

The Advisor

Organizational Effectiveness News & Trends

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The Power of Focused Execution

What does it mean to be %world-class+or %most admired+? Do you and your leadership team want this for your company? What are you doing to ensure success? Many executives and Wall Street desire and reward for these distinctions. Brands stand out. Stock price and earnings go up. So, how can you achieve this nirvana? Learn the three steps you can take this quarter ð



Do you have a business success story you'd like to share?
Please email me and let me know!

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• The Power of Focused Execution

What's Your Destination?

In today's dynamic business environment, it's necessary but not sufficient to know the mission of your organization. ClearPath alliance was engaged by an executive vice president in a leading Fortune company to help them accelerate their business transformation. New industry regulations and competitor actions were about to turn things upside down for their \$400 Million+ operations group. There was a need to radically shift their business to a digital processing environment, achieve predictable internal unit costs, and re-skill/redeploy their national workforce.

We learned there were seven very different views of the future after interviewing each member of the senior leadership team. Historically, each executive was focused on hitting their numbers and achieving their business unit performance plan. This led to silos and several conflicting strategies. Going forward, they agreed it would take focus, alignment, and collaboration to address their immediate challenges and sustain success.

ClearPath Alliance designed and facilitated several off-sites which allowed the executives and their staff to create a shared and inspiring organization-wide vision of the future, and a credible three year business plan to get them there. The key to success was taking both an inside-out, and outside-in approach and fully assessing the organization's capabilities:

- The current state of their people, process, and technology was evaluated.

ClearPath Alliance partners with senior executives in corporations and high-growth companies to improve profitability, execute change, and develop top talent.

We help you get work done and improve the tangibles: Revenue, Margins, Cost, Quality, Speed, and Risk.

- Voice of the customer and internal business partner feedback were collected ensuring critical requirements were factored into the new operating model.
- Market research and benchmarking studies were conducted to provide a broad industry view.

What's Your Game Plan?

Operations had to continue to run efficiently, even while it was changed. The leadership team faced two big challenges: 1) how would they prioritize and manage over 200+ initiatives they typically came up with, and 2) how would they optimize resources to achieve breakthrough results. They wanted to streamline how they drove work and aligned it to their annual goals.

ClearPath Alliance worked with the leadership team to make tough choices and bucket the work into five key, inter-dependent priorities focused on achieving the 3-year desired future state. The leadership team agreed to collectively own these priorities and run the business with one, not seven, plans:

- Each priority was made actionable via a smart collection of phased initiatives covering 36 months with each initiative defined by its key deliverables, costs, and benefits.
- Both Finance and the executive team signed off on the action plan.
- The shared business plan ensured alignment, focus, and accountability, and was regularly tested for timing, direction, and sequencing to manage execution risk and deliver forecasted benefits on-time, on-budget. It was crucial to stay in-sync with changing company/market conditions, business cycles, and stakeholder expectations.

Who's on the Bus?

Once the multi-year action plan was agreed upon, it was time to assess if they had the right leaders, in the right roles, at the right time. In other words did they have the right people on the bus in the right chairs. Execution of the 3-year business plan depended on it! ClearPath Alliance partnered with their Strategic Human Resources executive and the leadership team to:

- Optimize the organization structure with an end-to-end and customer-centric view
- Identify High Potential talent, accelerate their development, and move them into key roles
- Identify the critical future skills required to execute the new operating model

Speed was of the essence given pending regulations and competitor actions. Key results included: 1) a series of well communicated leadership actions that maintained stability to run

the business today, as well as build a strong talent pipeline for the future, 2) development of several employee technical skills assessments and job competency models, and 3) a robust and practical leadership experience profile which provided targeted development actions for leaders at all levels linked to execution of the 3-year business plan.

Actions to Take Now!

To recap, three actions you can take today to balance short-term goals with long-term growth are:

1. Envision a inspiring desired future state (people, process, technology, culture)
2. Create a phased execution plan (what to start/stop/continue and to build-out/sunset)
3. Ensure you hire, continually develop, and engage top talent to drive your execution plan

Exceptional companies are constantly focused on their needs of tomorrow to ensure they continue to deliver results today. Improving the bottom-line begins with doing the right things, at the right time, with the right resources. This is the power of focused strategy execution. Start today!

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• **Next Steps**

Do you need to improve your organizations ability to execute strategy, develop top talent, or better manage change? Call us at 858-292-5361 for a consultation.

The "Organizational Survey" is another great way to quickly determine the health of your business. Click on the link below to download a free survey and conduct your own confidential self-assessment.

Organizational Survey