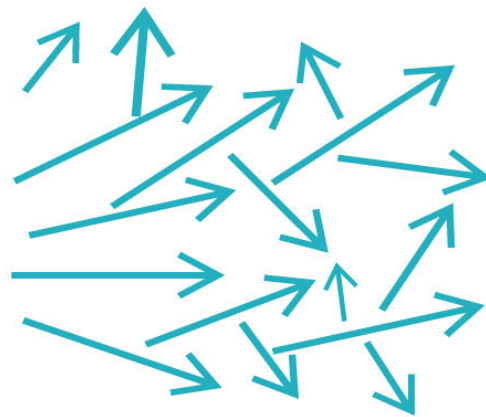


Big Arrow Strategy Guide

The Problem

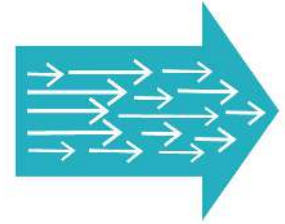
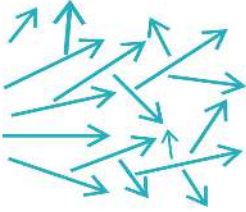
To deliver stellar results, people need to be aligned and laser-focused on the highest impact actions that will drive their company's most important outcomes.

The challenge is that, even in well-run companies, people's efforts are too diffuse. People are misaligned, too broadly focused, and working at cross-purposes to one another.



The Solution

Through the process that we use in organizations, which we describe below, the company's most critical people gain massive traction on the company's most important work. And that's the shortest distance to stellar results.



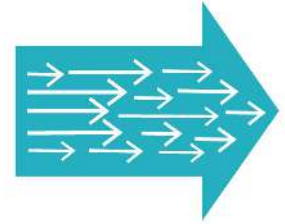
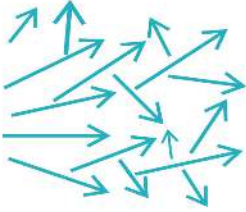
1. Define “The Big Arrow” for strategic clarity.

Get crystal clear on the most important thing for your business to achieve over the next 12 months.

Most senior leaders believe that people throughout the company are sufficiently clear on the business’s most important focus. But that’s rarely the case. Even the slightest strategic misunderstanding will lead to significantly diluted results. That’s why our first step is to help leaders narrow their focus and articulate the one strategic move that will have the biggest impact on results.



This is a critical step. Without it, your talent's efforts are diffuse, and you're not properly leveraging any of the following steps. Without this clarity, any coaching will inevitably accentuate differences and sabotage your most critical business outcomes.



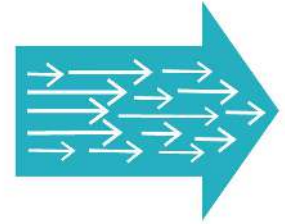
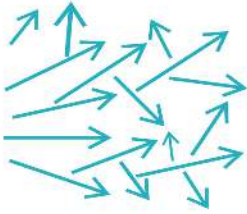
2. Define “The Big Arrow” for behavioral clarity.

Get crystal clear on the behaviors your team needs to drive the Big Arrow forward.

Strategy is important, but it’s only half the equation. The other half is execution. And behaviors are what bridge the gap between a strategy and its execution. How are people acting now? How do they need to act in order to drive the company’s Big Arrow? If the Big Arrow is about an integrated approach to product development, and people are operating in silos, then collaboration becomes the most important behavior for a company’s people to demonstrate. In this step, you identify the fewest number of essential, shared behaviors that are critical to driving the Big Arrow forward.

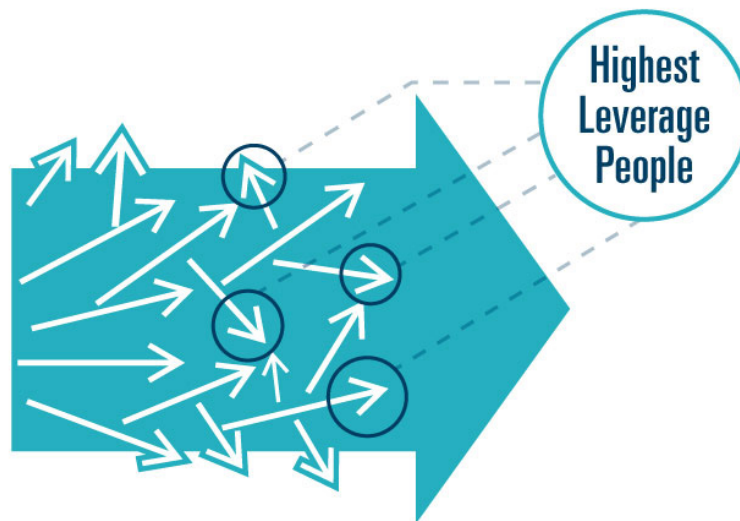


Outcome clarity isn't enough. Without behavioral clarity, your talent won't know what to do to achieve your most critical outcome.

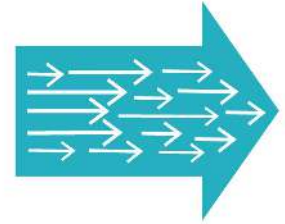
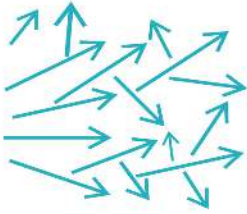


3. Identify the highest-leverage people for driving the Big Arrow forward.

Too often, a business allocates resources to the people who are the biggest problem rather than the ones who have the greatest potential to drive the business's most critical objective. Who has the greatest potential to drive your Big Arrow forward? These are your highest leverage people. While they are often already in leadership roles, they can be found at a variety of levels throughout the organization. By helping you identify these highest-leverage people, we ensure that you are supporting the people most key to achieving your most important objective.



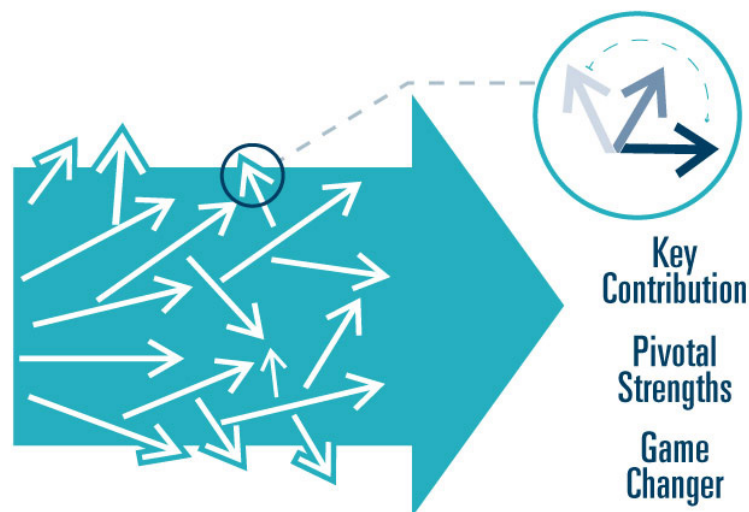
Without the Big Arrow, you don't know what you're aiming for. But ultimately, it's your highest-leverage people who will get you there. You need to know who these people are because they are the ones who should be receiving the most support.



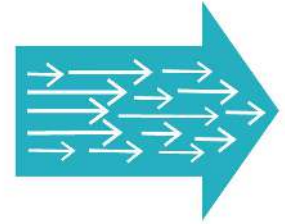
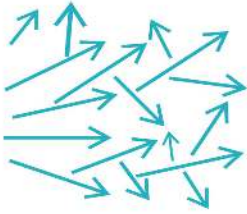
4. Determine their highest-leverage focus.

Get crystal clear on the **Key Contributions**, **Pivotal Strengths** and **Game Changers** for each of your highest-leverage people.

Once you've identified your highest leverage people, you need to focus them on their highest leverage contribution. Just like the Big Arrow represents the highest-leverage focus for a company, the Key Contribution represents the highest-leverage focus for each of the critical individuals driving the Big Arrow forward. Once we identify each person's Key Contribution, we identify their Pivotal Strengths (the specific strengths that will enable them to make their Key Contribution) and their Game Changer (the one thing that, if improved, will have the biggest impact on the Key Contribution). In this step we help the highest-leverage people and management come to a consensus on each person's Key Contributions, Pivotal Strengths, and Game Changer. That clarity and alignment is invaluable in augmenting the focus needed to drive the Big Arrow and win in the marketplace.



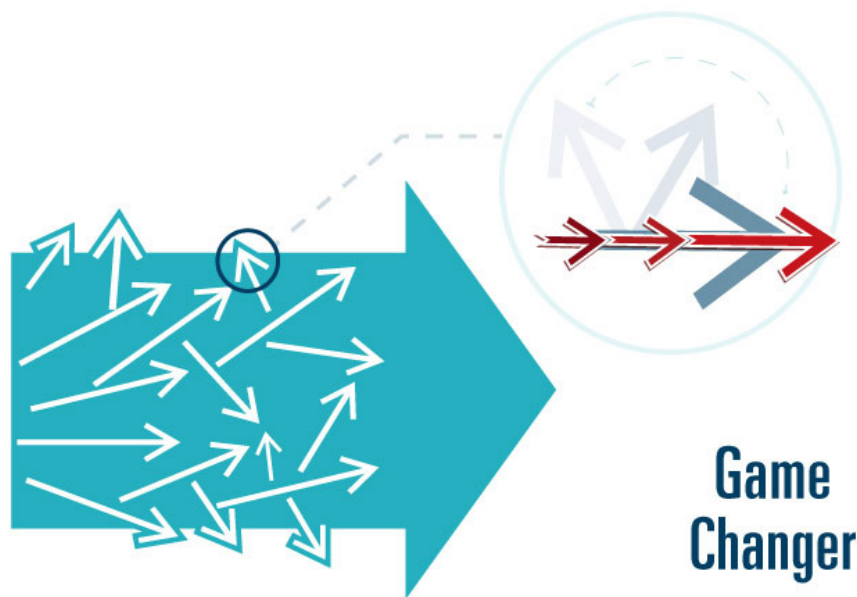
Your highest-leverage people need to be laser-focused. If there is any lack of understanding around these three foci, their efforts will be too diffuse to have real impact on your most important outcome.



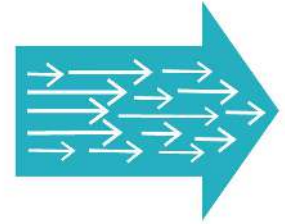
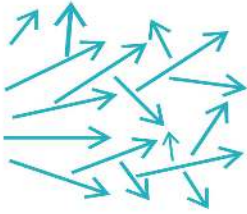
5. Support talent with laser-focused coaching.

Coaching should be your primary tool for supporting your highest-leverage people.

Good coaching helps people make decisions, communicate, and address problems. But the key to strategic success is focus, and most coaching is too generalized and too long. To drive the Big Arrow forward, coaching must be time efficient and laser-focused on helping your highest-leverage people consistently and powerfully make their Key Contribution, use the specific strengths that support that contribution, and address their most critical Game Changer. That's high-impact coaching. It's indispensable for driving superior performance, and it doesn't take long.



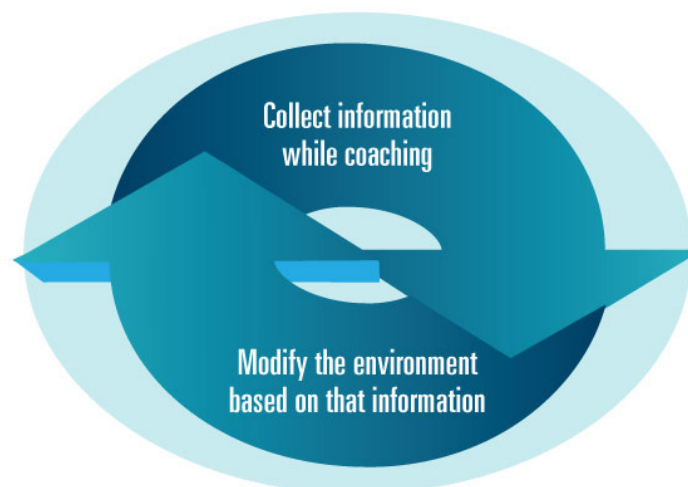
Without focused coaching, you won't be making good on the structure put in place by the first four steps. And if your coaching sessions are burning through a full hour or more of your talent's valuable time, you're probably wasting time and money. At Bregman Partners, all our coaches are trained to conduct high-impact coaching sessions in only a half an hour.



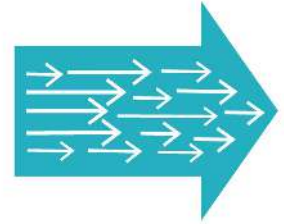
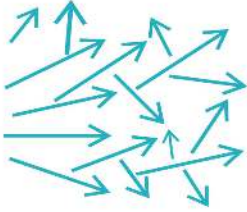
6. Collect real-time data to continuously remove the obstacles getting in the way of your talent's success.

Coaching should be your primary method for gathering objective, confidential data on your operations.

Opinion surveys and even focus groups offer limited insight into what really holds back performance. A person's attitude or belief about what's getting in their way is often more about what annoys them than about real obstacles to achieving results. Coaching, when it's laser-focused on helping people make their key contribution to moving the Big Arrow forward, reveals real obstacles. When our coaches help your most critical people navigate through their problems, we are ideally positioned to understand the real problems dragging down performance. Since we are coaching multiple people in a company, and we are external, we can keep the individual coaching confidential while gathering data about the organizational obstacles reducing performance. And since we're coaching your highest-leverage people, there's a high return to removing those obstacles.



If you're not gathering data about the obstacles in your people's way, you won't be able to make targeted improvements to support the rest of the 6-step process. Collecting objective, confidential data can be one of the toughest steps to execute; this is one of Bregman Partners' specialties. Through our coaching sessions, we are constantly gathering confidential data, which are then analyzed and shared with leadership. For more insight on how to make data collection an intrinsic part of your organizational strategy, contact us with the information provided at the end of this guide.



Conclusion

We hope this quick guide helped you make sense of how we align and support your talent to get massive traction on your company's most important outcomes. It's focused, it's predictable, and it works.

A Better Way

We also understand that, without exception, it takes more than a few paragraphs to redesign your strategy execution process. But there's no more important initiative. This isn't just about reorganizing talent or refocusing coaching and other development initiatives, this is about giving your best people the kind of focus and support that will unleash and align their talent to achieve your company's most important outcomes. That's why we're here. If you'd like to explore how we can help you get massive traction on wildly important outcomes, or just get a few questions about the guide answered, reach out to us at the contact info below:

coaching@bregmanpartners.com

www.bregmanpartners.com