



VISION vs REALITY

Stepping towards achieving your vision.

Worksheet

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TRANSFORMATION THROUGH PEOPLE

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Deliver for growth – Vision vs Reality

WE NOW HAVE OUR DREAM VISION AND A VIEW OF THE REALITY, THE NEXT PHASE IS CREATING AN ACTION PLAN (STRATEGY) TO ADDRESS THE CHALLENGES OF TODAY AND MOVE TOWARDS THIS VISION.

Having undertaken the first 2 exercises you will have described your business vision, created action points and considered engagement across your business. Whilst this by no means covers every aspect of business performance it is a step in the right direction.

Next we are going to look at identified challenges and work through solutions, these could be how to reach our vision or how to tackle an engagement problem. In both instances the process for working through a solution is that same:

Problem:

An issue we have identified.

Diagnosis:

Understand what the root cause of this problem is.

Solution:

What can we do to remedy the situation.

Action:

Implement the remedy of corrective action.

These steps will depend on the highlighted factors but we can run through some examples:

Scenario 1

Problem:

We want to deliver unrivalled customer service but presently the customer service team are disengaged and not responding to customer queries.

Diagnosis:

Engage the customer service manager (if you have one) to ask what their view on the reason for low moral is. If there is no clear problem then we need to engage directly with the customer service team and understand their viewpoints. It may be that they have not received enough training, they systems are unreliable, the targets are unrealistic, they feel undervalued, finance/operations are not provide the support they need.

Solution:

We can see that a number of factors can cause problems and we should not take anything on face value. In this instance if the customer service team are struggling to perform their jobs because they have not been trained we create an action point.

Action:

Review training procedure and provide additional training as required.

The diagnosis phase can be a challenge and requires an retrospective view of the business to maintain impartiality. In practice businesses can run into problems when trying to work through this phase because relationships and personal bias impact our thinking, conclusions and decision making.

Scenario 2

Problem:

Customers are upset because products are not being delivered on time and are incomplete.

Diagnosis:

Review the customer order process and identify where problems may arise, if we are providing customisation do our systems allow for the information to be entered. It could be the warehouse team short-handed and the one forklift truck only has one battery that needs to be charged every 4 hours.

Solution:

We can see that the warehouse team cannot dispatch efficiently because of machinery downtime but actually the system is processing orders correctly.

Action:

Purchase a second battery for the forklift truck to increase availability.

In many instances the solution can be surprisingly simple but a lack of communication through the business means the issue has never been addressed. This scenario highlights another reason for engaging employees across the business rather than just the management team.

Scenario 3:**Problem:**

Staff moral is low.

Diagnosis:

Through exploring management/staff interactions we discover that there are no regular departmental meetings, management are not visible and employees don't feel connected to the business. We have established communication across the business is poor and employees don't feel they are being kept informed or listened to.

Solution:

We need to create director visibility so that employees feel connected to the vision of the company. Managers not to make time with their teams and consider development plans to create a clear career journey.

Action:

Management to share their vision and updates on a regular basis (ideally in person) to keep the wider business informed of events. Departmental managers schedule one to ones with each member of their teams to put in place development plans where necessary. Time scheduled for team meetings or gatherings to voice opinions and share ideas.

Culture and employee engagement are notoriously difficult areas to address and should be done so with caution, when dealing with systems and processes there is less emotion involved. However, when we are dealing with relationships the impacts of our actions can be far reaching so we must always carefully consider any potential action.

Having identified your challenges and taken time to understand the process it is time to create an action plan for each.

Note: as previously discussed we do not want to try and do too much at once or nothing will happen, prioritise the 3-5 biggest challenges and work through those.

Challenge 1:

Problem:

Diagnosis:

Solution:

Action:

Challenge 2:**Problem:****Diagnosis:****Solution:****Action:**

Challenge 3:**Problem:****Diagnosis:****Solution:****Action:**

Challenge 4:**Problem:****Diagnosis:****Solution:****Action:**

Challenge 5:**Problem:****Diagnosis:****Solution:****Action:**

As we get more confident we can tackle bigger challenges and begin to incorporate project planning principles that create timelines and targets. At this stage other members of the team will be involved as responsibilities are shared and more complex research, analysis, diagnosis and problem solving is required.

For now you should be in a position where you are comfortable with:

Identifying business problems and challenges that are blocking you from achieving vision.

Creating solutions to overcome these challenges and move forwards to grow the business.

For more resources and further information please see our website www.catandra.co.uk or contact the office directly on 01273 483 438.