

The Value-Creating Leader: Get in The Game

According to McKinsey authors, senior executives report that over 70% of their top executives do not have sufficient skills to capture the business opportunities available to the company*.

The Value Creating Leaders programme is designed to help your leaders join the ranks of the 30% that do.

*Keller & Meaney, *Leading Organizations*, Bloomsbury, 2017

Dr. Andy Bass

What People Say About Working With Andy

“ IAC people are benefitting hugely from Andy's expert guidance in aligning our people with our objectives and turning strategy into action. ”

Jens R. Höhnel, Global Co-CEO & President Europe,
International Automotive Components Group (IAC)

“ With Andy, you can discuss any business matter, and you know you'll get a smart, knowledgeable view. Plus, he'll call you on gaps in your thinking and when required, steer you towards something better. ”

David J. Pritchett, President, Rieke Packaging Systems (A TriMas Company)

“ Andy doesn't repackage old ideas, he adds a genuinely new approach and engages with his clients with real empathy. Seriously impressive! ”

Craig Preston, Area Director, Corporate, Aon Risk Solutions

“ As a consultant, coach and mentor he has the rare ability to mix the theory, intellectual rigour and practicality into a real value added offering to the businesses and individuals he works with. ”

John Handley, Senior Director, Lloyds Development Capital

How much more value could your best people add?

Would you like your senior people to be more strategic? Would you like them to bring you better-considered, immediately-actionable proposals that create new value ?

One of the most common issues my clients face is getting more of their leaders to think and act strategically and innovatively.

They realise that in today's fast changing business world, simply working harder will not be enough to create new value. Just managing costs will not be enough. Relying solely on functional skills and expertise, and accumulating more years of experience will definitely not be enough.

Creating value takes something extra - something that many excellent operating managers still need an opportunity to develop. This is a way to provide that opportunity, and so help them become what I call "Value-Creating Leaders".

Benefits

What does the Organization and Sponsoring Executive get?

- Strong contributors who bring answers, not just questions.
- Faster time to market.
- More value added to the business.
- New revenue opportunities.
- Lower risk new product development.
- Better considered proposals supported by good evidence.
- More brain power applied to growth challenges.
- Leaders with greater understanding about strategic priorities.
- An intensive, time-efficient, investment in your people, and your succession plans.

What does the Individual Participant get?

- More confidence to lead and contribute.
- Greater possibility for advancement.
- Ability to articulate their ideas in a way that has real influence with the top team.
- Clarity in what to communicate to staff about what we really need to do.
- Motivation, knowing that the organization is investing in them.
- Better relationships sideways and upwards.
- A learning process that fits around work commitments.

How it works

We work together to tailor the programme to your organization. Here's a typical approach:

- Coaching to develop personal development plan agreed with sponsoring executive, so you are clear about what you are going to get out of this and have a set of standards against which you can measure progress.
- Four intensive workshop days over four months, spread a month apart: short sharp bursts easily integrated into existing work commitments.
- The key no-fluff tools, with lots of practical application to your organization's live business challenges.
- Real-world case examples and hands-on exercises.
- Assignments to apply to the job, with review and feedback in subsequent sessions, to reinforce the learning and create early results.

Personal Development Action Plan. Participants complete a Personal Development Action Plan and get sign off from their sponsoring executive in advance of starting the programme. This ensures that the participant's goals are aligned to the key needs of the business. We hold mid-point and end-of-programme reviews to make sure everything stays on track.

Commitment

What's required of the sponsoring executive to maximize the value?

1. Discuss the alignment of the participant's and organization's goals before the programme.
2. Review progress in-between sessions and in a follow-up call or meeting.
3. Be willing to provide support such as feedback, stretch assignments, sponsorship/top cover for exploring good ideas.

What's required of the participant to maximize the value?

1. Be prepared to step beyond their technical/functional/operating comfort zone.
2. Come with an open mind and be willing to experiment with their outlook, assumptions, and current ways of operating.
3. Be prepared to apply the content of the course in between sessions, and even more importantly, once the programme has finished.

Typical Content

This is tailored to the business and sector

Session 1: How strategy creates value

- Why you need a strategy to make sure you keep creating value.
- Ensuring the business succeeds today AND tomorrow.
- Avoiding the danger of getting better and better at the wrong things
- Escaping from 'the planning trap' so that you don't artificially limit your growth
- Being ready for changes in the business environment so you can avoid threats and capitalise on opportunities
- Being comfortable with the strategy jargon you may come across.
- Creating options for profitable growth
- Choosing which of the many options to go for so you avoid diluting your efforts

Session 2: Developing compelling new value propositions and business models

- Where to search for opportunities.
- Innovation jargon-buster.
- Working with customers to describe their ideal solutions.
- Avoiding head on competition by changing the game.
- Re-configuring what you already have, to make it more valuable to customers
- Creating new revenue streams and better cash-flows from things you already have
- How to explore different business models to see which ones create most value for you and for customers.

Session 3: Not 'Failing Fast' but succeeding more quickly

- How to innovate more quickly, safely and cheaply
- How to work with customers to ensure you give them what they really want
- How to find the best fit between the product and the customer, so the product is easier to sell
- Creating greater value on the 'less is more' principle.
- Identifying blind alleys more quickly so you use your budget as wisely as possible.
- Moving towards an innovation culture.

Session 4: Communicating as a Value-Creating Leader

- Getting your organization to understand and implement your new strategy
- Execution: balancing the numbers and the culture
- The human factors that block or enable strategy and innovation - psychology, organizational politics, unintended consequences.
- Tools and frameworks for explaining your strategy in clear terms for different audiences.
- Diagnosing the problem if the new strategy isn't happening
- The three stories every leader must be able to tell
- How to be credible with the top team and investors.

Andy Bass, PhD



Andy runs BassClusker Consulting, a firm that helps leaders of growth-oriented companies create more value for customers, employees and owners using resources they have already. By tapping into existing underappreciated potential, clients are able to grow their businesses more quickly, typically with no or low capital investment, thereby achieving stretching growth goals and attendant personal rewards/fulfillment. In addition to his consulting and advisory work, Andy has led executive education programmes in the UK and internationally for the Aston Centre for Executive Development, and has guest lectured on Warwick Business School's Masters and MBA programmes.

Andy says:

"I created this programme in response to a need my clients have often expressed. I've taken a new look at the typical executive education approach, stripped it back to the most pragmatic elements that my experience shows me work, and added some important new industry practices which are yet to reach the business school mainstream."

“ Andy's insightful approach and focus on achieving results are impressive. Highly recommendable consultant if you are looking for a true professional. ”

Paul Heldens, Managing Director at Dornbracht International GmbH/ Chief Sales Officer at Dornbracht Group

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