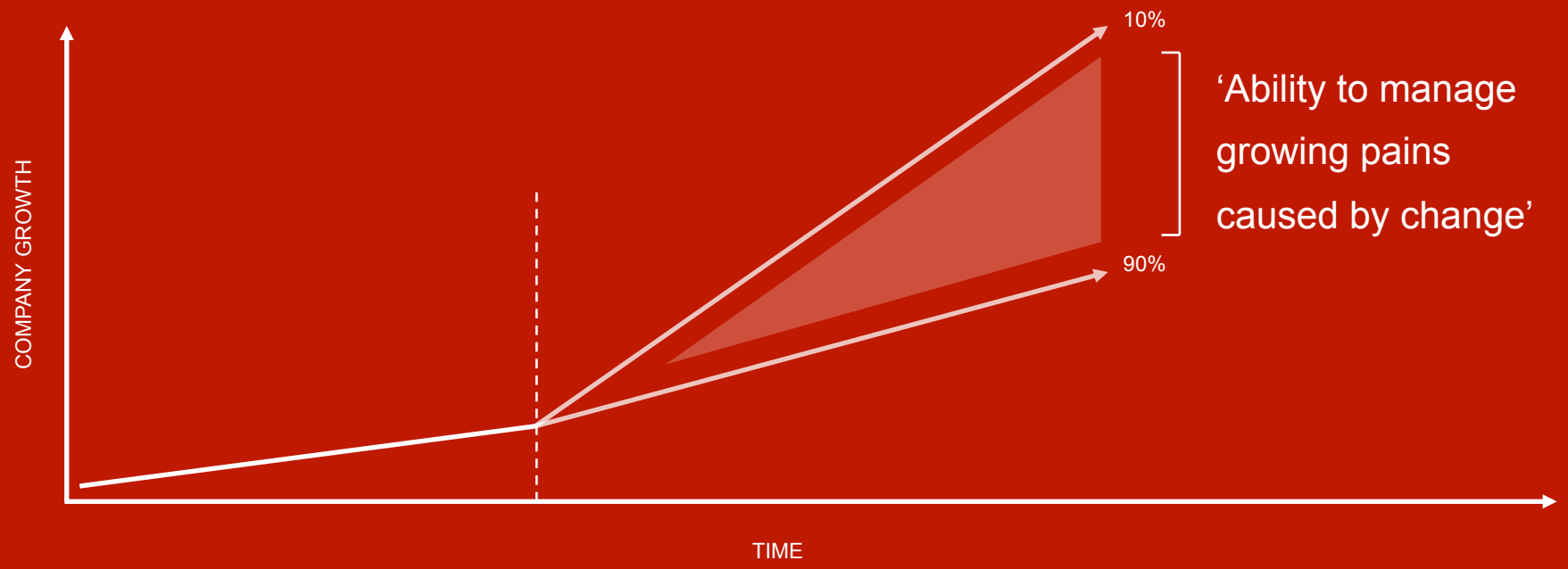
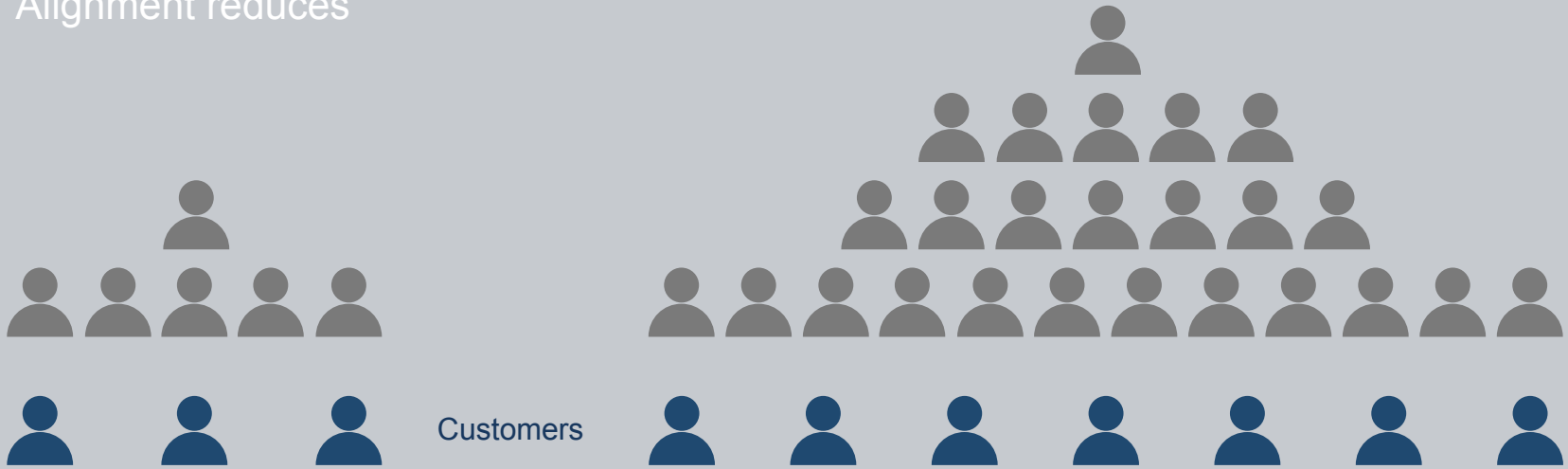
LEADERSHIP FORCES

# Few firms deliver their projected growth due to ‘Growing Pains’



# Symptoms of Growing Pains…

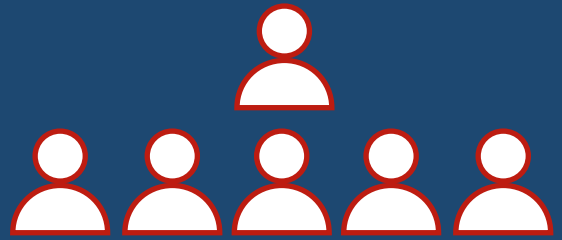
- Levels of interaction decreases
- Communication becomes harder
- Processes are required
- Decision-Making slows
- Alignment reduces



# Investors with teams who are struggling have two choices…

Invest in the Leadership

Recruit Leaders



- Which is cheaper?
- Which is quicker?
- What is more likely to work?

# The Leadership Development Market

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*Opaque and unregulated*

*Shortage of proven leaders*

*Few measured improvements*

# The Leadership Forces Difference

**We create a system that improves the performance of the team <u>not</u> just the leader**

We deliver ‘in the workplace’
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We don’t take you ‘off the field’

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# We have specialist experience of leading in environments where ‘leadership failure’ usually results in death

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The Impact is a 20% Capacity Saving

*A Day per week per person*

How do we do it?

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In short…
Leadership = Behaviour

If you ‘get it right’ you will get the following which will set the bar for your culture…

Inspiration

Trust

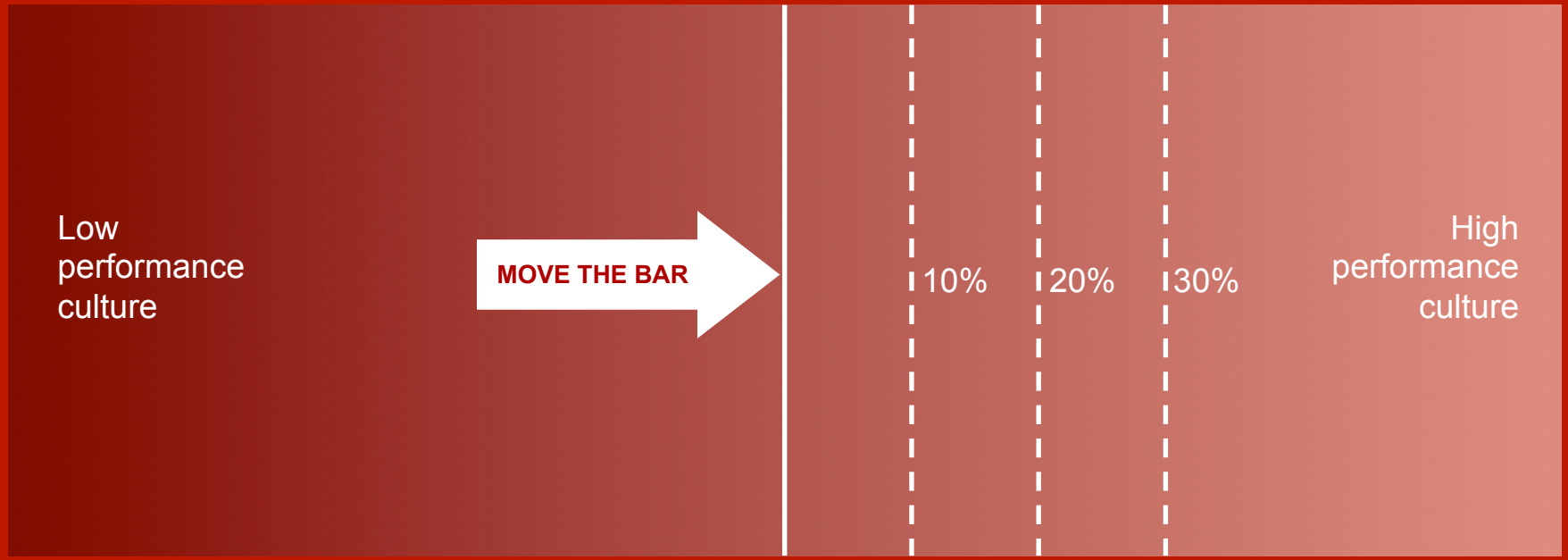
‘Blood, Sweat & Tears’

Low performance culture

High performance culture

**Where have you set the bar?**

# We improve performance by ‘moving the bar’…




**This is how we save 20% in Capacity allowing you to ‘do more with the same number of people’**

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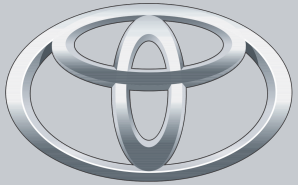
# World Class Organisations have Great Leadership at all levels

NETFLIX

TEAM | sky



TOYOTA

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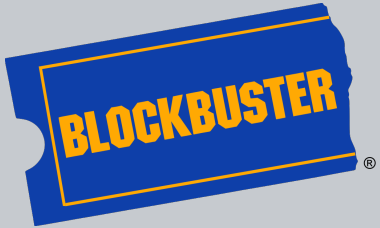
# These companies were once market leaders…



## They failed because their leaders failed…

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# You will recognise some of the ingredients…

# …The value lies in how we put them together

# Behaviour drives Culture which delivers Performance

**If your leaders…**

Treat people with respect

Provide clarity and focus

Self aware and values driven

Transparent and consistent

Develop people

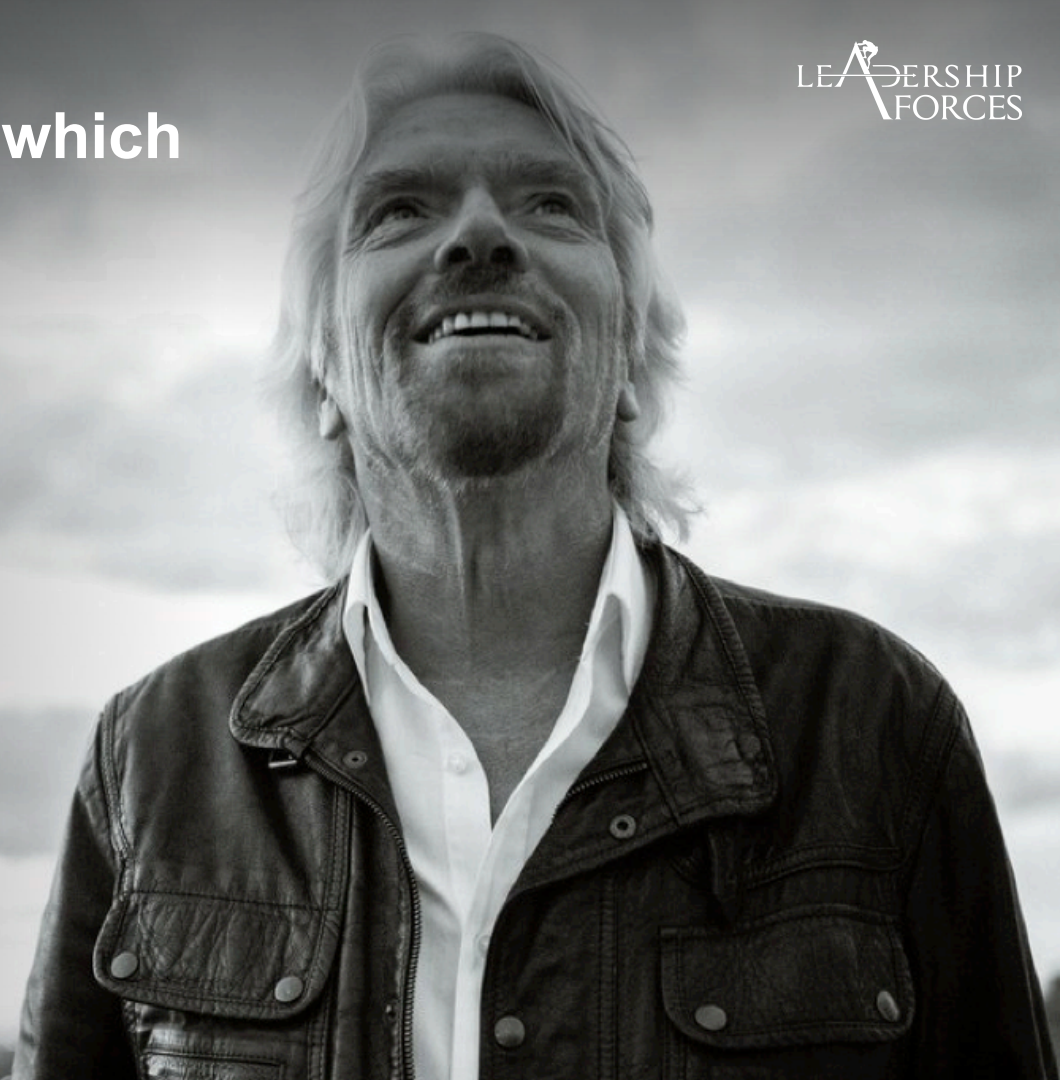
Manage performance of people

Accountable

Willing to be challenged

Improve the situation

Think long-term not quarterly



# A High-Performance Culture will develop…

Respect

Clarity

Trust

People develop

Accountability

Challenge

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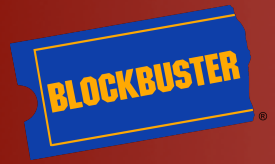
# We improve performance by ‘moving the bar’…

Behaviour

Culture




Performance

**Where are you on the Scale?**
**Where do you want to be?**

# The Scale-Up Model for Growth

***Built and Tested in the Nuclear Industry where failure is not an option***

# We start with the Foundations

| | |
|---|---|
| What we do | What do you get? |
| **Purpose**<br>Why do we exist? | Clarity of purpose and direction |
| **Mission**<br>What do we do and for whom? | Decision-making framework |
| **Vision**<br>Where are we going? | Alignment and engagement |

# Visible Performance

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**Every business has a sense of flow**

# Easy to see in the manufacturing sector…

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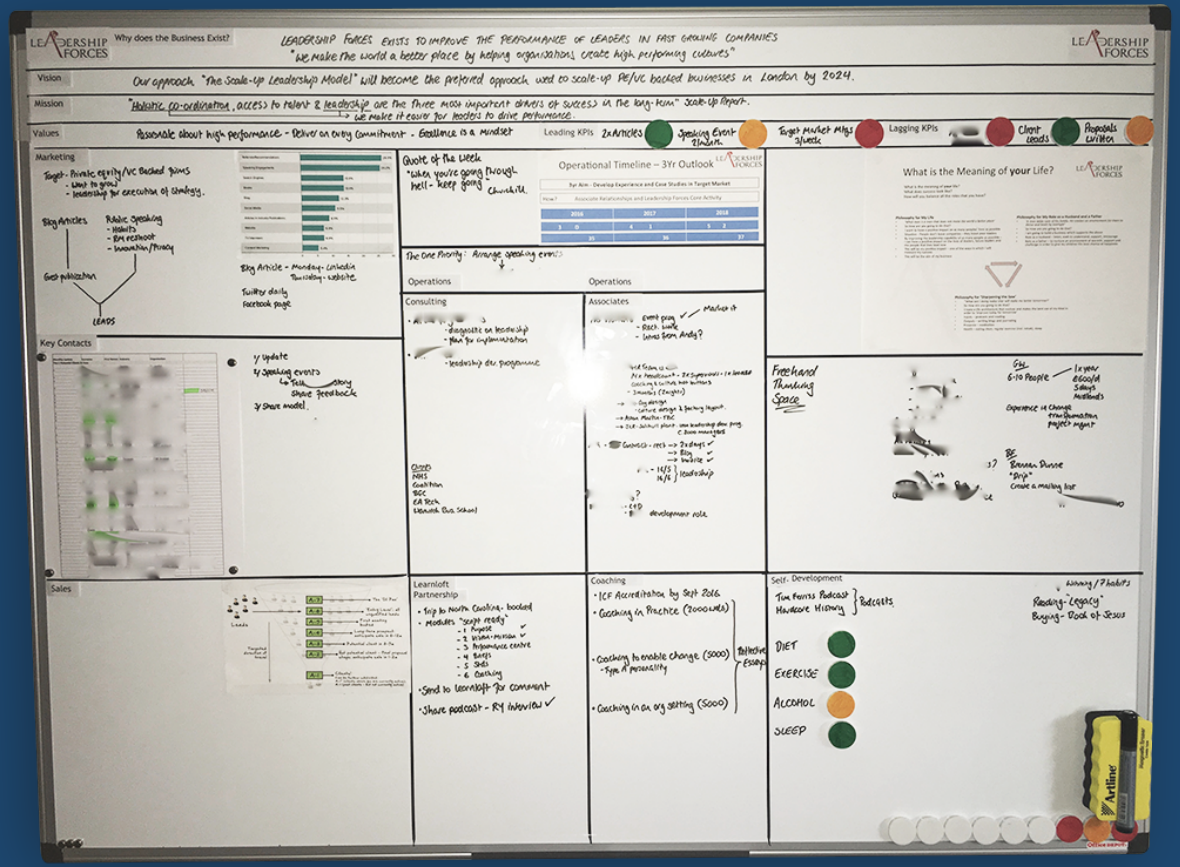
# Hard to see in the service sector…

# This is what ‘Visible Performance’ looks like



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## Why does the business exist?

## Vision

## Mission

Leading KPIs

Lagging KPIs

**Workstream 1**
- Project A – JB – 30/4
- Project B – AJ – 5/5
- Project C – GH – 18/5
  - Task 1 – GH – 14/5
  - Task 2 – GH – 10/5

**Workstream 2**
- Project A – JB – 1/5
- Project B – GH – 21/5
- Project C – AJ – 17/4
  - Task 1 – AJ – 5/4
  - Task 2 – AJ – 30/5

**Workstream 3**
- Project A – JB – 1/5
- Project B – AJ – 21/5
- Project C – GH – 17/4
  - Task 1 – JB – 5/4
  - Task 2 – GH – 30/5

### Training

| Tasks | JB | AJ | GH |
|---|---|---|---|
| A | | | |
| B | | | |
| C | | | |

### Planning

| | M | T | W | T | F | M | T | W | T | F |
|---|---|---|---|---|---|---|---|---|---|---|
| JB | | | X | X | X | | | | | |
| AJ | | | | | | | | | | |
| GH | | | | | X | | | | | |

### People

JB
GH
AJ

Comms

Priorities

Problem solving

Success

# How often do you talk about performance?

**Monthly – 12x 2hr Meetings?**

Long - Low Energy

| Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sept | Oct | Nov | Dec |
|---|---|---|---|---|---|---|---|---|---|---|---|

*We help you shift towards best practice*

**Daily Performance Briefings – 250x 15m briefs**

Short – High Energy – High Focus

## What do your meetings look like?

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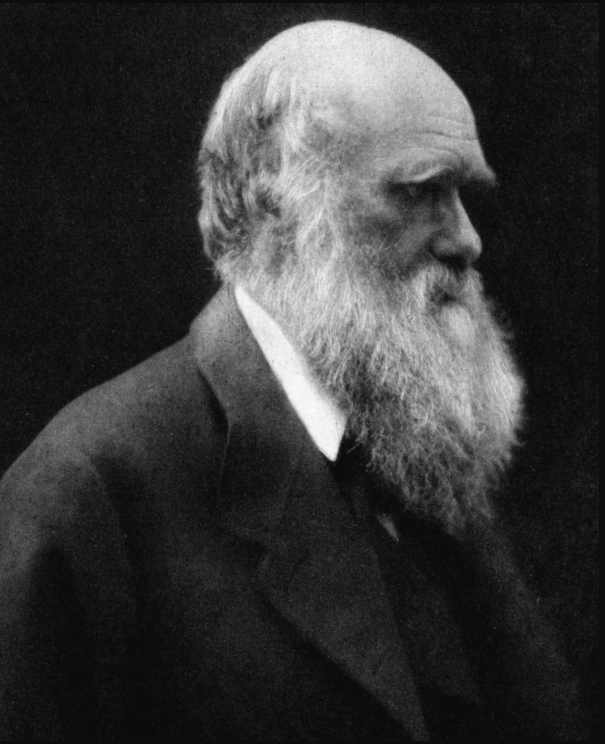
**Our approach creates a faster decision-making cycle**
**It improves the pace of innovation and delivery**

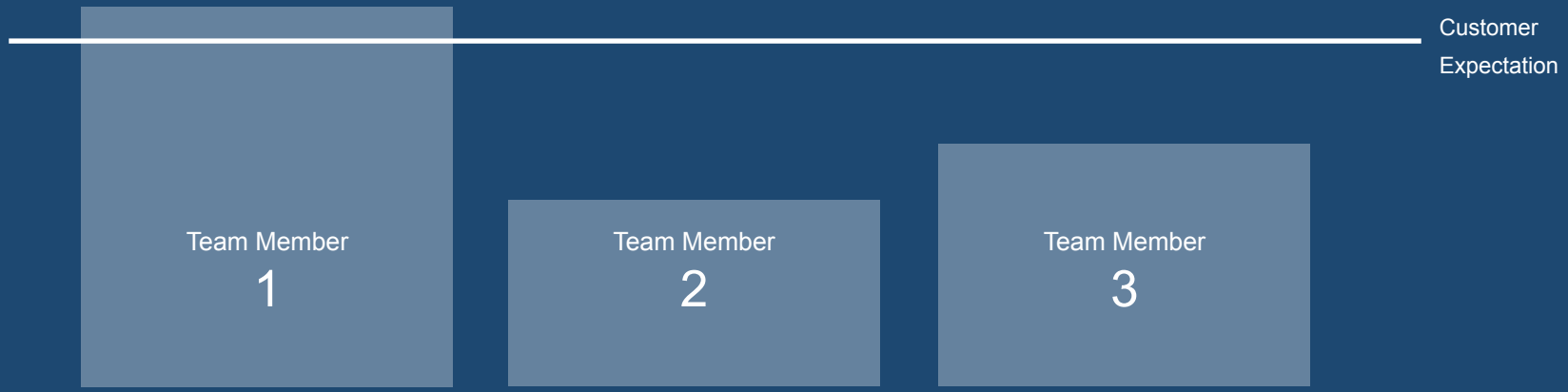


"It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change."

CHARLES DARWIN

# Standards and Process

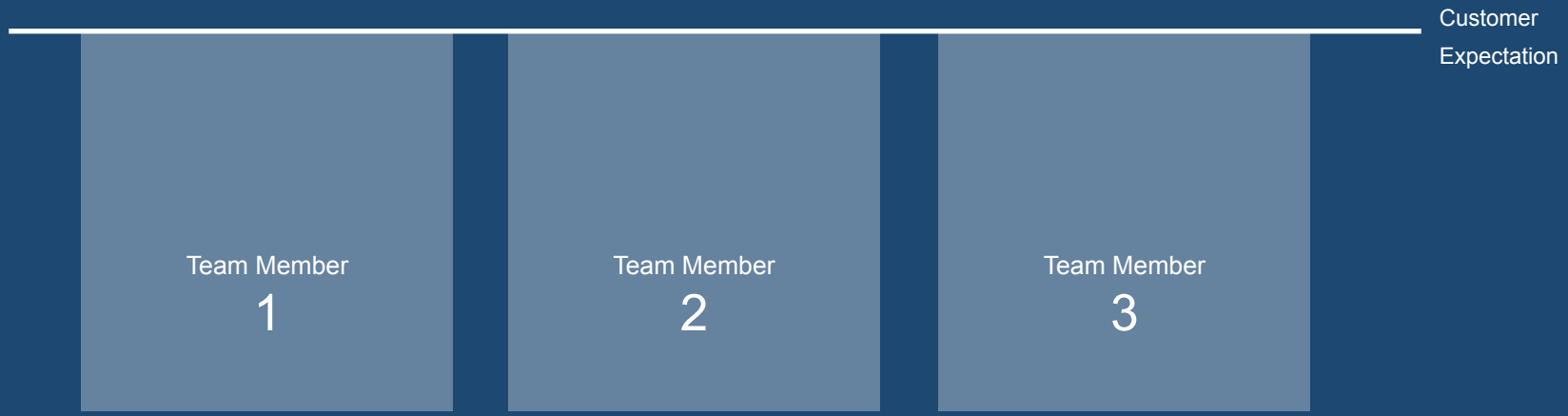
Different ways of doing things lead to different levels of performance…




**“But the way I do it is best…”**

# Standards and Process

I go to Starbucks and order a coffee…

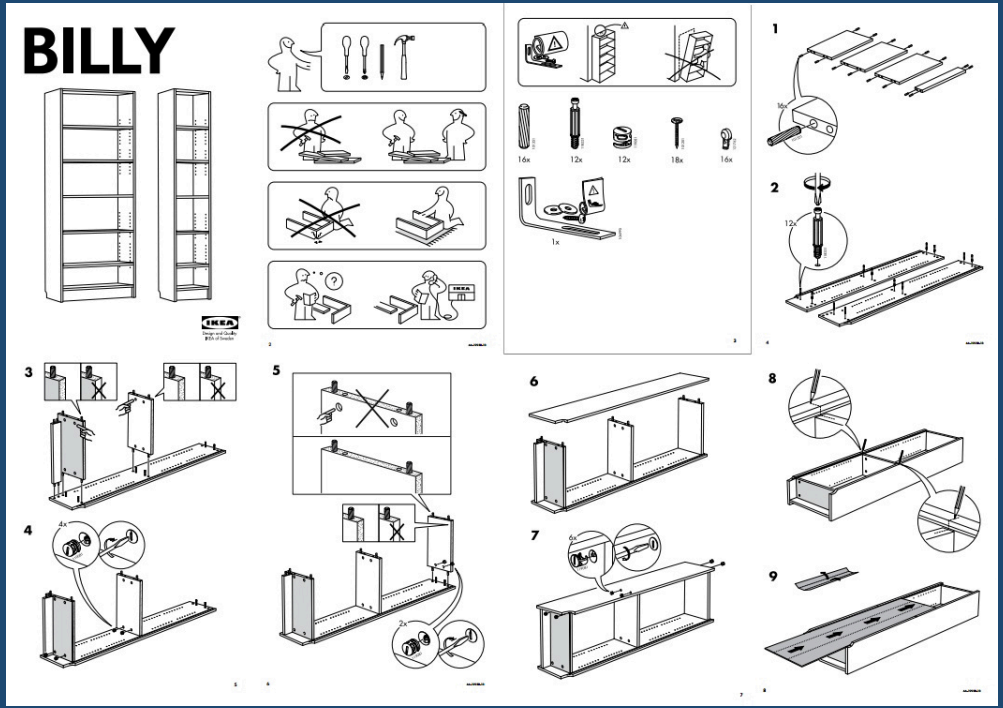


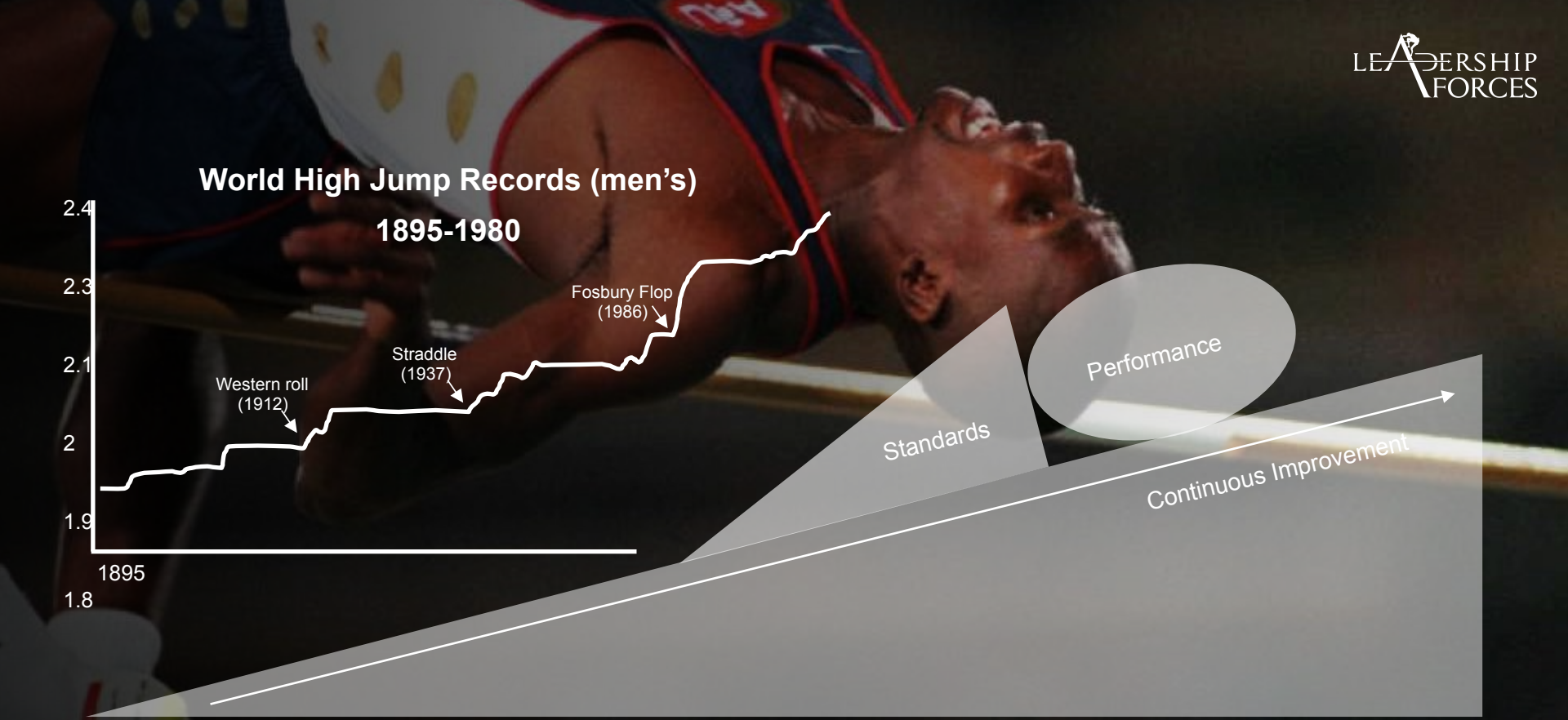

**The standard is met every time**

Standards are the bedrock for training, performance and continuous improvement

# This is why Ikea have clear instructions

## It makes it hard to *‘get it wrong’*






**Standards are about quantifying**
**'the best way' and then moving forward together**

# We help to solve your problems…

| Concern Identified | Causes Identified | Countermeasures Identified | Countermeasures Working |
|---|---|---|---|
| ◔ | ◑ | ◕ | ● |

| Concern | Cause | Countermeasure | Status |
|---|---|---|---|
| Our meetings take too long and are not delivering what we want them to<br><br>If we choose to do nothing about this… then we will continue to run inefficient meetings which lack energy and accountability | • People take too long to make their point.<br>• There is no structure<br>• We don't clarify actions<br>• We don't follow up on the actions from the last meeting | • Chairperson is given permission to raise a hand when someone is taking too long to make a point.<br>• A meeting structure will be created by JG by (agreed date)<br>• One person will capture all the actions and disseminate them to the team<br>• At the start of every meeting, we will have an update on every action | ◕ |

# We help to develop your thinking…

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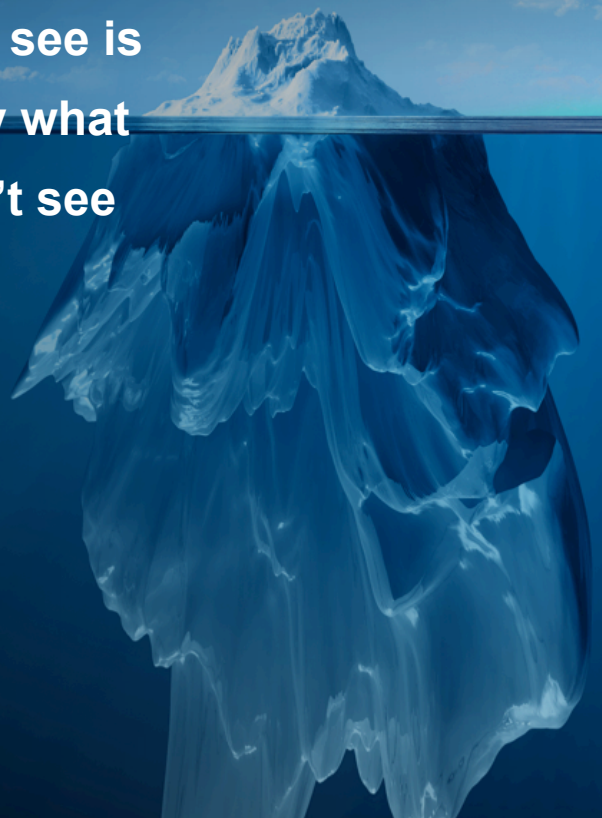
**What you see is driven by what you don't see**



RESULTS

BEHAVIOUR

FEELINGS

THOUGHTS

| | |
|---|---|
| Language<br>Experience<br>Relationships<br>Role Models<br>Environment | Childhood<br>Values<br>Culture<br>Sense of Control |

# This is where our capacity savings come from

| What we implement | What you get | Hours saved per week… | Month | Year |
|---|---|---|---|---|
| The Foundations – Purpose Mission Vision | Focus & Alignment | 0 | 0 | 0 |
| Visible Performance | Performance Clarity | 2 | 8 | 96 |
| Daily Briefings | Faster decision-making cycle | 4-6 | 16-24 | 192-288 |
| Standards | Set Expectations | 6-10 | 24-40 | 288-480 |
| Solving Problems | Problems solved | 10-16 | 40-64 | 480-768 |

**We sustain the change by coaching and developing your people**

# How do we implement our approach?

## We develop 1-2 ‘Change Agents’ to Sustain the Change after we leave

| Weeks | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Purpose Mission Vision<br>Visible Performance Briefings | | | | Standards Problem Solving<br>Coaching<br>Sustain the Change with Support over 12 months | | | | | | | | | |

**Assessment**

Where were we - Where are we now – Where can we get to

Opportunity to cancel

LEADERSHIP FORCES

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