

Right Lane



Consulting

Insights into prioritisation

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Private and confidential



Why do we
sometimes find
it hard to
prioritise?

People issues
and agendas

①



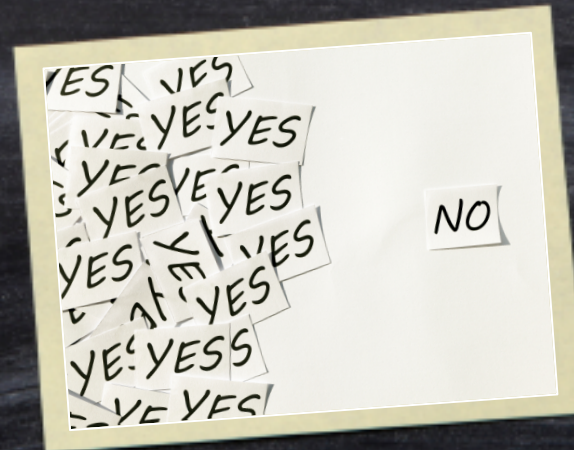
Information quantity
and quality

②



③

Hard to say 'no'



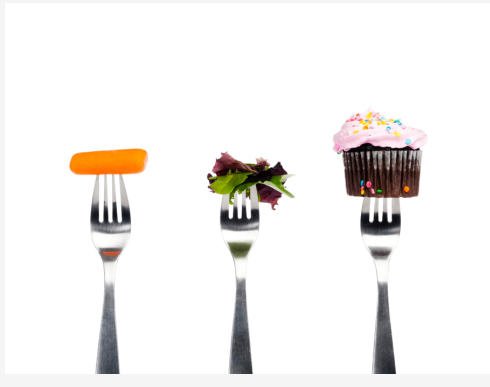


So, how can we make it easier?

Be clear on the
boundaries



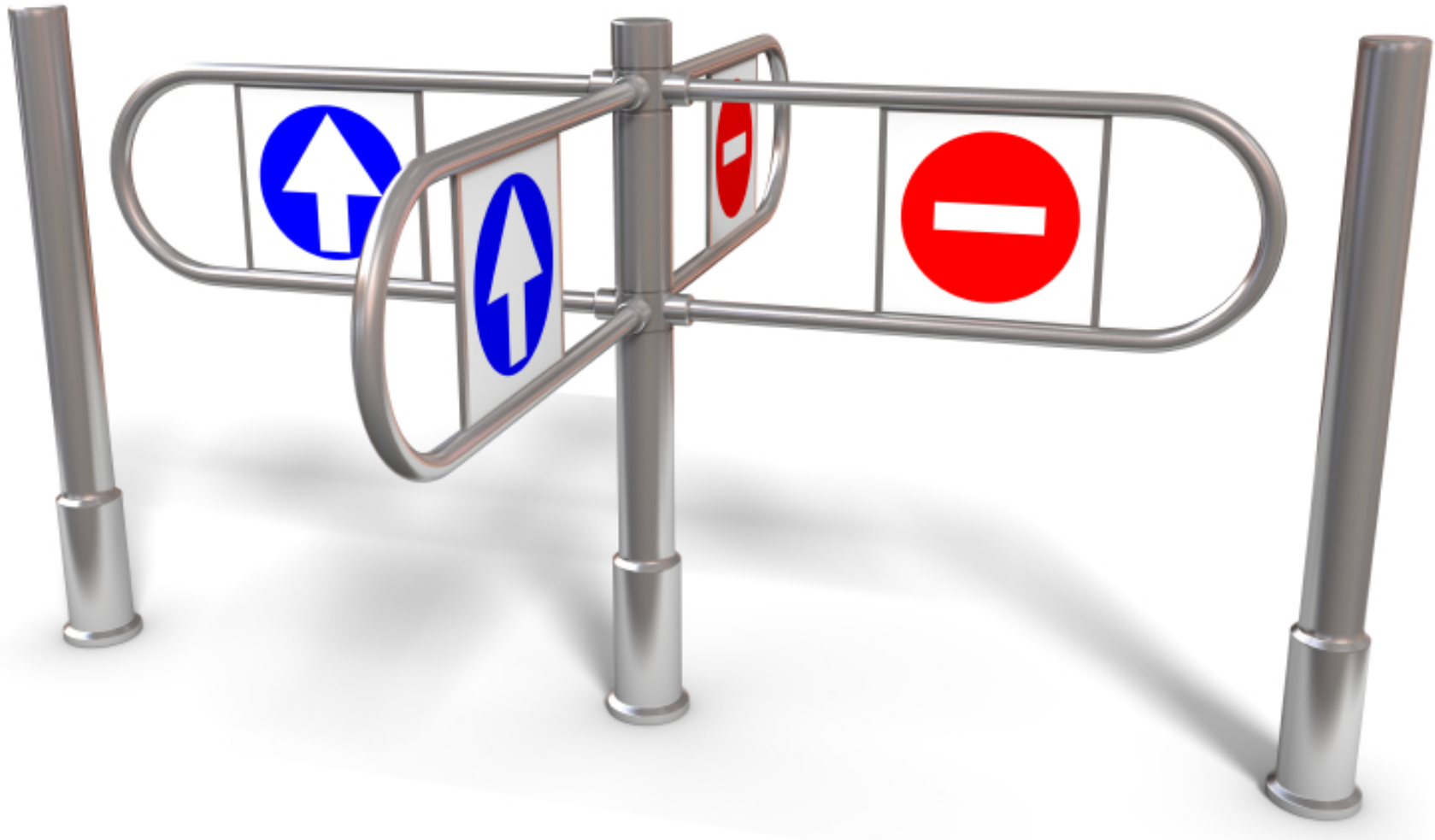
Evaluate the
options



Make the **trade-**
offs



Be clear on the **boundaries**





Be clear on boundaries – start with strategy

Strategy is ... a set of integrated choices about where to compete and how to win there

Martin, R (2013)

Test 3: Is your strategy granular about where to compete?

Bradley, C, Hirt M, & Smit, S (2011)



Example: Leaving no room for misinterpretation

Edward Jones's strategy statement

To grow to 17,000 financial advisers by 2012 by offering trusted and convenient face-to-face financial advice to conservative individual investors who delegate their financial decisions, through a national network of one-financial-adviser offices.

'Conservative'

Our investment philosophy is long-term buy and hold. We do not sell penny stocks, commodities, or other high-risk instruments. As a result we do not serve day traders and see no need to offer online trading.

We charge commissions on trades because this is the cheapest way to buy stocks (compared with a wrap free, which charges annually as a percentage of assets) when the average length of time the investor holds the stock of mutual fund is over 10 years.

'Individual'

We do not advise institutions or companies.

We do not segment according to wealth, age, or other demographics. The company will serve all customers that fit its conservative investment philosophy. Brokers will call on any and every potential customer. Stories abound within Jones of millionaires who live in trailers-people all the other brokerages would never think of approaching.

'Investors'

Our basic service is investment. We do not seek to offer services such as checking accounts for their own sake, but only as part of the management of a client's assets.

'Who delegate their financial decisions'

We do not target self-directed do-it-yourselfers, who are comfortable making their own investment decisions. We are also unlikely to serve validators, who are merely looking for reassurance that their decisions are correct.



Be clear on the boundaries – cascade to teams/staff

Take a structured, facilitated approach

- Get senior team on board first
- Be prepared to cascade progressively
- Aim to link with performance management framework

Find an tool that suits

- Strategy maps and balanced scorecards (Kaplan & Norton)
- Fundamentally important goals (Franklin Covey 2012)
- 5+1 priorities (Bregman 2013)



Example: 5+1 priorities

1	2
3	4
5	6

CEO

1. Long-term growth
2. A culture of quality
3. Robust talent management
4. Improved margins
5. Cross-functional collaboration

1	2
3	4
5	6

Todd

1. Clarity/refine sales strategy for higher margins
2. Speak/write to spread word to higher-margin prospects
3. Visit higher-margin prospects and clients
4. Develop/motivate sales team that focuses on higher-margin clients
5. Provide cross-silo executive leadership
6. The other 5%

1	2
3	4
5	6

Todd's direct reports

1. Evaluate all client business by margins
2. Identify higher-margin prospects
3. Connect with lower-margin clients by phone
4. Visit higher-margin prospects in person
5. Work with marketing to refine approach for higher-margin clients
6. The other 5%

Evaluate the options





Evaluate the options

Be clear on what we mean by:

- cost
- benefit

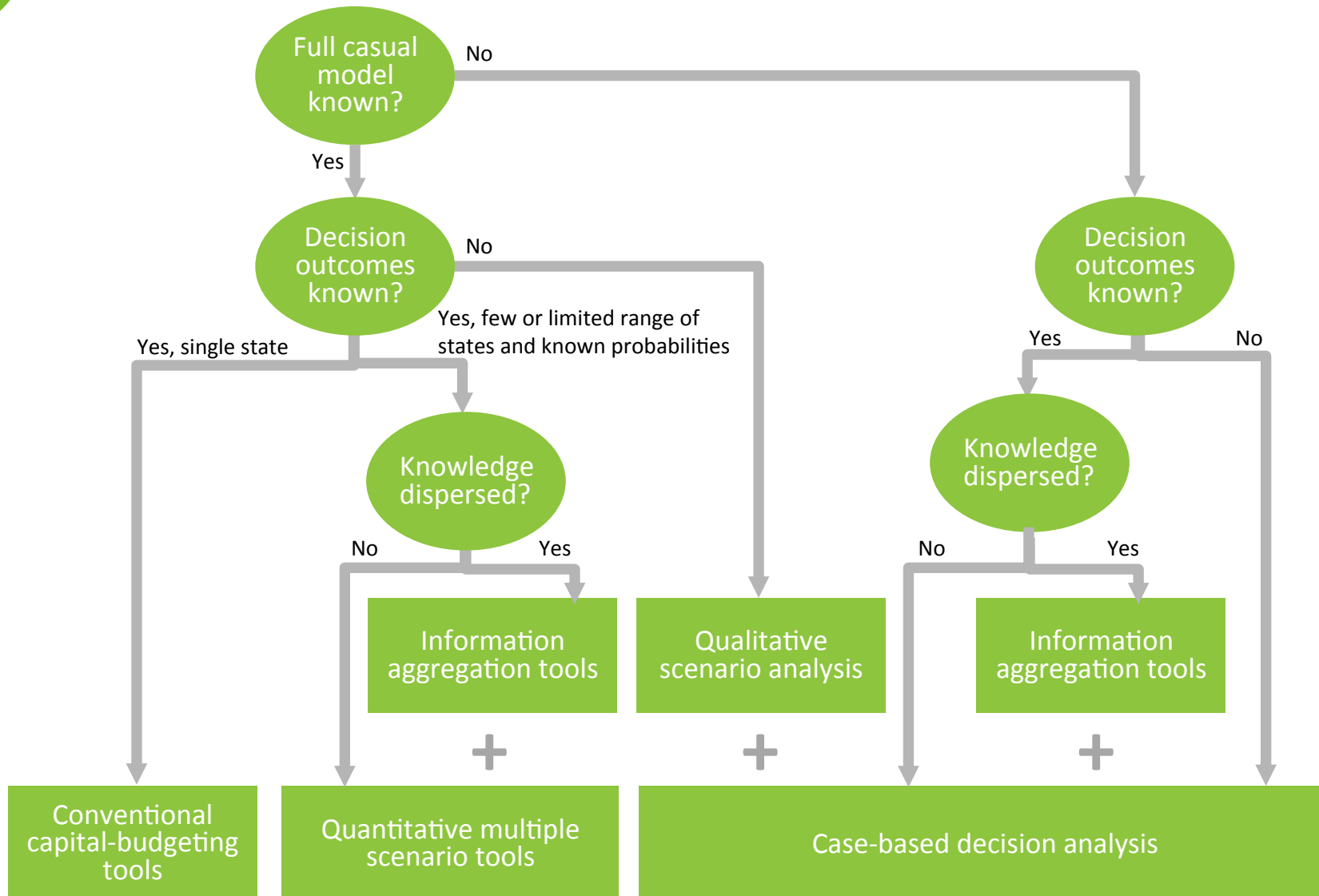
and link back to strategy
(scorecards can help)

Take a 'horses for courses' approach

- 'Back of the envelope' opportunity sizing
- 'Project on a page'
- Iterative business cases



Example: Diagnosing your decision



Source: Courtney, H et al 2013, 'Deciding how to decide', Harvard Business Review, November

Make the **trade-offs**





Make the trade-offs

Be clear on how we will choose between competing priorities

Again, take a 'horses for courses' approach

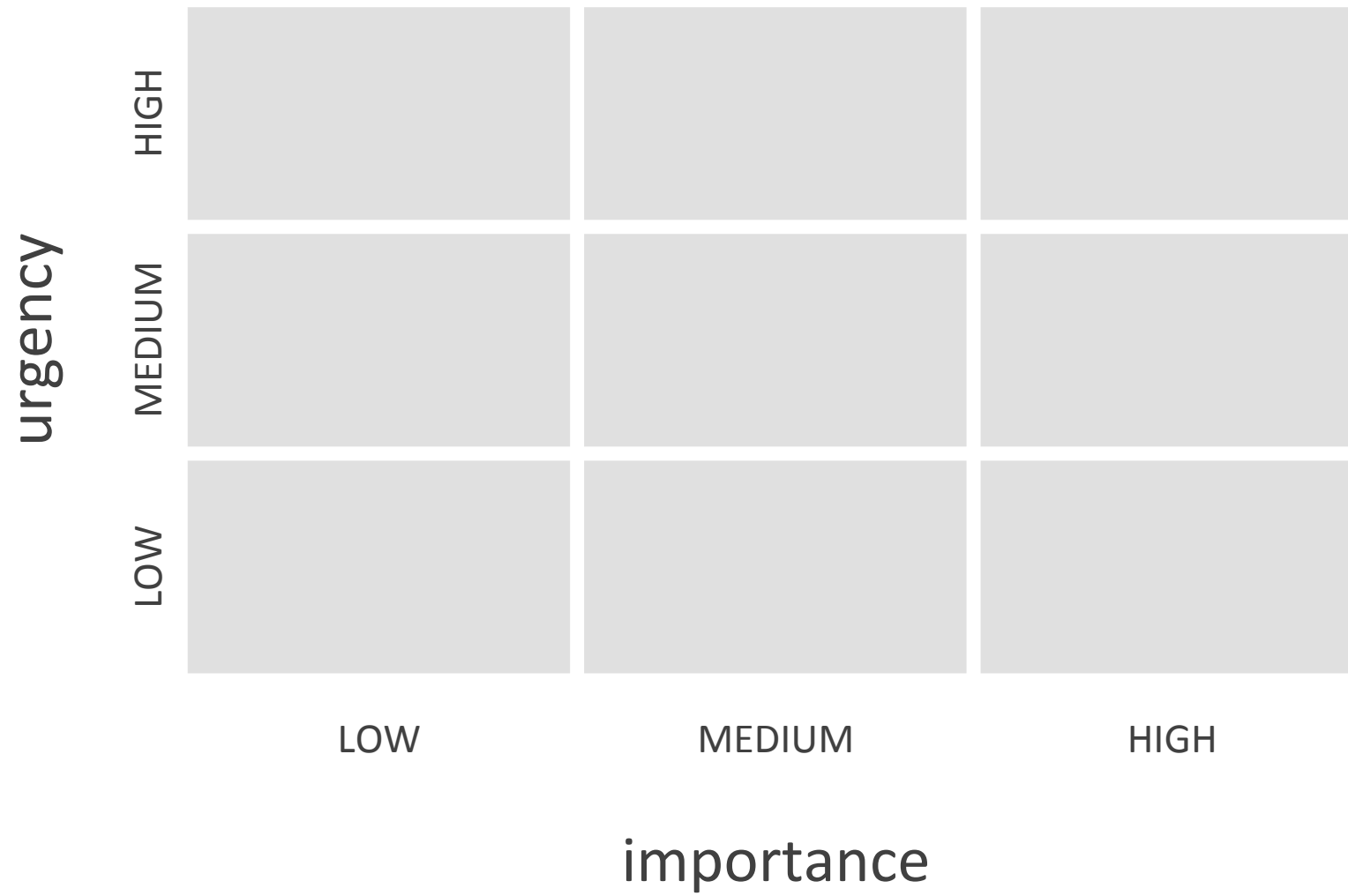
Sophistication does not always lead to dramatically better outcomes

Clearly communicate, with a link back to strategy

- Take away budget and resources
- Reinforce and follow-up on what you are saying yes to



Example: Importance vs. urgency matrix





Example: Social impact vs. financial health

Evaluation outcomes



Evaluation outcomes minimum criteria	
Mid point for social outcomes	3
Minimum financial outcomes to achieve before any compromise of social outcomes is acceptable	4
Lowest acceptable social outcomes	2
Mid point for financial outcomes	3
Minimum social outcomes to achieve before any compromise of financial outcomes is acceptable	4
Lowest acceptable financial outcomes	1.5

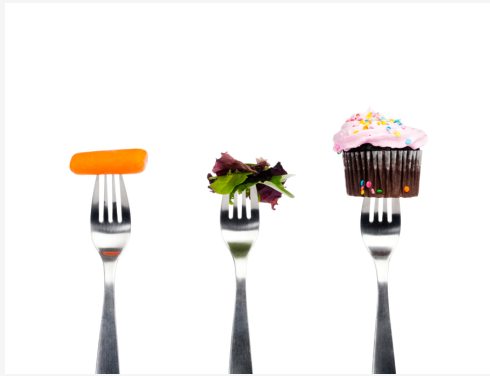


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About Right Lane

Right Lane is an Australian management consulting firm that specialises in moderating executive team and board workshops and facilitating strategy and planning processes for mid-sized organisations.

Right Lane was established in 1997 to help private, not-for-profit and public sector clients to clarify and accelerate their future plans. Over the past 17 years, we have helped the executive teams and boards of more than 80 organisations to define and adapt their direction and strategy, identify and clarify their priorities, align their efforts with their aspirations, get their major projects started and finished, and measure and improve their performance.

In 2011, Right Lane became, to our knowledge, Australia's first 'for benefit' management consulting firm. This means that we have capped our return on shareholder funds at reasonable levels, rather than seeking to maximise financial returns, which allows us to concentrate on our mission of contributing to society by helping organisations that do good do better.

Our areas of focus

- Developing and managing strategy and planning processes for clients
- Implementing strategy through aligning and engaging the organisation, and measuring and monitoring performance
- Leading strategic projects, such as pre-merger analysis, pricing, new product feasibility and growth options evaluation
- Facilitating clients' board and executive team workshops

For more information

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in further detail, please contact:

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