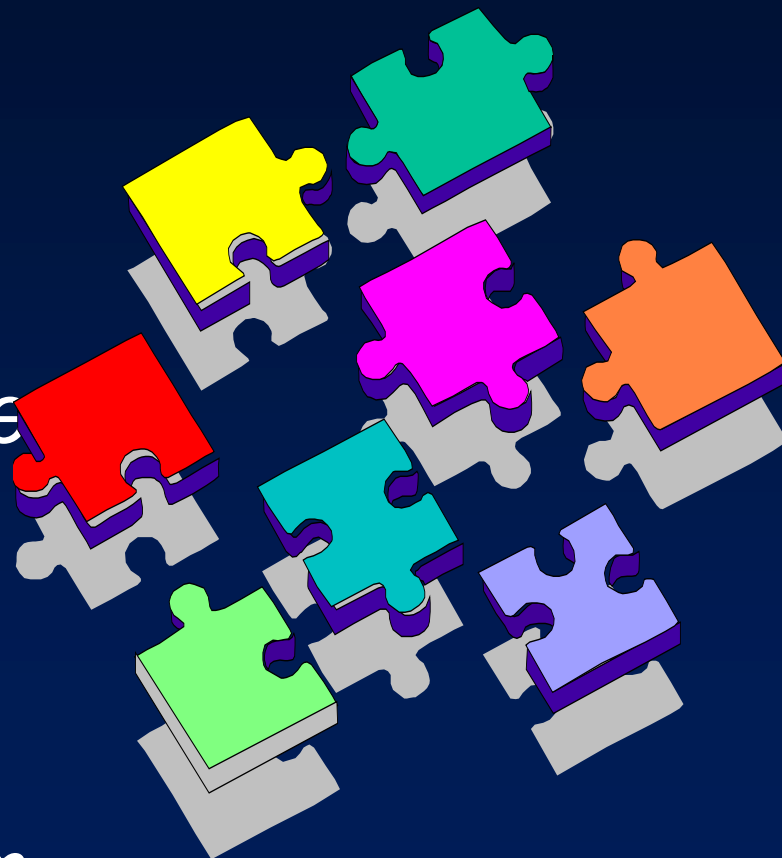




Adapting Your Business Partner Role to Your Organization Life Cycle



Dr. Mary Lippitt
mlippitt@enterprisemgt.com



Organization Life Cycle

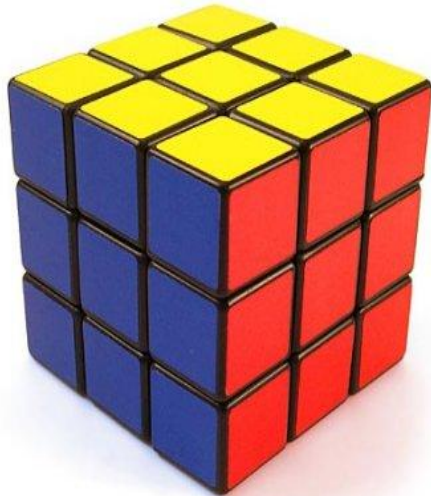




Birth/Re-birth

Birth or Start-Up Focus

- *Identify new product/service*
- *“Refresh” their offerings or innovate to remain industry leaders*
- *Create new synergies*
- *Apply technology in new ways*





Growth

Growth or Hockey Stick Focus:

- *Gain customers*
- *Win market share from competitors*
- *Respond quickly to new customer requirements*
- *Retain customers*
- *Fast customer service*



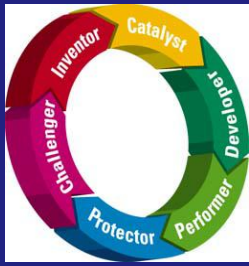


Stature

Stature or Brand Focus:

- *Organizational structure and policies*
- *Seamless operations*
- *Clear roles and responsibilities*
- *Effective systems*
- *Policy to guide decisions and actions*
- *Capacity/facilities to meet expected demand*





Prime

Prime or Efficiency Focus:

- *Quality & six sigma*
- *Process improvement*
- *Profit & resource utilization*
- *Standards of performance*
- *Monitoring key metrics*
- *Process cycle time*





Maturity

Mature or Reputation Focus:

- *Create a high performing culture*
- *Build core competencies*
- *Retain key contributors*
- *Plan for succession*
- *Engage discretionary effort*
- *Sustain pride and identity*
- *Foster collaboration/teaming*





Renewal

Renewal or Reinvention Focus:

- *Validate current assumptions*
- *Institutionalize best practices*
- *Update business model*
- *Craft strategic plan*
- *Leverage trends and new niches*
- *Enhance strategic thinking*
- *Position for the future*





Organization Life Cycle & Mindsets

Life Cycle	Focus	Mindset
Birth/Rebirth	Innovation	New Products
Growth	Customers & Market Share	Fast Action & Customer Service
Stature	Order & Risk Mgt.	Seamless Operations & Policy
Prime	Efficiencies & Quality	Profit, Workflow & Costs
Maturity	Talent, Culture, Teamwork & Values	Retention, Succession Engagement & Skills
Renewal	Position for the future	New Opportunities, Trends & Models

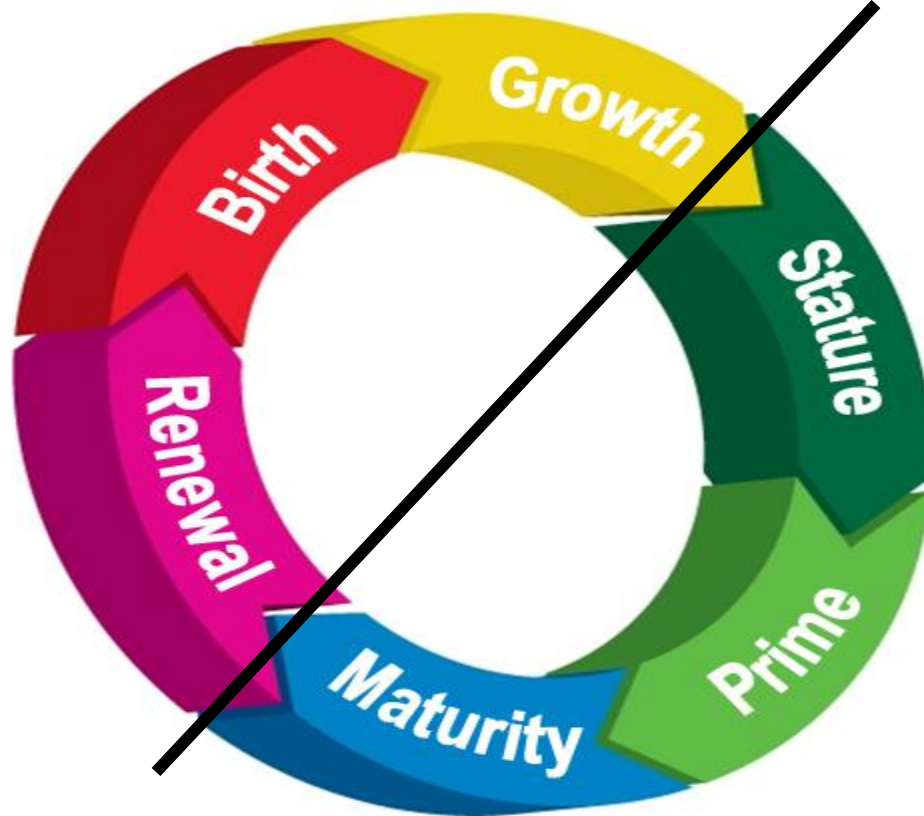


Hemisphere Patterns

**Rapid
Change**

**Risk &
Reward**

**External
Focus**



**Managed
Change**

**Risk
Reduction**

**Internal
Focus**



Organization Life Cycle Checklist with Mindsets

BIRTH OR THE INVENTING MINDSET:

- What new synergies can we leverage?
- If there were no constraints, what could we do?
- What is the ideal product or service?

GROWTH OR THE CATALYZING MINDSET:

- What will help grow our customer base?
- What is the competition doing?
- What level of customer service are we providing?

STATURE OR THE DEVELOPING MINDSET:

- What is the best way for us to organize?
- What systems need to be improved for better alignment?
- What policies will improve our effectiveness?



Organization Life Cycle Checklist with Mindsets

PRIME OR THE PERFORMING MINDSET:

- What is the cost/benefit analysis?
- What barriers or bottlenecks impact workflow and quality?
- How can we improve our profit margins?

MATURITY OR THE PROTECTING MINDSET:

- Do we have the skills/staff we need for the short- & long-term?
- Is there a high level of engagement?
- Are rewards/recognition aligned to our strategy and used as planned?

RENEWAL OR THE CHALLENGING MINDSET:

- Are our current assumptions still valid? Is our business model valid?
- What threats could arise from emerging trends?
- What best practices or after-action insights are we deploying?



Critical Thinking is Critical

Employers' Ratings of Critical Thinking Skills by Population

RATING	High School Grads	2yr College Grads	4yr College Grads
"Deficient"	70%	23%	9%
"Adequate"	30%	73%	63%
"Excellent"	0%	4%	28%

Source: Critical Skills Needs and Resources for the Changing Workforce (SHRM and WSJ.com/Careers, 2008)



Situation #1

You work in an established and successful IT firm that confronts current workforce shortages as well as a large number of potential retirements. Your CEO wants to sustain its reputation as one of the “Best Places to Work” with an entrepreneurial culture to retain and attract key talent.

Q: What organization life cycle?



Situation #1 Choices



*Executive team has some members
wanting to cut costs to improve
profit and others wanting to target
talent management*

Q. What would you support?



Situation #2

An established retail firm confronting new competition recently found in a customer survey that frequent out of stock items are a key problem. A new regional distribution center with a new inventory control system might address these customer concerns.

Q: What organization life cycle is likely?



Situation #2 Choices



The executive team has some members supporting a new distribution center and others wanting to increase outsourcing to improve profit margins.

Q. What would you recommend?



Business Leader Insights



What is at the top of your To Do list?

*What results do you want
to achieve first?*

*What is the topic that worries you
the most?*

*What metrics are you monitoring
most closely?*

What keeps you awake at night?



Organization Life Cycle Issues

Birth/Inventing

Expected Issues

- ❖ High levels of enthusiasm & excitement
- ❖ Lack of detailed plans
- ❖ Strong leadership
- ❖ Ineffective systems
- ❖ Issues with quality or quantity

Disabling Indications

- ❖ Risk adverse decision making
- ❖ Lack of a champion or leader
- ❖ Failure act or follow through
- ❖ Weak customer interest
- ❖ Excessive structural constraints
- ❖ Exclusive internal focus



Organization Life Cycle Issues

Prime/Performing

Expected Issues

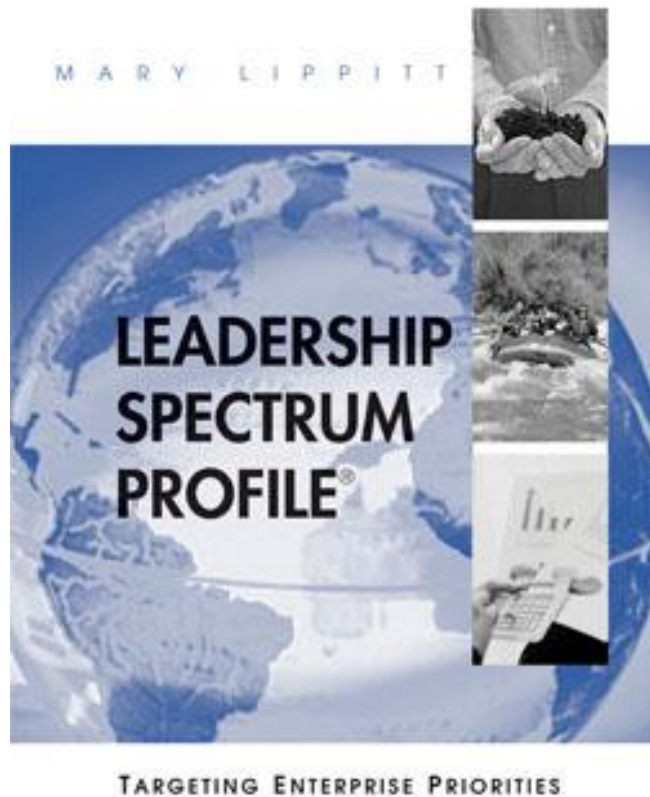
- ❖ Focus on measures & procedures
- ❖ Need for resource reallocations
- ❖ Search for data & best practices
- ❖ Workflow analysis & outcomes
- ❖ Focus on process improvement
- ❖ Concern over quality
- ❖ Cutting expenses

Disabling Indications

- ❖ Ignoring analysis
- ❖ Failing to address problems
- ❖ Ignoring weak performance
- ❖ Tolerating low quality
- ❖ Accepting workflow barriers
- ❖ Weak follow-through
- ❖ Low accountability



To Support You



If you would like demo access of the Leadership Spectrum Profile® please drop off a business card.

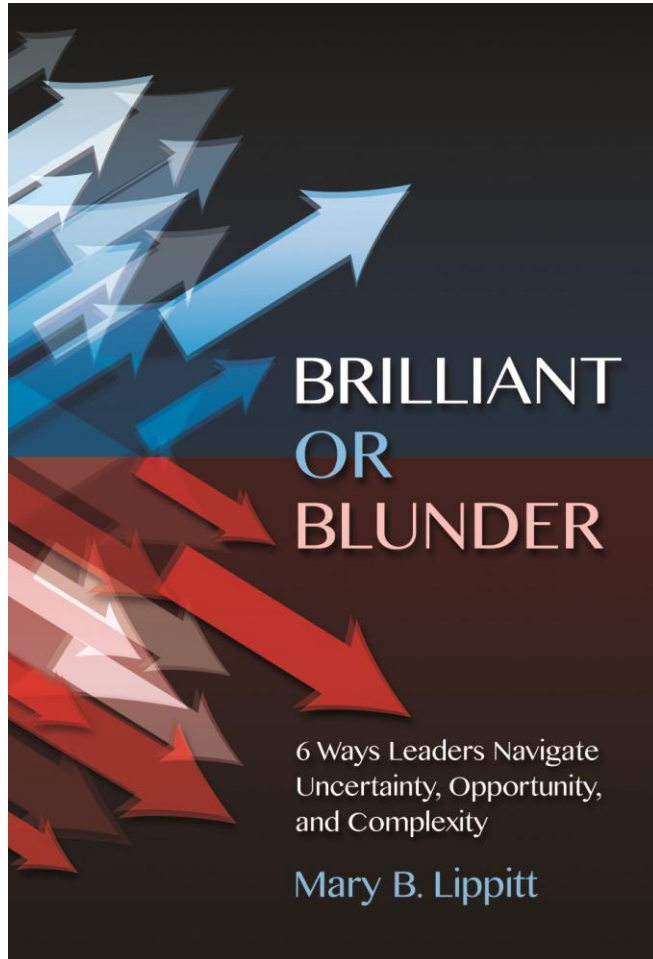


To Support You





Drawing



To get favorable business results we must add a dynamic leadership lens that focuses on current business realities.