

The power to succeed



Millions of dollars are wasted every year due slow execution of strategy. Here, Jamil Rashid, SLC CEO, explains Structured Leadership and how it speeds up the delivery of strategy.

The case for Structured Leadership is really very simple – structured, disciplined companies will always out-perform unstructured and undisciplined companies. The challenge is that as soon as people hear words like ‘structure’ and ‘discipline’ they feel it may stifle creativity. Structure and discipline therefore are not virtues that many of us naturally embrace.

At JARA, we are very aware of these fears but stress that

the approach gives people the power to succeed. Structured Leadership is all about faster and more successful execution of strategic objectives. This includes the implementation of a new IT system, an acquisition of a new business, breaking into a new market all the way through to developing a new technology. Whether a business leader succeeds in delivering all strategic objectives is rarely a matter of opinion. It’s a matter of results. Did you achieve what you set out to achieve, on time and on budget? Which can be simply answered ‘yes’ or ‘no’.

The scale of the problem

If you take a reasonably large sample of strategic plans you will find that less than 30% are implemented successfully on time and on cost, with the remainder failing to some extent or other, being delivered late or over budget or both.

Major intellectual and research powerhouses such as Harvard Business School, Boston Consulting Group, McKinsey & Co, and the Gartner Group consistently point to low success rates when it comes to effectively dealing with major change, strategic implementation or new productivity initiatives. Some researchers would say there is as little as a 10% success rate across most organizations.

Business improvement is a universally sought-after commercial goal. Because of this, there is an endless supply of ‘best practice solutions’ on offer and in use. Yet despite all this we contend that the results over the last 30 years show that businesses haven’t scratched the surface of the true potential of the people within an organization.

This is because it’s all too easy for people to blame external factors rather than looking at what they themselves can control: “we had bad market data;” “our customers decided they wanted something else;” “the timing was off;” “it was the economy”. There are many more, and you’ve probably heard most of them. The impact of this thinking though, is huge. Millions of dollars are wasted through lost opportunities as a consequence.

Structured Leadership is all about faster and more successful execution of strategic objectives.

Executing strategy

We help organizations execute all manner of strategies from business start up to sales performance, moving site, winning funding and investment, growth and business development through to engineering development and manufacturing efficiency.

Whatever it is you want to do, Structured Leadership will help by keeping strategies aligned, focused and on track. Structured Leadership is not easy. It requires the implementation of a control structure across three key areas – discipline, structure and involvement. It also requires courage.

As such, this approach is aimed at the CEOs, business leaders, managers and team leaders who want to get more out of their teams, align motives and reduce inefficiency to accelerate growth and success. You don’t need to successfully implement 100% of your strategic initiatives to succeed. You will never reach this standard.

Business is a collection of people not machines. But with Structured Leadership you can double or even triple your execution rate – which can have a fundamental impact on your bottom line, long term sustainability and growth. To find out more about Structured Leadership and how we can help, email us at enquiries@jaramanagement.com.



Power to succeed:

How to keep strategy on track

JARA offers three simple reminders for keeping strategy on track. Ensure you stick to these, and you will find that your execution rate will rise.

1 | Create a sustained focus on the effective management of day to day tasks

We believe that at least 60% of strategic plans fail simply because they are not executed in the most economical way – tasks are inadequately planned, not sufficiently thought through, monitored or reviewed often enough or well enough.

Structured planning requires the creation of highly visible, detailed and consistent plans. Leaders need to introduce the discipline to adhere to these plans daily, understand gaps in performance and address them effectively.

Involvement is also a major contributor to activities not being carried out in the most economical way. This is because people do not 'buy-in' to the importance of doing them in the first place. Structured involvement addresses this issue and without any loss of management control.

2 | Keep everyone aligned to aims

Around 30% of failure is due to people, all the way down the chain of command, doing things that take up time and resources which are nothing to do with the end objective. We tackle this through structured alignment and structured analysis.

Teams end up mis-aligned for a whole host of reasons. These principles of Structured Leadership enable a constant check of strategic plans against high level visions and goals, leading to alignment of large projects running in parallel, as well as alignment of activities lower down which take place week to week, day by day, or hour by hour.

3 | Create structure, discipline and involvement all over the business

Successfully tackling the problems raised by the first two points requires:

- Structured methods to reinforce consistent and structured thinking at all levels
- The involvement of people in a systematic and predictable manner
- Systems that keep people disciplined and focused on the above

Of the things that you exert internal control over, the majority of failure to meet targets comes down to very few issues, although, that does not make it easy to resolve.

Your strategy may fail because a major client goes bust in an economic downturn or an economy may crumble and let you down badly but these 'external factors' are not statistically significant when you take a large sample of plans and look at the reasons for failure.

Structured Leadership genuinely gives you control over these things so that you can vastly improve performance. It works because it cuts through the thousands of business performance symptoms and addresses the root cause –poor discipline, poor structure and low involvement.