

# Critical Accountabilities case study

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*With many new staff and plenty of change in the last two years, we found it very helpful to take stock of where we are spending our time and the extent to which that was aligned with our business strategy.*

— **Fiona Czerniawska: CEO, Source.**

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## Are you enabling your people to deliver your strategy?

In our consulting work we often find that there is a disconnect between the intended strategy and what managers are asked to do to deliver on it. This can waste time, cause frustrations and hamper growth. To address this gap we have developed a simple diagnostic tool and process. It quickly and easily helps you to build a picture of how people are spending their time and enables you to start a conversation about whether this is aligned to the strategic direction. It also helps you to identify whether people are typically working at the ‘right’ level and helps you to identify potential areas of burn-out or demotivation.. We do this through our **Critical Accountabilities Diagnostic tool and process.**



## Client case study

Source supports professional services clients with industry-leading data and clear-cut insight to help them bring clarity and confidence to their decision-making. As a small but growing and successful firm they wanted to take a step-back to think about whether they are focused on the right things to achieve their long term ambition. They were an ideal candidate for our approach!

### What did we do?

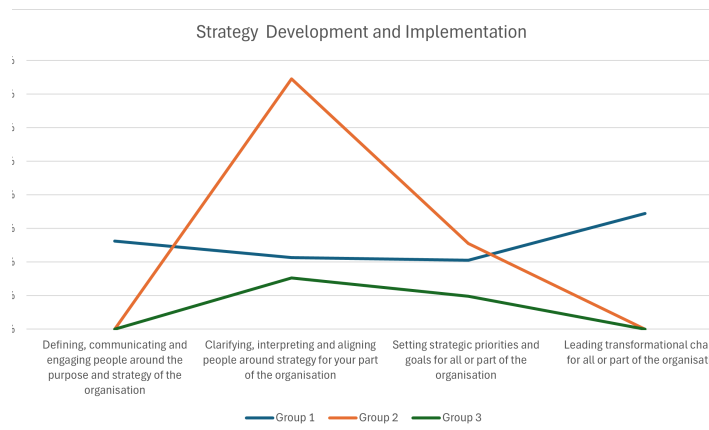
We began with interviews with senior leaders to understand their strategy and goals, assess progress, and pinpoint areas for improvement. This enabled us to tweak the questionnaire to address specific needs and to

ensure that the outputs were grounded in the strategy. The questionnaire was launched with the support of HR and sent to all managers. We had a 100% completion rate. A report was pulled together from the results which enabled in depth discussions with the senior management team and then the wider management population about where time was currently focused and how this could be shifted to create better alignment and more business impact. Feedback was very positive from all levels.

## We helped the Leadership team to distill key points from the questionnaire and develop an action plan.

### For example:

- Relationship building is a critical success factor but only a few people have time to spend on it- identify who, how and when to build the involvement of others.
- Product and Service development are key to next stage growth but resource allocation doesn't match the need - identify the priorities here and re-allocate resources accordingly.



An sample of data showing how different groups of leaders spend time in strategy development and Implementation

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*Undertaking the Critical Accountabilities Survey gave us a great understanding of where our time is spent organisationally. It also allowed us to have a conversation on where we should be spending it, which was really valuable. The timing worked well as we are in the process of setting our objectives for next year and can feed some of these conversations and directions into next year, for the benefit of the business. Lesley and Joanne guided us through from start to finish. A smooth and worthwhile activity.* — **Rebecca McClymont: Head of People, HR & Change, Source.**

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**For more information on how our Critical Accountabilities tool can help your organisation:**

