

# Business Doctors – What do we actually do?

## Achieve Your Vision - Strategy Facilitation and Implementation

Entrepreneurs and business managers are often so preoccupied with immediate issues that they lose sight of their ultimate objectives. That's why, if you really want to give your business some focus for growth, a business review and preparation of a strategic plan is an absolute necessity.

Creating a strategy for growth helps you re-focus your business on delivering the outcomes that YOU want and provides an effective framework for positive change.

The Business Doctors Strategic Review gives you...

- A framework for making informed decisions
- A robust basis for more detailed planning
- Clarity when explaining the business to others in order to inform, motivate and involve
- Benchmarking and performance monitoring
- Positive stimulus for change and a clear focus for growth
- A clear plan of action for implementing the new strategy

A strategic plan should not be confused with a business plan. Whilst a strategic plan can provide the foundation and frame work for a creating a “business plan”, they are two very different things. A strategy provides a living and breathing template for running the business and engaging everyone involved in the business in achieving a common goal. A business plan is normally written to communicate with people external to a business to justify financial support or ongoing investment at a very specific point in time – they typically have very limited shelf life and can usually be found gathering dust in the top draw of the MD’s desk!

A satisfactory strategic plan must be realistic and attainable so as to allow managers and entrepreneurs to think strategically and act operationally.

### Our Practical Approach to Strategic Planning

A critical review of past performance by the owners and management of a business and the preparation of a plan beyond normal budgetary horizons require a certain attitude of mind and predisposition. Some essential points which should be observed during the review and planning process include the following:

- Relate to the medium term i.e. 2/ 4 years
- Be undertaken by owners/ directors
- Focus on matters of strategic importance
- Be separated from day- to- day work
- Be realistic, detached and critical
- Distinguish between cause and effect

## Focus for Growth

To facilitate this for you, Business Doctors have developed a unique no nonsense planning process that cuts through the corporate jargon and delivers a practical down to earth strategy for focusing your business for profitable growth.



There are two ways in which this process can be completed:

- In a single day and followed up with the preparation of a Strategic Review Report, reflecting back all outputs from the planning day and providing a coherent plan for implementation.
- As a workbook programme taking the business owner through the process in a series of 4-6 meetings spanning a number of months.

## So what happens next?

### Focusing Your People – Engagement Organisation and Performance

Creating a strategic plan for focusing your business is relatively easy - THE most essential step in making this happen is ensure that you have a focused team of people working in the business motivated and committed to delivering it.

This can only be achieved is by engaging and involving your staff in the process – this does not mean simply telling that the company has a new strategy and expecting them to change the way they work to accommodate it, it means involving them in the process, listening to their ideas and opinions and then acting upon these when managing the changes that are required. In other words, giving them ownership of the changes and allowing them to take responsibility for their role in the making it happen.

Once the team takes ownership of the objectives, targets and action plans, they then become accountable to themselves and to the business. Accountability then enables individuals to self-manage their performance and for the business to support this through positive encouragement, recognition and reward.

Standards will be set by the team and over time, these will become self regulating, making it easier for the business to minimise the challenges created by underperforming teams or individuals.

Engaged employees are proactive, committed and take actions and make decisions that are consistent with the company's strategic goals and objectives.

### Making It Happen – Strategy Implementation and Interim Support

Talking about it is one thing – actually doing something about it is another – most of our clients struggle to find the time and resources needed to bring their strategy to life and this is where we can help with hands on practical support.

So we now have a plan and we have our staff engaged in the changes that now need to happen, how do we go about making sure that we actually see it through and deliver?

Once we have completed the strategic planning process, you will have a complete set of recommendations for implementation.

The availability of existing internal expertise and resource will naturally dictate the extent to which external support is required. That is why Business Doctors take a completely flexible approach to complement the resources you already have in place - this can range from a straightforward non-exec style role, with limited intervention to keep you on track and challenge

ongoing implementation, to a part or even full time interim management role to fulfill all aspects of the strategy implementation.

Typically our ongoing support would be focused on the following areas;

## People Management

Often the very first step in the implementation process is in re-organising and re-structuring of your people. Business Doctors will facilitate and project manage this process, working alongside the MD and the senior management team, we will help you re-engineer the existing team to ensure that you have the right people in the right roles. Our focus here is making sure that you are able to maximize the performance and profitability of all the people involved in your business;

*"Have we defined the job roles and their accountabilities required to deliver the plan"*

*"Do we understand the motivation, behaviour, skills and experience required to maximise performance?"*

*"Do we understand the capabilities, limitations and potential of our people?"*

*"How do we improve, measure and manage performance?"*

*"How do we attract, retain and motivate the best?"*

Business Doctors help you address these questions and project manage this process diligently to ensure full consultation with the people involved, taking into account your duty and obligations to them as employees and best practice in terms of HR policy and compliance to current legislation.

Once the new structure is established and job roles agreed, we can then ensure that your people management processes are fully documented and organised. This includes the provision of

- Job descriptions
- Job and Person Specifications
- Competency Frameworks
- Personal Development and Training Plans
- Performance Appraisal Processes and documentation

We can also provide specialist HR services including policy development, implementation and full ongoing support.

## Business Performance Management

The Strategic Planning process will identify the critical performance areas that we need to measure, to align business activities to the vision and strategy of the business, improve internal and external communications, and monitor business performance against strategic goals.

*“We’ve got the right strategy for the business so how do we get everybody doing the right things to achieve it”*

*“We know where we are trying to get but our progress is slower than it should be”*

*“We are not getting the reward we deserve for excellent reputation, products and people”*

*“Just using financial results doesn’t really capture how some parts of our business contribute to our success”*

*“We need to shine some light in dark comers to see what we can improve”*

*“We often seem to be reactive to results. We need to be more in control so that we know what’s going on inside the business before it causes us a problem”*

*“We need everybody to understand clearly what they have to do, then do it, and do it better everyday”*

*“Our profits are OK, but they are not exciting we should be doing better”*

To help you answer all of these questions, Business Doctors have developed a Business Performance Measurement system specifically for small to medium sized businesses, which simplifies the management and reporting of the critical success factors that measure the success of the business.

We will project manage the implementation of this in your business, work with the management team and staff to create the measures and agree the most effective means of reporting these. Typically, the areas that are measured will be;

- Financial: ROI, Gross Profit, Net Profit, Revenue, Cash Flow
- Customer: Sales, Capacity vs Demand, OTIF, Customer Profitability
- Operations: Productivity, Quality, Costs, Procurement
- Continuous Improvement: Processes, Recruitment, Retention, Training

***What gets measured gets done; companies using Business Performance Measurement effectively get their strategy implemented in full***



## Strategic Sales Management

Creating a focused, proactive, and high performing sales function is often one of the biggest challenges facing a business. Business Doctors have developed a strategic sales management process which provides you with an easy to use fully integrated sales management tool. This includes;

- Most Valuable Customer Profiling and Targeting
- Sales Activity Management
- Sales Opportunity Analysis
- Setting effective client/key account strategies
- Getting to key influencers
- Managing and Tracking Sales Objectives
- Mapping, prioritising and measuring your sales-funnel
- Producing an effective revenue pipeline
- Sales forecasting and management reporting
- Effective Competition analysis

This is fully project managed and tailored to your market and customer base, making it easy to understand, integrate and evolve for your business.

Strategic Sales will help you...

- Be more competitive
- Strengthen existing customer relations
- Develop new and existing revenue streams
- Transform products/services into revenue in a cost effective way

## Recruitment Advice and Psychometric Assessment

For clients that have engaged Business Doctors in the Strategic Planning and Implementation for their business, we already have an intimate knowledge of their business, its culture and most importantly, what it takes to be a successful member of the team. From this, we were increasingly being asked to provide assistance with recruitment, ranging from support with interviews and candidate assessment through to a fully managed executive search and selection service.

### Executive Recruitment

We have now developed a full range of recruitment services which include;

- Job Evaluations and Job and Person Specification
- Executive search ( head hunting)
- Executive search and selection
- Management search and selection
- Specialist sector recruitment
- Sales and marketing recruitment
- Candidate Assessment



We provide independent recruitment advice and cost-effective recruitment solutions. For more specialist roles, we have developed partnerships with a selected group of associated specialist recruitment providers.

### **Online Screening, Psychometric Profiling and Recruitment**

Under license from our Canadian partners, the SMG Group, Business Doctors provide all the selection, coaching, career management and predictive profiling tools needed to build a team that will make your business or organisation a success.

### **Maximising Performance – Training and Development**

The single biggest investment most businesses make is in employing people – typically the salary and the related costs of employment will account for your single biggest overhead. It is therefore essential that we maximize the return on this investment by maximizing their performance.

Business Doctors have developed a range of training courses and development tools for you to achieve this.

#### **Training**

Our tailored development programmes are dynamic, energetic and motivational, and are ideal as either 'stand-alones' or as additions to any existing training.

Our delivery style is dynamic, energetic and motivational, using a wide variety of learning styles and methods to enthuse every individual. Sessions are lively, and are supported by real-life examples, ensuring that participants can learn, develop and practice new skills in a safe environment.

We have access to the best range of skills and experience within the industry, so whatever your business, and whatever your requirements, we are certain that we can design a solution that exactly meets your needs.

- Leadership development
- Management development
- Selling skills
- Team building
- Customer service
- Call centre training
- Training needs analysis
- Executive leadership development
- Experiential learning
- Motivation strategies
- Train the trainer

Using leading-edge training methods - accelerated learning techniques, NLP, multimedia we can guarantee you an unforgettable training experience!

