

5 ways that Blue Chips sabotage their own success

Taking a fresh look at the inhibitors to strategic change and business growth yields a simple yet powerful solution

Like all Blue Chips, you often encounter obstacles to change and growth. Surprisingly, you might be creating some of the biggest obstacles yourself. At Accelerated Success we have discovered there is an answer:

Leverage your high performers. First, though, you need to understand some of the ways you might be holding yourself back. Here are our Top 5:

1 You love wasting talent

You spend vast sums on talent management. You give your superstars 360 feedback, send them on development programmes, involve them in the big issues. You do everything except actually *use* them to drive change and transform your business.

What a waste! High performers can achieve far more for your business than other employees. They are avid learners who challenge norms, take risks, execute plans. They are driven to make a real difference, and they take others with them. Isn't that why you hired them?

We worked with a newly appointed global account director who had been identified as a high potential. She was very good at her job, but it was exhausting and stressful. Through our Accelerated Success programme she identified more productive working strategies and behaviours. Now that she is

truly goal-focused and has learned to prioritise, she spends more of her time winning new business and achieving higher wallet share.

2 You hate aligning action on the ground with business goals

Sure, you've got a performance & development planning process, although it's not exactly setting the world on fire. It doesn't engage your people in company vision or enthuse them about achieving business goals. Everyone is working flat out, but not always on the right things; too much *stuff* gets in the way.

When high performers learn to focus on what adds most value in achieving business goals, they focus others around them too. That's what happened when the leader of an offshore consulting practice in a rapidly growing market came to us. As part of a global company, his practice had been set very challenging growth targets, and he wanted to free himself up to focus on strategy and empower his team to take ownership of the operational side. By using our Accelerated Success programme to improve his delegation and coaching skills, he learned to engage his team in creating a more powerful sense of common purpose. As a result, team members got clear on how the practice aligned with the company globally, and what they needed to do individually to achieve team goals. The practice is now highly focused and has exceeded targets.

3 You're not so good at measuring results

You have all sorts of performance metrics in place, but some things — such as training and coaching — defy measurement. There's no way to know what kind of impact they have, if any.

That's why we designed our Accelerated Success programmes to align with achieving business goals. They can be measured against existing metrics, so you'll always know exactly how much value you're getting.

We helped a consultant, head of an account with a global telecommunications company, who was heading for a showdown with a key client stakeholder. The relationship had deteriorated almost to a state of crisis. We helped him identify strategies for pulling the situation back from the edge. His next meeting with the client went so well, he sold them another £400K of services — far exceeding his target, and positioning the account for a long-term, productive relationship.

4 You're not that keen on strategic change

You devise elaborate strategies for change. You roll them out over months, even years. Your people become so focused on implementing the strategies that they lose sight of the bigger picture.

There's a cheaper, more effective alternative. A vice president who wanted everyone in his company to have a shared vision and work as a team used our Accelerated Success programme to pinpoint where things were breaking down. With his management team, he worked to build more productive relationships and align activity across the company with achieving business goals.

It was a huge challenge, but the outcome was transformational. Management team meetings became more effective. They were able to engage and empower their people to align their efforts rather than working independently or against each other. Communication, objective setting, performance reviews and feedback improved significantly. All this had a major impact on sales and delivery.

When you need agile strategic change, look to your high performers. They provide direction, and really engage others in hitting targets and achieving goals. They're built for speed!

5 You get a kick out of seeing your business underperform

Everyone is hard at work, but your business is not hitting its targets. Or maybe it is — but you know it could do a lot better.

There's a cure for sluggish business results. We saw this first-hand when we worked with a sales director for systems solutions and professional services who envisioned a team that worked well together and with other parts of the business to convert more prospects into long-term clients. He learned to adopt a more collaborative communication style, and coached his direct reports to do the same. Now, instead of competing for resources and assigning blame, his team has developed trust and a solutions focus.

One person's leadership style shaped an entire team's performance.

The bottom line? The team's contribution to U.K. revenue grew from 45% to 65%, an increase of approximately £7.5 million annually.

At Accelerated Success we work with high performers to drive change and business growth. We offer a complimentary 90-minute strategy session, by the end of which you will know how to leverage your high performers to:

- Achieve company vision
- Improve business results

To book your free strategy session or find out more about our Accelerated Success programmes, call us at +44 (0)7963 597 969.