



Our Methodology and Services

A Focus on Execution

Few organizations have an execution environment. Most view execution as an outcome, but it is really an environment that permeates every process and function. Most organizations struggle to implement their strategies, feel that execution is the greatest challenge they face, fail to align processes to strategies and to coordinate across groups, find it difficult to adapt to dramatically and rapidly changing market circumstances – especially with static strategic plans, and conduct strategic planning in a way that fails to ask the critical questions of how things will get done resulting in plans that cannot be implemented due to a lack of people and other resources. Plans are communicated, but not understood, deadlines are missed, and no one seems to feel accountable.

Does this sound familiar? If so, we can help. We are proven business leaders who have faced the same challenges, decisions, and consequences you do. We know that consulting has to be provided through a collaborative process with you. We also know how to handle and not be overwhelmed by the lack of information and insight and ambiguity that exists in every situation. We have led startups and established businesses, for-profits, not-for-profits, academic units, and large and complex Government-funded programs and collaborations. We have also provided consulting to a diverse range of organizations, so we know how to analyze situations and business failures to identify the root cause and origin. We look at things differently and develop insight and solutions that others have overlooked to overcome the limitations that exist in every business, and instill an execution environment that produces superior outcomes at lower cost.



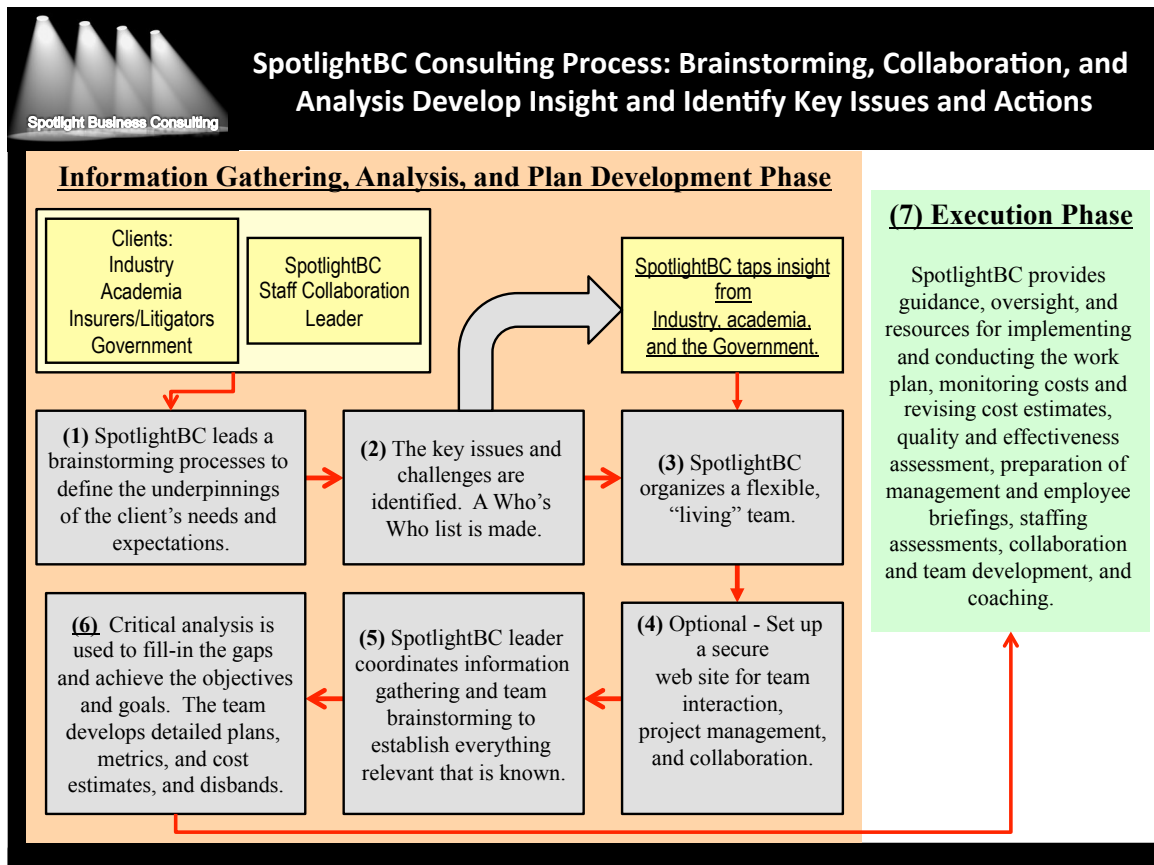
An execution environment is one that is focused on getting things done, and what an execution environment looks like is conveyed in the following diagram. Execution, or getting things done, is the environment in which your business processes operate, and the glue that holds them together and prevents them from being fragmented and becoming “the end”



instead of “the means to an end.” Execution is a driver, not an outcome. For example, strategic planning in an execution environment produces an action plan that directs the operating and budgeting processes, rather than being a static plan that is handed off to the operating and budgeting process to figure out how to implement it through setting sales goals and deadlines. Numerous benefits arise from having an execution environment, and all of our consulting is informed by its central importance.

An Insight Driven Problem and Solution Definition Process

Every organization faces what seem to be unique challenges and situations, and way too much ambiguity. The first step of our consulting methodology addresses this by performing a situation or failure analysis. Failure analysis is a well-defined process in science and engineering, and we have adapted that process to analyze business situations as depicted in the following diagram.





The initial facts of a situation often fail to identify all of the issues, and can even be misleading, especially for complex and multifaceted situations. You can devise a solution for any problem you define, but you have to solve the underlying cause and origin, not the numerous consequences and situations that arise from it. We collaborate with you to conduct situation or failure analysis by a formal process that systematically asks questions and tests beliefs and assumptions until you have identified what appear to be the core issues. You can use this approach to evaluate your business holistically in a way that produces a practical outcome by identifying the few key issues that should be the priority, or you can use this approach to evaluate a specific failure or situation to establish the underlying cause and origin that have to be addressed.

A Proven Corrective Action and Performance Improvement Process

The next step of our methodology is to collaborate with you to devise an action plan that will lead to the outcome you desire. This could involve establishing an execution environment, better structuring your processes for an execution environment, aligning compensation and other motivations with your processes, coaching leaders and managers to better understand their roles and accountability, and numerous other activities. Consulting and identifying and solving your business problems are not academic exercises. Like you, we have started and led businesses and faced the kinds of problems and consequences you face, and overcome the organizational barriers and changing market circumstances to achieve superior performance in the way of better outcomes with lower cost.

We understand that vision, plans, buy-in, and accountability spread throughout organizations like a wave. An important role of a leader at each level of an organization is to be engaged with their direct reports and ensure that they pass the vision and plans to the next level and get buy-in, and that this process continues over and over again, horizontally and vertically throughout the organization. We also understand that what happens each day is the result of numerous decisions made each day by all sorts of people throughout the organization, so it is critically important to implement processes as tools that people use if you hope to get consistency and superior performance. We also know that peoples' behaviors determine what they do, so the selection, assignment, and promotion of people has to be based on assessing behaviors relative to benchmarks of what behaviors are exhibited by the superior performers in similar roles and positions.



Organizations, regardless of size, need at the minimum a strategic planning process, an operations and budgeting process, and a people process, and may also need additional processes to address their specific circumstances. These processes operate differently in an execution environment, so we help you identify which processes you need, and we help you structure each for an execution environment, which is essential to establishing and maintaining an execution environment.

Our Services

We offer a comprehensive set of business consulting and coaching services that address business leadership, management, planning, operations and budgeting, recruiting, retention and professional development, marketing and sales, interactive marketing, business development, competitiveness, project organization, proposal and grant development, project management, intellectual property creation and management programs, litigation avoidance and support, identification and selection of technical and business experts, and R&D management and effectiveness. All of our services are provided in the context of having an execution environment, and all incorporate the goal of improving outcomes while reducing costs.

We have extensive and in many cases unique experience with, and provide our services to both for-profit and not-for-profit organizations such as industrial companies, professional service organizations, insurers and litigators, academic institutions, R&D labs, and Government entities. Our services are built around a core methodology and approach which are fully described in several concept papers on our website, www.SpotlightBC.com, and which are then customized to the unique needs and attributes of each client sector.