

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 banks 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.