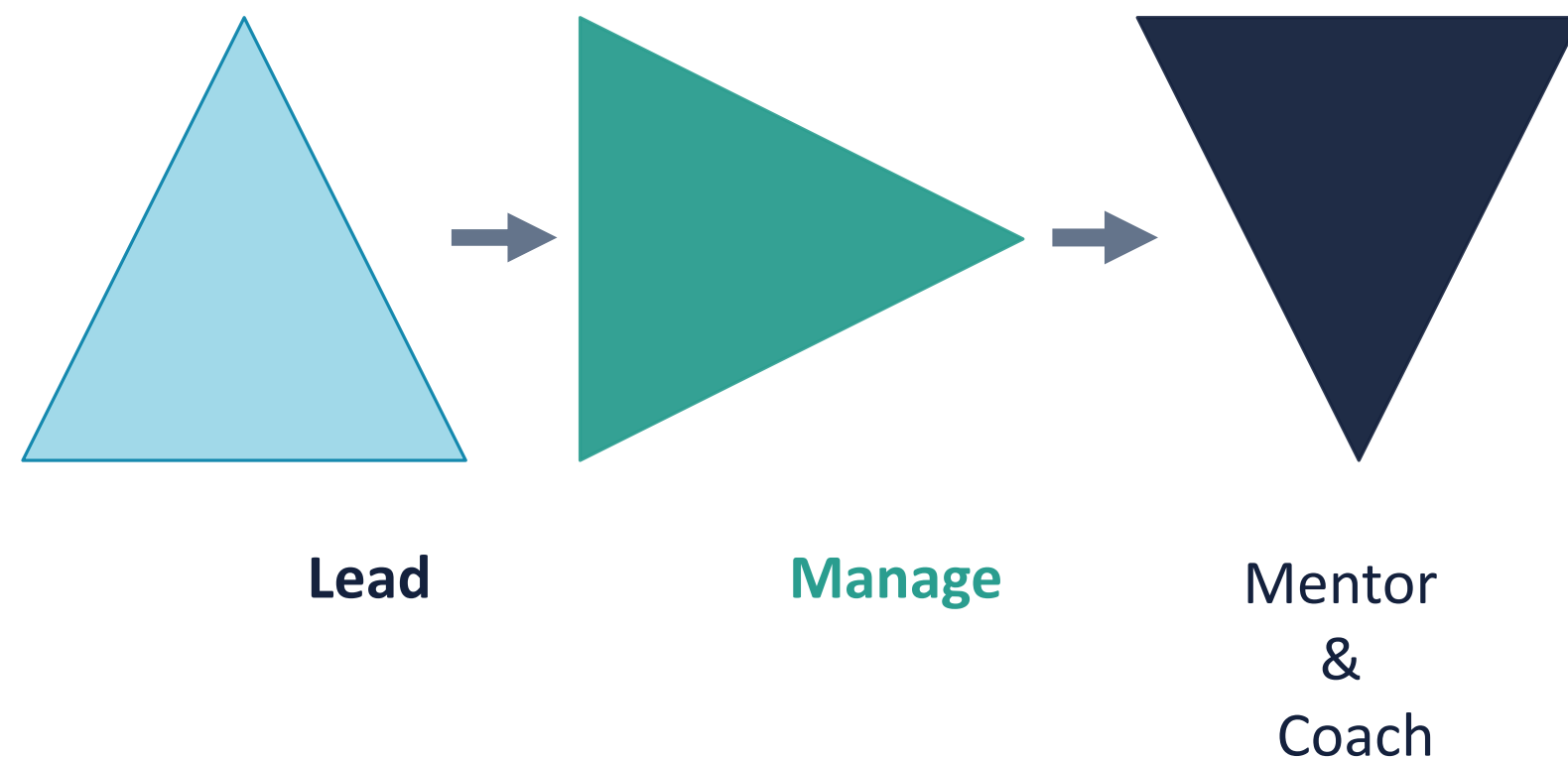
External assignments
Eg :Trade Associations
Government initiatives
Community based

6. Roles change; patterns repeat

As the triangle turns, the founder role changes. New projects still need entrepreneurial agility.

The operating paradox

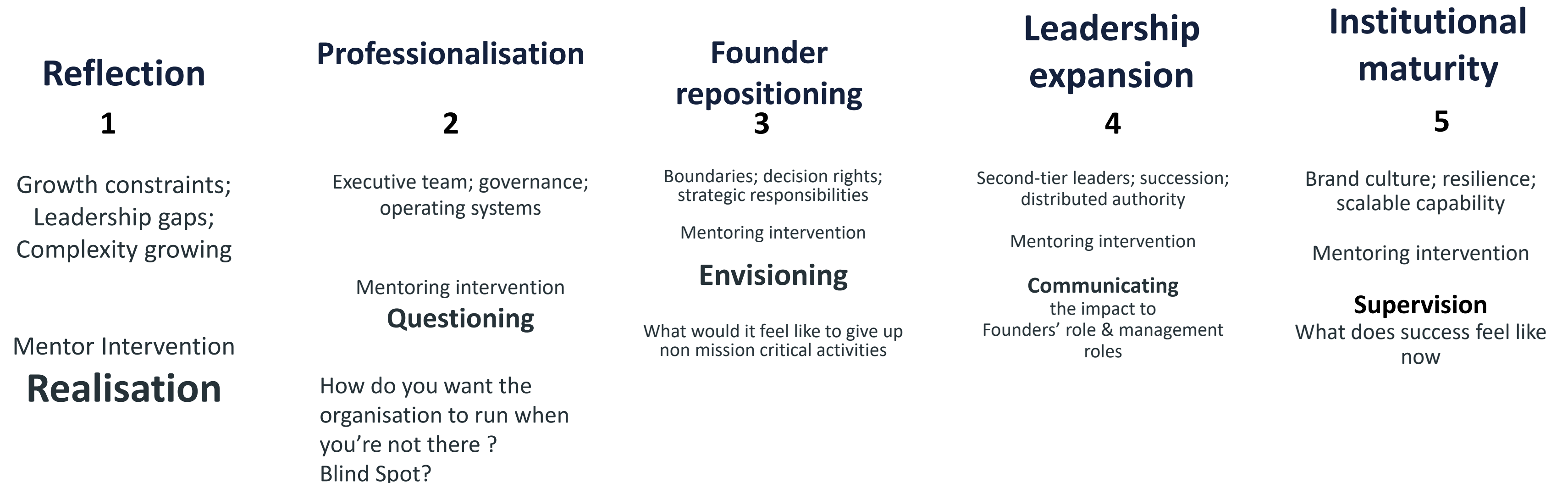
The organisation matures, but each new project often behaves like a start-up inside the business.



7. A practical transformation framework

Five phases for turning the triangle without losing the entrepreneurial essence.

The practical aim: preserve founder energy while replacing founder dependency.



“The skills that start a company are not always the skills that can sustain it.”

Founders are the source of initial growth; until they become the cap on growth.

Turning the triangle is not about removing founders. It is about evolving them.

Mentoring support is the ignition point:

Awareness building through the 5 steps – or similar approaches

Ultimate success is the transition from builder to mentor themselves, or exit .



turn with it

| In this session,
| we have covered

- How Founder led organisations naturally grow
- How Founders eventually become the Cap to growth
- How Mentors can support the Founders in their growth
- Turning the Triangle using our 5 step model; adapt for your needs
- Anything that starts to grow needs to breath to be able to keep growing

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Supporting the *people*
who power *success*

QR code for feedback



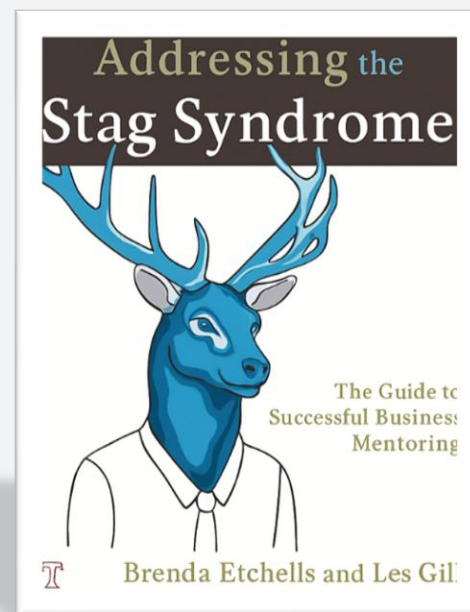
Thank You.

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Practical skills sharing session

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