

Growth over market

KEY TAKEAWAYS



To grow
we don't have to do more
we have to do different.



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Organisations who are already successful are at most danger of growth stalls.
And the decline that tends to follow it.

This is because it's likely that they won't change fast enough.

Being successful in the past. Being good at what you do. Can create a mindset
that inhibits change. And that in turn limits future growth –
because the world changes, and at quite a pace.



What got you here won't get you there. By the time that becomes undeniably obvious, it's quite late down the line and very hard to recover.

Financial metrics are lagging indicators – if you see indicators hit the bottom line - it is quite late down the line. And very difficult to address.

Organisations need to start looking at the behaviours – they are much earlier leading indicators.



“We have to change now
before its too late”

It takes a very skilled leader to get by in for that.



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To be expected.

Growth stalls are very common. Analysis of Fortune 55 companies' growth over 50 years reveals that 87% stall at least once.

Devastating.

Companies lose 74% of their market capitalisation in the decade following a growth stall.

Avoidable.

Most reasons for stalled growth are controllable by management – usually choices about strategy or organisational design.



Aspire to continual change and continual agility (Although this can be hard for employees). Change while you seem to be successful.

Fix the vision – flex the journey.

Have a very clear, aspirational, meaningful and motivating long-term vision. Which doesn't change. But be very flexible in how you get there.

And that applies to leaders at every level. Not just to those setting the vision.



As companies grow, they typically become less agile. Less responsive.
More bureaucracy comes in – more layers. So how do you prevent all of that from happening?

Productive paranoia (Questioning)

A healthy level of questioning. Never being comfortable with the success you have achieved so far – that tends to turn the focus inward. Maintain that paranoia – keep looking outside, looking at what's happening in different fields – what's left field as well - what's coming over the horizon, what's changing? Are our products and services still relevant? But do this productively – not getting too paranoid that you questioning absolutely everything.

Courageous Conviction (Confidence)

Cant continually ask questions – need to take action at some point. You don't achieve significant growth by sticking a toe in the water. Its about committing, being bold and driving things forwards with confidence.



Organisations must
continually evolve if they're
to survive in this VUCA world,
let alone thrive.



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Fearless experimentation (Exploring)

Overcoming risk aversion and internal politics. Don't hang on to historical things you feel you have to do because you've always done it that way.

Growth organisations act very quickly. Often doing lots of testing with new products, ideas or approaches. Think big, start small, learn fast. Testing, trying things out, but on a small scale. Taking risks but on a small scale at first. To gain first mover advantage. Before upscaling.

Less is more concept. Narrow down difficult decisions from experimentation to a small number of clear priorities. Very much avoiding the myth that to grow we have to do more. And more is better. You cant move at pace on everything all at once.

Sharp decisions (Focus)

At some point you have to move from experimenting to taking action.
'We just need to make a decision here' – but doing it in a way that is not affected by biases.
(non-biased decision making)



Enlightened empathy (Understanding)

Put yourself in your customers and employees' shoes. On such a level that you can go beyond meeting their immediate tactical needs. To understanding them. To be able to potentially predict what they might want in the future.

What can happen is that as an organization grows, other internal concerns take over. Getting in the way of the customer voice and customer wants. And the same can be said for predicting this in terms of attracting, retaining and motivating employees.

No organization can grow effectively if it's losing either customers, or talent at a high rate.

Leap of faith (Predicting)

Understand what people want now. But also having that insight and spark to think they don't know that they want this yet. Belief in potential. If you're going to grow you need to be leveraging your talent.



Diverse community (Difference)

Gaining diversity through your networks.
Both in terms of customers and your internal population.

A balanced leadership team in terms of personalities. Have that balance of people who would be naturally questioning vs naturally bold and striving forwards.

Making people aware of their preferences. You are likely to do this, so you need somebody in your team to help you pull you back and put a bit more emphasis on the other side.

Unified alignment (Cohesion)

Ensure there is cohesion to move forwards at pace without different competing priorities - pulling people in different directions too much. A core set of priorities that everyone is aligned to.



Fix the vision
Flex the journey

Productive Paranoia
(Questioning)

Vs

Courageous Conviction
(Confidence)

Fearless Experimentation
(Exploring)

Vs

Sharp Decisions
(Focussing)

Enlightened Empathy
(Understanding)

Vs

Leap of Faith
(Predicting)

Diverse Communities
(Difference)

Vs

Unified Alignment
(Cohesion)



The challenge is that change
is notoriously slow – but it
doesn't have to be.



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KEY TAKEAWAYS

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