



Inability to affect change in values or behaviours necessary for successful execution of strategy

By Guy Arnold

So often businesses tell me that they have got great new strategies and ideas, but they consistently fail to realise them. Indeed, in a recent interview, the Prime Minister David Cameron, explained that they were pulling all the levers, but they seemed to be attached by pieces of elastic: in other words, they were doing lots of things but nothing was happening!

This is entirely normal and very much linked to the issues we have already discussed. **You cannot force anyone to do anything, and you can pull as many levers as you like but nothing will guarantee that things will get done as you want them.**

Counter intuitively, you need to pull less levers, but be much clearer on what results you want to achieve through the levers. In other words, empower your people to get clear and simple results and hold them accountable for results with a very clear score board and measures.

Success lies within the systems properly executed: you cannot any longer rely on luck or money to see you through: the world is changing at a ridiculous pace and global competition is arising overnight: the success lies in the systems and the systems need to be devoted to the needs of your internal and external customer to make them feel valued, appreciated and motivated to get on and do all the things that you want them to do.

Then and only then will you make sure that your strategy actually gets implemented through your processes and behaviour.

How do you do this?

1. Have a very clear customer focused mission.
2. Filter all of your systems and processes through your internal and external customer's real needs.
3. Continually go the extra inch in your behaviour and your processes and hold your 'go the extra inch' sessions.
4. Have very clear lead and lag measures, based on the key results that your business has to generate in order to survive and thrive.
5. Execute all of the above using tools of effectiveness, such as, win-win agreements, go the extra inch processes, and regular appraisals (that are short, simple and powerful and not long, complicated and boring).

Access to Capital

This is a constant issue for small and medium businesses: it seems that banks will only lend to people who have plenty of collateral, whether or not their business plan is good: the only way to get a bank to lend to you, is to be in a financial situation where you have enough collateral to probably see yourself through anyway!

And other sources of capital tend to be very risk averse ... and interest greedy!

This is completely normal and very much an issue of the world today, particularly after the financial crash and meltdown of 2008 – 2011.

But don't worry, the world is changing, and the answer is on the way.

There has been a continual rise, which will continue to grow, of direct investment through businesses such as 'Crowd Cube'. And who knows what the future will bring? **There will be definitely lots more avenues of finance for businesses from all sorts of different areas that are not currently expected: the market is truly opening up, and the opportunities are legion.**

But, why should someone lend to you or your business?

The answer is **they shouldn't, unless you can prove you are worth investing in:** how will you do this?

- By having a clear customer focused mission, and sticking to it.
- By filtering all of your systems and processes through the customer's real needs, obsessively.
- By adopting the go the extra inch philosophy and processes in your business.
- By encouraging innovation and feedback from your people and your customers, through this process, thereby releasing the huge latent power of these massive parts of your business that are usually massively under used, and under valued.
- By having simple, clear, fantastic, lead and lag measures in your business (to which all people's goals and targets are aligned) that give your business the true value that it really is worth.

So, in order to get someone to invest in you and your business, you need to be clearly investable for all the right reasons, with all the right measures, and all the right drivers.

Sales Through Service systems and processes will empower you to do this.

There is massive value in customer loyalty, repeat business, and referrals: the only problem is that the old-fashioned, industrial age accounting policies find this very hard to value and therefore, result in poor investment decisions that have led to massive under-achievement by investments and under-resourcing of businesses that sorely need it, for all the right reasons.

Growing the business with limited resources

Every business has limited resources, but some are more limited than others!

The key to business effectiveness is to grow your business, or your team, or your department, (or yourself) as effectively as possible with the limited resources that you have: yet so many businesses and teams stifle and ignore the innate power and offering that their key resources could bring to them: their customers and employees.

So;

1. **it is completely normal for people to struggle to grow businesses on limited resources and**
2. **there is help available.**

Again, by following the processes to align all your systems around your customers' REAL needs and develop and grow inch by inch you will release the latent power of your hidden resources in your business, your people and your customers: through following all of the principles and systems to drive 'Sales through Service', you can grow a business with limited resources effectively and successfully for great outcomes for all internal and external customers.

The challenge is to be able to trust this hidden resource to help you, and to put the right systems and processes in place to make it happen.

With a clear, empowering, customer focused mission, this hidden resource will feel motivated, and empowered to help and add value to you. With all of your processes filtered through your customers real needs, this will stop your processes annoying your customers, and getting in the way of progress, which so often happens.

Instead, it will motivate, encourage and empower your people to feel empowered, motivated encouraged ... to help you grow and thrive with limited resources.

By adopting the 'go the extra inch' philosophy and process you will definitely move your business on inch by inch, consistently and continually, for long term greatness and prosperity.

And by having clear lead and lag measures to which all your people's goals and targets are aligned, people will feel motivated, to move these measures forward and to put new and innovative ideas in place to make that happen:.

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About the Author

Guy Arnold is a Self-employed business adviser and coach, delivering business support across the UK: specialising in:

- Building sales via consistent delivery of outstanding customer experiences
- Personal and Organisational effectiveness
- Empowering and motivating teams he is a flexible, independent, constructive, and diligent person, known for his focused & positive approach to issues, and thrives by helping others get the best out of themselves.

Guy's two main business interests:

1. His own training and consultancy Company, specializing in organizational and personal effectiveness, leadership, customer service, sales and time management: either working independently,

What gets measured gets done!

- or in conjunction with Franklin Covey Europe.
2. Authoring & publishing material on building sales through service in the customer empowered social media world: following 4 years research into 1 question: 'If GREAT customer service is blindingly obvious common sense, why isn't it common practice?'

Co-ordinates

Address: Old Cawte Farm, Dunsford, Exeter, Devon EX6 7DD

Tel: (UK) + 44 (0)1647 252443

Fax: 01647 253250

E-mail: guy@greatorpoor.com

Web: www.greatorpoor.com



How can you squander even one more day not taking advantage of the greatest shifts of our generation? How dare you settle for less when the world has made it so easy for you to be remarkable? Seth Godin (in "Guerrilla Marketing for Home-Based Businesses") (1960), American author, entrepreneur, marketer, and public speaker.