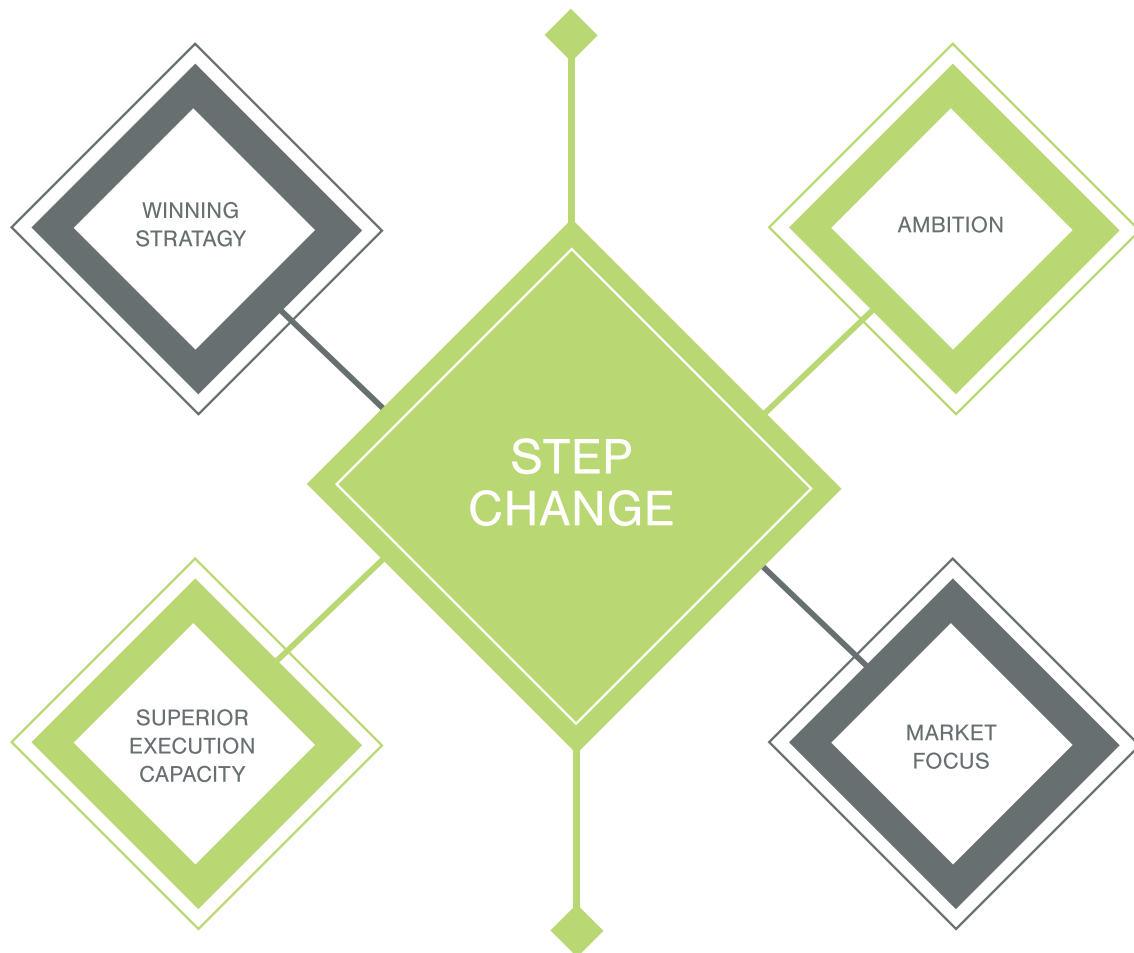


# CORNERSTONES OF SUCCESSFULL STEP CHANGE

JBBI has extensive experience helping executive teams in large organisations create step change. In this document we want to share with you four areas crucial for organisations to focus upon to be competitive and to successfully transform their businesses.

- 1 Your team must have a clear and robust strategy. It must know where it is heading and the path for getting there.
- 2 Your organisation must have a deep understanding of its customers and must continually focus on them throughout the transformation.
- 3 The goals must be ambitious and create real passion across the organisation.
- 4 Your organisation must have superior execution capacity to implement faster and better than the competition.



Excellence in these four disciplines will provide organisations with real competitive advantages as their ambitions are higher, their strategies better, their customer relations stronger and their ability to adapt is faster.

Working with transformation projects in many different industry sectors across the world, JBBI have gained a deep insight into these four areas and developed a number of frameworks and tools to help our clients be successful. If you would like to discuss your organisations challenges with JBBI please contact us on [copenhagen@jbbi.com](mailto:copenhagen@jbbi.com) or [london@jbbi.com](mailto:london@jbbi.com).

## Using AMBITION to Create Step Change

### Why?

Ambition can be defined as a strong desire to be successful, a mind set of striving to achieve goals or objectives for which high standards have been set.

Ambition is rarely discussed in organisations today. Most organisations have vision and mission statements but few of these manage to unleash true energy and passion in an organisation. Even once consensus has been reached on the wording of the statements themselves, the debate, challenge and communication may have failed to engage and align the organisation's ambitions with employees' personal ambitions.

Everyone in an organisation needs to feel inspired and needs to be driven by ambition. When you successfully create alignment between individuals' personal ambitions and the organisation's goals then you can really unleash passion and energy behind a change.

### Measuring Ambition

Through evaluating and measuring an organisation's ambitions JBBI create an openness and a debate about the aspirations of the owners, the board, executives, managers and staff across an organisation – and not only about where they want the organisation to go, but also where they see themselves.

We look at aspects such as: Are your organisation's vision and goals ambitious? How do the ambitions compare to actual performance? Are you ambitious in all aspects of your business? Are you ambitious in terms of your own personal performance? Are the organisations ambitions clear to everyone? Is there alignment between individuals' personal and often deeply felt ambitions and where the organisation is going? Do you have a culture where ambitions are discussed and challenged?



### Using Ambition to drive step change

The measurement and bench-marking of ambition will in itself create a whole different quality of debate in an organisation.

It is our experience that once an organisation creates a sound debate about ambition and engages staff at all levels, the ambition levels will often increase dramatically. This is especially so around individual's aspirations for their own performance and how much they want to contribute to the overall goals of the company.

JBBI helps clients set themselves ambitious targets and supports the executive team right through the implementation to make these become reality.

# WINNING STRATEGIES

## Why?

It is generally accepted wisdom that any major change should be supported by good reasons as to why the change is needed, some clear overall goals and a well-defined path to achieve these goals. However, sometimes the most obvious challenges and steps are forgotten in the process of developing a strategy.

It is therefore wise to conduct an independent review of the robustness of a strategic change initiative before committing to the implementation programme.

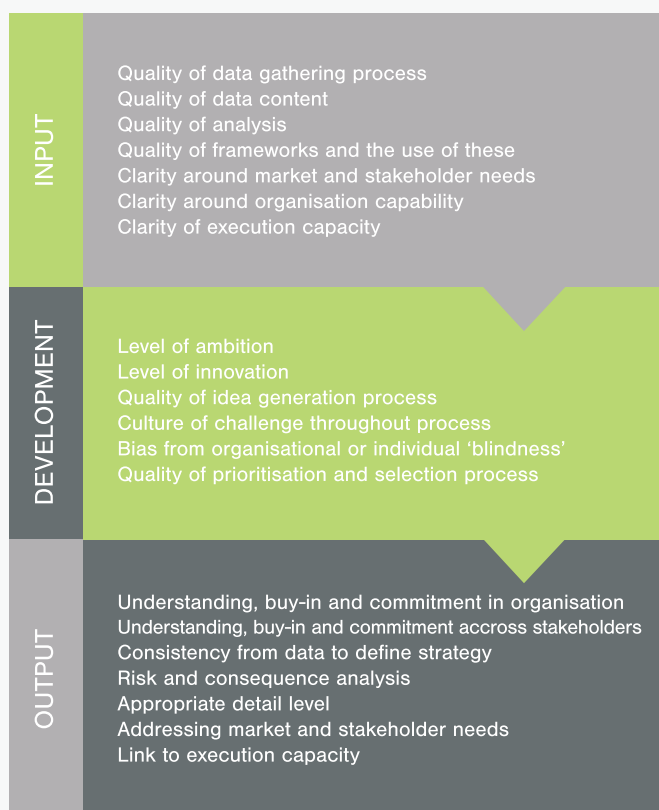
## Measuring robustness of strategy

JBBI look at strategy from a number of angles when we review the robustness of an organisation's change strategy.

A full review will firstly consider the quality of input data being used and how it has been gathered and analysed.

Secondly it will look at the development of the strategy itself including fundamental questions such as: Why are we doing this? Are we being ambitious enough? How innovative have we been in the process of developing our strategy? Have we considered various scenarios of how the market could evolve and how the competitors may respond? Did we have a healthy challenge process during the strategy development? Etc.

Thirdly the review will consider the quality of the output of the process. Is it a coherent clear strategy that addresses the needs of the customers and stakeholders? Did the process engage the organisation and build buy-in and commitment? Does everyone know their role and how they can contribute to the success of the organisation?



## Implementing strategy

Translating strategy into practical actions and new behaviours is critical.

JBBI typically gets involved in strategic implementation programmes where change in operating model, culture, behaviours and mindset are key to a successful change.

These are situations where the programmes are no longer linear, simple sequences of events, but essentially a question of challenging and raising leadership abilities to manage complexity and role model the behaviours now required to reach their aspirations.

## Ensuring Market Focus

### Why?

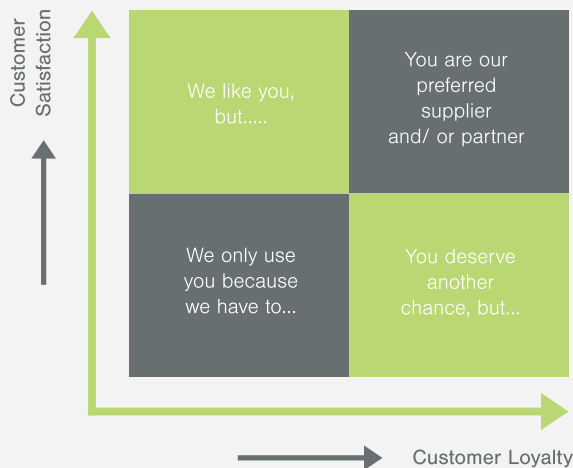
Organisations must remain market focused, even during a transformation process where the natural tendency is to look inwards. This requires clarity of your different customers groups, thorough understanding of what is important to each group and a focus throughout the organisation on how each individual team member directly and indirectly influences the customers' experience.

One of the key dilemmas of leaders is often how to keep business as usual running while preparing an organisation for change and implementing a transformation. This dilemma often centres around the customers e.g. 'How do we keep customers satisfied during this time of change and uncertainty for staff?' and 'How do we keep sales growing while transforming our business model?'

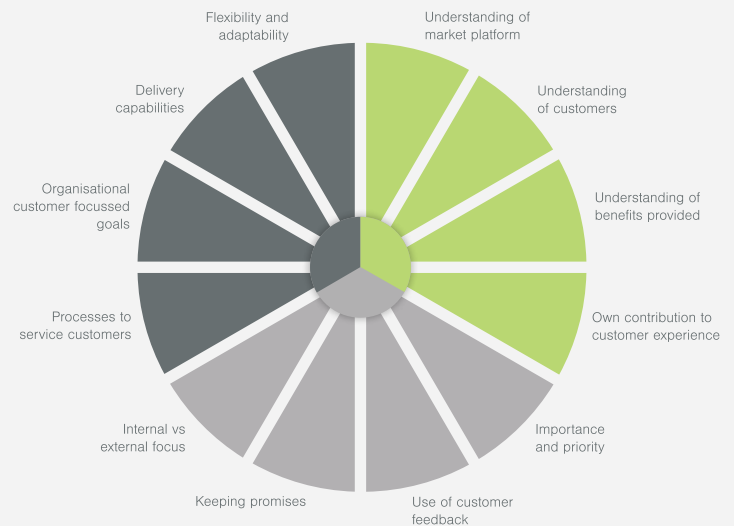
It is our experience that a strong market focus and drive creates co-operation across entities, enhances innovation and makes for stronger, shared ambitious goals.

### Measuring market focus

When evaluating market focus, JBBI look at three aspects: (1) The customers' perceptions, (2) the organisation's customer orientation and (3) how the implementation programme ensures market focus throughout.



### Customer Orientation



### Ensuring market focus during change

When JBBI help organisations through change programmes we find that it is critical to keep in constant focus how the customers will benefit from the changes.

We will challenge the executive team to keep customers at the centre of conversations, and act as role models and champions of the customer both in the short-term of delivering day-to-day and in the long-term of transforming the proposition to the customer.

## Ensuring SUPERIOR EXECUTION CAPACITY

### Why?

Execution is the real test of conviction and ability of the executive team and the organisation. However, research continues to show that more than 80% of improvement initiatives are unsuccessful in achieving their goals. Superior execution capacity is a real competitive advantage especially as the business environment is changing at an ever increasing pace.

If the high ambitions are shared, the strategy is right, and the market focus strong then the scene is set for successful implementation provided that the organisation has the capacity to execute.

### Measuring execution capacity - Mini case story

*An IT division in a large UK bank had recently undergone a major restructuring programme fundamentally changing its operating model. The change programme had used external experts to design the new model and communicated extensively with staff during implementation. Financial targets had also been met, but there was growing discontent amongst staff and management was exhausted. Nine months after the change the bank's regular organisation-wide survey showed that staff morale in this division was scoring much lower than all other areas - in spite of a programme of initiatives to address these issues. There was a sense of loss of belonging to a team, distrust towards senior management and lack of engagement from staff. It was realised that the foundations for the service and financial improvements were in danger if the staff issues were not addressed effectively.*

*JBBI's assessment showed that there was an alarming capability gap in the organisation and that the recent changes were not embedded or sustainable. JBBI supported management in a total review of the operating model where staff and customers were truly engaged in providing insight and challenging the proposals. When a new operating model was presented it was widely endorsed by staff and customers. Implementation was quick and successful. Trust in management, morale and performance increased dramatically witnessed by an outstanding 50% improvement in employee survey scores.*

### Developing execution capacity

If gaps are identified in the evaluation of execution capacity or the implementation strategy, appropriate steps must be taken to enhance the capacity to execute the change and ensure that the implementation plans are robust.

Our core tenet is that change needs to be driven by senior management but results are best achieved through effectively engaging the organisation to make change happen. JBBI inspire, challenge and work closely with senior management to lead the change and engage their organisation.

We are hands-on and get involved through-out a change programme as coaches, facilitators and 'bolt-on' senior managers - this increases executive capacity, bandwidth and know-how.

We transfer our skills to the client through-out a change programme so the change is sustainable. We help ensure that the new positive cultures and mindsets are embedded in the organisation after we leave. Thus developing and increasing the organisations' capacity to handle future changes.