



# Business Challenges

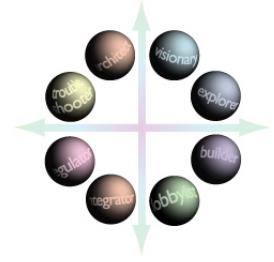
## Development Planning for

Name Example Only

Date March 2007

# Business Challenges: definitions

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This provides a summary of your experience and effectiveness across eight broad-based dimensions of business and organisational activity. Your experience and effectiveness are profiled separately against these eight defined dimensions.

**VISIONARY** - planning next generation products and services to formulate an innovative business strategy; developing new business concepts which redefine the rules of business success; addressing the impact of emerging trends and developments in the market-place for the organisation's long-term strategic position

**EXPLORER** - investigating opportunities to break into new markets in pursuit of a diversification strategy; developing relationships with other key players in the industry to explore scope for alliances and joint ventures; identifying opportunities for the future growth and expansion of the business

**BUILDER** - translating business strategy into sales and marketing priorities; reviewing the customer service delivery process for areas of improvement; exploiting the organisation's customer-base through attention to sales and marketing activity

**LOBBYIST** - representing the organisation's interests across the wider business community to improve corporate image; planning a programme of corporate communication which gains greater influence and freedom of manoeuvre for the organisation; building relationships with key players throughout the industry to improve the company's standing in the market-place

**INTEGRATOR** - raising the overall skill level of the work-force through focusing resources on training, development, recognition and reward; raising levels of staff capability and motivation to improve organisational loyalty and pride; breaking down functional differences and resolving complex views to unite the efforts of different groups

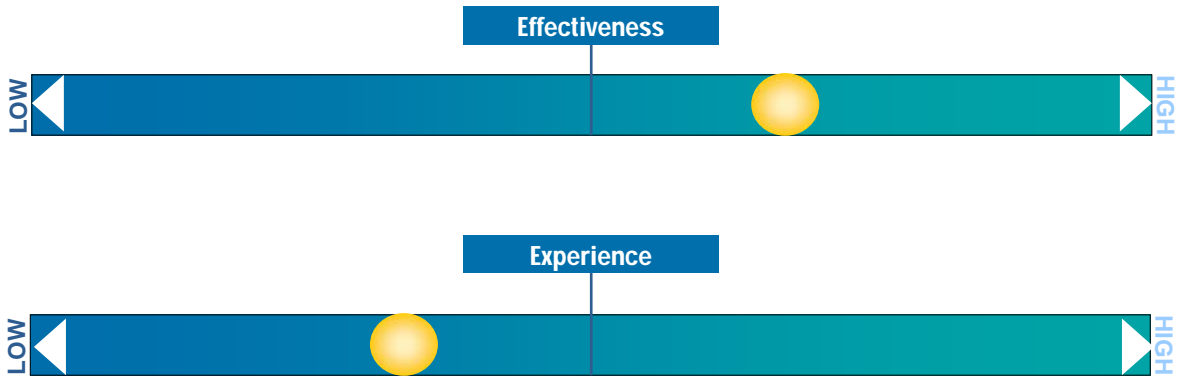
**REGULATOR** - focusing attention on the efficiency and consistency of all internal processes; monitoring work flow for opportunities to standardise organisational activity; applying financial discipline and administrative control over organisational activity to gain improved levels of efficiency

**TROUBLE-SHOOTER** - identifying and removing unproductive and inefficient business function; tackling those business activities which are no longer contributing to corporate performance; divesting unprofitable activities which are failing to support corporate priorities and objectives

**ARCHITECT** - redefining the organisation infrastructure to create new operating methods and practices; exploiting technological capability to create new organisational structures, systems and operating styles; conducting a re-appraisal of the organisational infrastructure in the context of improved technological capability

# Business Challenges: Visionary

planning next generation products and services to formulate an innovative business strategy; developing new business concepts which redefine the rules of business success; addressing the impact of emerging trends and developments in the market-place for the organisation's long-term strategic position



- LOW**
- ⚠ a conservative short-term thinker without an imaginative agenda for the future
  - ⚠ a lack of foresight which focuses on immediate business priorities and loses sight of emerging trends and developments
  - ⚠ a reliance on conventional industry wisdom which is overtaken by radical shifts in business thinking
  - ⚠ a concern to play it safe by traditional business rules and lacks imagination in creating a vision of what is possible

- AT BEST**
- 👉 combining an understanding of emerging consumer needs with technological possibilities to create a coherent vision for the organisation's long-term future
  - 👉 developing ideas about future products and their commercial benefits to command organisational attention
  - 👉 integrating the Research & Development process with strategic planning to speed up product innovation and implementation

- RISKS OF DERAILMENT**
- 👉 an impractical dreamer who has lost sight of commercial realities
  - 👉 a willingness to embark on ambitious Research & Development programmes which have minimal commercial return
  - 👉 a projection into the future which is dismissive of existing customers' practical expectations and concerns
  - 👉 a long-term view of market-place possibilities which fails to attend to pressing operational demands

# Business Challenges: Visionary

## Plotting your effectiveness against your experience, does this represent:

### Hi Effectiveness - Hi Experience: Zone of Maximum Impact

These activities are the areas in which you enjoy deploying your previous experience and respond effectively to new challenges. They are likely to represent significant strengths in which personal fulfilment is gained from drawing on experience.

### Hi Effectiveness - Lo Experience: Zone of Emerging Impact

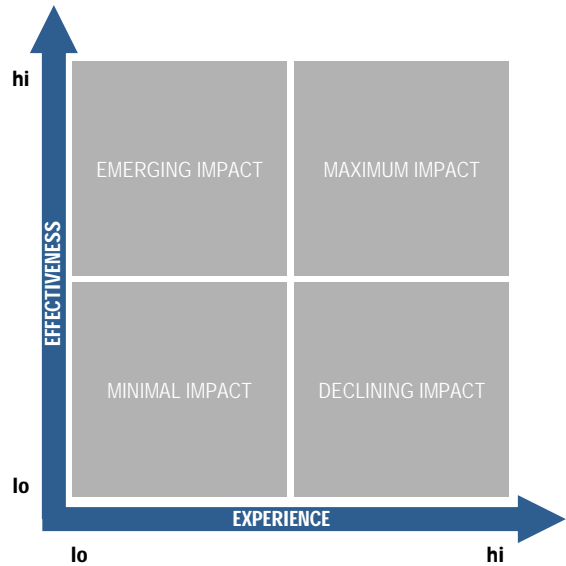
Although there is relatively less exposure to these business activities, they are perceived as areas of potential strength.

### Lo Effectiveness - Hi Experience: Zone of Declining Impact

Although previous exposure to these business activities has provided experience, there is less effectiveness in tackling them. As such, these activities might indicate a need to refocus career priorities.

### Lo Effectiveness - Lo Experience: Zone of Minimal Impact

Either there has been little opportunity to tackle these activities as part of your previous career and as such limited exposure has held back effectiveness. Alternatively they represent activities which you have avoided in your career, as they may expose potential limitations.



How prominent has this theme been in your career to date? How has it affected your leadership outlook, the issues you think are critical to business success, and those which are less important?

How important is this theme within your current role?

- a key priority which will determine success within your role?
- an area which you need to address
- not even on your "radar screen"?

How relevant is this theme to your future progression?

- an area you need to develop further to operate with greater credibility?
- an area which will become less significant in future?

Overall, what does the balance of effectiveness and experience indicate about your career opportunities, risks and future career options?



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## Overall Profiles

A profile of experience across eight different business and organisational activities which also highlights areas of relative effectiveness.

# OVERALL PROFILES: Experience Profile

## VISIONARY

planning next generation products and services to formulate an innovative business strategy



## EXPLORER

investigating opportunities to break into new markets in pursuit of a diversification strategy; developing relationships with other key players in the industry to explore scope for alliances and joint ventures



## BUILDER

translating business strategy into sales and marketing priorities; reviewing the customer service delivery process for areas of improvement



## LOBBYIST

representing the organisation's interests across the wider business community to improve corporate image; planning a programme of corporate communication which gains greater influence and freedom of manoeuvre for the organisation



## INTEGRATOR

raising the overall skill level of the work-force through focusing resources on training, development, recognition and reward; raising levels of staff capability and motivation to improve organisational loyalty and pride



## REGULATOR

focusing attention on the efficiency and consistency of all internal processes; applying financial discipline and administrative control over organisational activity to gain improved levels of efficiency



## TROUBLE-SHOOTER

identifying and removing unproductive and inefficient business function; tackling those business activities which are no longer contributing to corporate performance

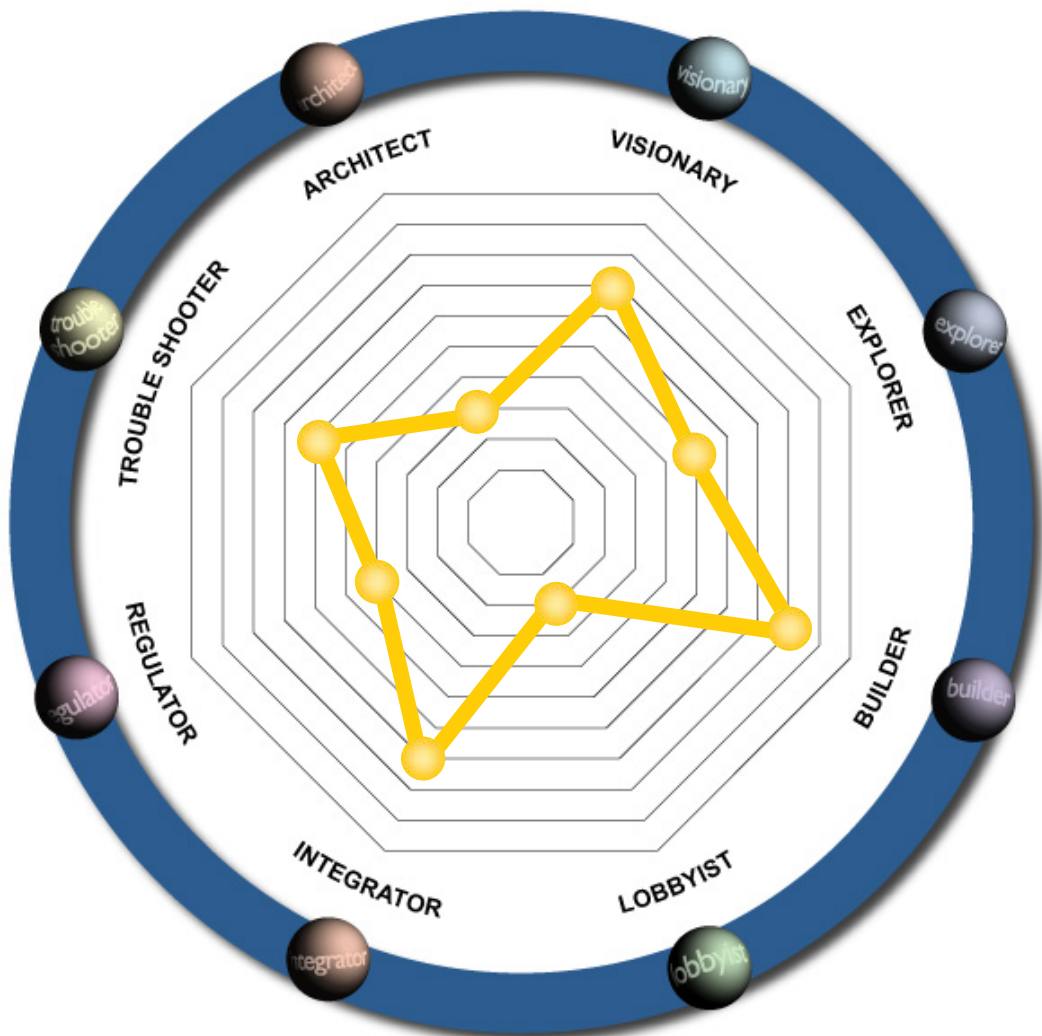


## ARCHITECT

redefining the organisation infrastructure to create new operating methods and practices; exploiting technological capability to create new organisational structures, systems and operating styles



# OVERALL PROFILES: Effectiveness Profile



- Look at the two profiles. What kind of pattern emerges?
- What is the **breadth and depth of your experience**? Does the profile indicate extensive experience across a wide range of themes; or is it more focused in only a few areas?
- Is there a dominant pattern to your **business approach** in which you are likely to be more and less effective in taking on specific challenges?
- What do the two profiles – experience and effectiveness “add up” to?

# EFFECTIVENESS: Key Themes

## POTENTIAL CONSTRAINTS

managing complex relationships with partners, suppliers and other agencies in creating a new operational approach

representing the organisation's interests in the external business environment during a period of major corporate change

convincing external stakeholders of the need to support the major-scale implementation of new technology

## OPPORTUNITIES FOR PROGRESSION

rethinking where the company stands in relation to the market-place and how the future organisation should operate through its people

generating new ideas to compete in the future market-place and determining the implications for employee capability

translating ideas about the future market-place into a new customer service strategy

tracking trends and developments in customer preference to generate new business concepts for the future

breaking down functional barriers and overcoming departmental blockages to improve the customer service delivery process

translating a marketing strategy based on improved personal service into a plan for raising levels of staff capability and motivation