



Business Challenges



Summary Report for

Name Case Study

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Introduction

The results summarised in this report are based on responses to Business Challenges, a self-report questionnaire. The results reflect the individual's perceptions of their **preferences**.

The report does not provide a definitive statement of the individual's management effectiveness. Rather it is designed to identify the key themes which will help you to prepare and plan for a follow on discussion (e.g. coaching, career development planning, interview) to decide where to focus most attention.

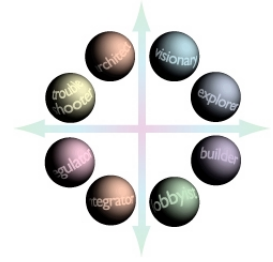
In using the findings in this report:

- remember that the results are based on self assessment. The accuracy of the data depends therefore on the individual's self-insight in recognising strengths and potential limitations. Be prepared to question and challenge this.
- focus on the key themes and the relative highs and lows profiled in the report. Don't over interpret the results by dwelling on specific scores. It will be the overall balance of results and the interaction across different themes which will be more informative, not individual scores.

Preference Profile

Business Challenges: Definitions

This provides a summary across eight broad-based dimensions of business and organisational activity.



VISIONARY - planning next generation products and services to formulate an innovative business strategy; developing new business concepts which redefine the rules of business success; addressing the impact of emerging trends and developments in the market-place for the organisation's long-term strategic position

EXPLORER - investigating opportunities to break into new markets in pursuit of a diversification strategy; developing relationships with other key players in the industry to explore scope for alliances and joint ventures; identifying opportunities for the future growth and expansion of the business

BUILDER - translating business strategy into sales and marketing priorities; reviewing the customer service delivery process for areas of improvement; exploiting the organisation's customer-base through attention to sales and marketing activity

LOBBYIST - representing the organisation's interests across the wider business community to improve corporate image; planning a programme of corporate communication which gains greater influence and freedom of manoeuvre for the organisation; building relationships with key players throughout the industry to improve the company's standing in the market-place

INTEGRATOR - raising the overall skill level of the work-force through focusing resources on training, development, recognition and reward; raising levels of staff capability and motivation to improve organisational loyalty and pride; breaking down functional differences and resolving complex views to unite the efforts of different groups

REGULATOR - focusing attention on the efficiency and consistency of all internal processes; monitoring work flow for opportunities to standardise organisational activity; applying financial discipline and administrative control over organisational activity to gain improved levels of efficiency

TROUBLE-SHOOTER - identifying and removing unproductive and inefficient business function; tackling those business activities which are no longer contributing to corporate performance; divesting unprofitable activities which are failing to support corporate priorities and objectives

ARCHITECT - redefining the organisation infrastructure to create new operating methods and practices; exploiting technological capability to create new organisational structures, systems and operating styles; conducting a re-appraisal of the organisational infrastructure in the context of improved technological capability

Overall profiles: experience profile

VISIONARY

planning next generation products and services to formulate an innovative business strategy



EXPLORER

investigating opportunities to break into new markets in pursuit of a diversification strategy; developing relationships with other key players in the industry to explore scope for alliances and joint ventures



BUILDER

translating business strategy into sales and marketing priorities; reviewing the customer service delivery process for areas of improvement



LOBBYIST

representing the organisation's interests across the wider business community to improve corporate image; planning a programme of corporate communication which gains greater influence and freedom of manoeuvre for the organisation



INTEGRATOR

raising the overall skill level of the work-force through focusing resources on training, development, recognition and reward; raising levels of staff capability and motivation to improve organisational loyalty and pride



REGULATOR

focusing attention on the efficiency and consistency of all internal processes; applying financial discipline and administrative control over organisational activity to gain improved levels of efficiency



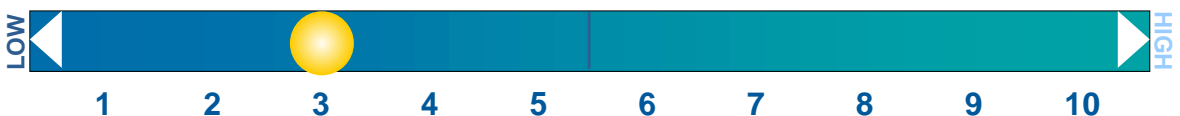
TROUBLE-SHOOTER

identifying and removing unproductive and inefficient business function; tackling those business activities which are no longer contributing to corporate performance

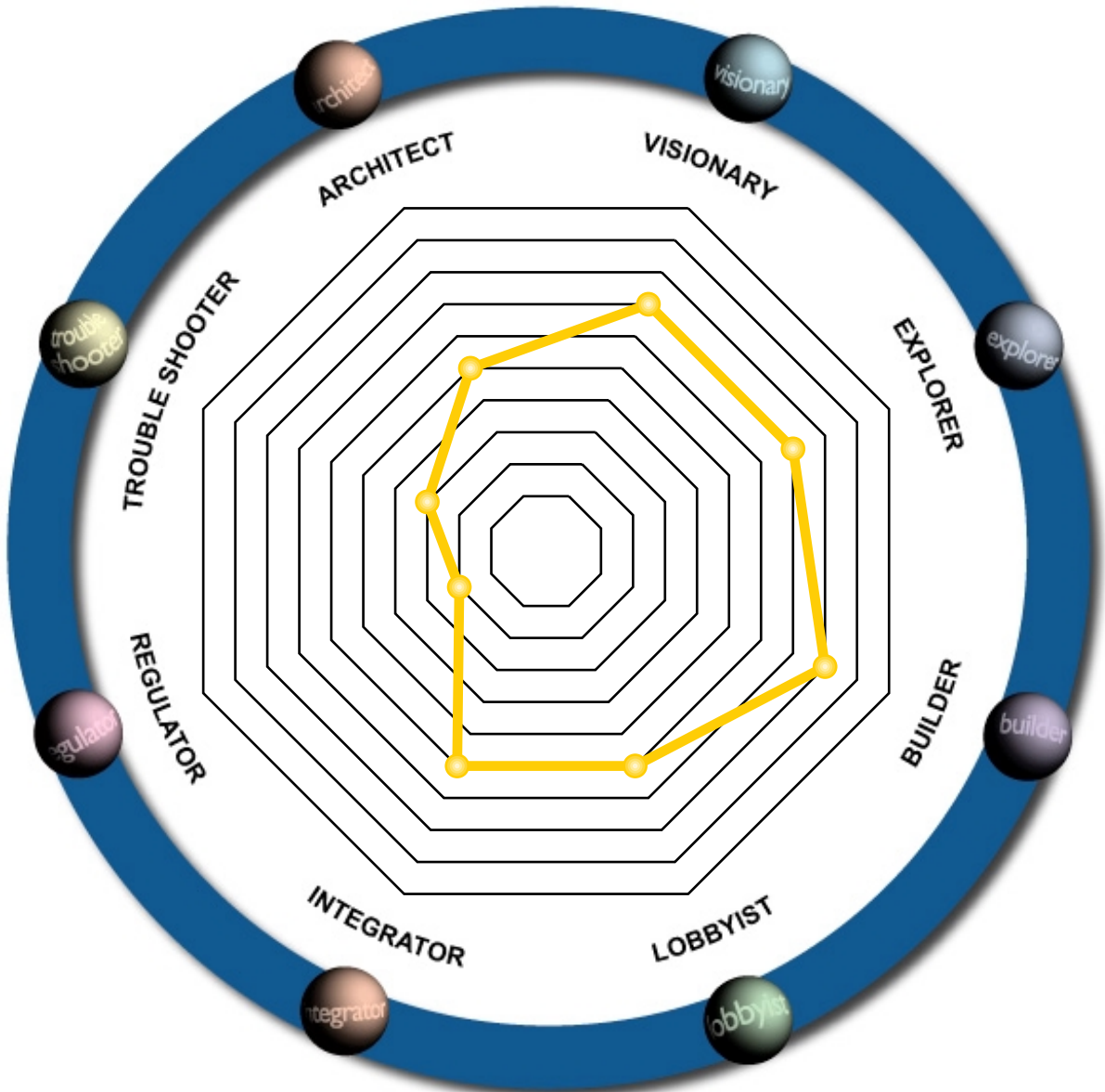


ARCHITECT

redefining the organisation infrastructure to create new operating methods and practices; exploiting technological capability to create new organisational structures, systems and operating styles



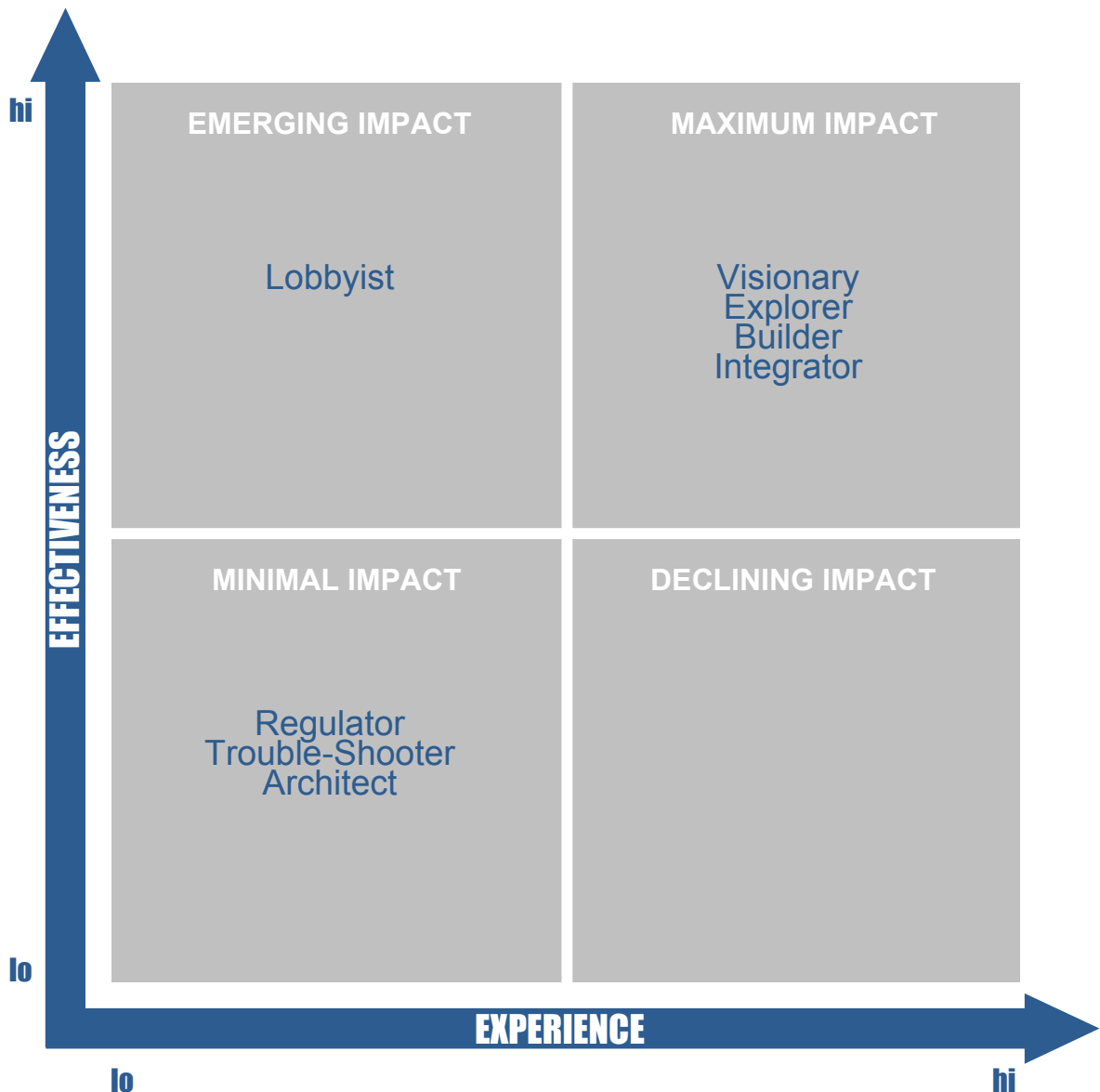
Preference Profile



Look at the two profiles. What kind of pattern emerges?

- What is the **breadth and depth of experience**? Does the profile indicate extensive experience across a wide range of themes; or is it more focused in only a few areas?
- Is there a dominant **business approach** in which the individual is likely to be more and less effective in taking on specific challenges?
- What do the two profiles – experience and effectiveness “add up” to?

OVERALL PROFILES: Experience vs. Effectiveness



Hi Effectiveness - Hi Experience: Zone of Maximum Impact:

These activities are the areas in which you enjoy deploying your previous experience and respond effectively to new challenges. They are likely to represent significant strengths in which personal fulfilment is gained from drawing on experience.

Hi Effectiveness - Lo Experience: Zone of Emerging Impact:

Although there is relatively less exposure to these business activities, they are perceived as areas of potential strength.

Lo Effectiveness - Hi Experience: Zone of Declining Impact:

Although previous exposure to these business activities has provided experience, there is less effectiveness in tackling them. As such, these activities might indicate a need to refocus career priorities.

Lo Effectiveness - Lo Experience: Zone of Minimal Impact:

Either there has been little opportunity to tackle these activities as part of your previous career and as such limited exposure has held back effectiveness. Alternatively they represent activities which you have avoided in your career, as they may expose potential limitations.

Effectiveness: key themes

POTENTIAL CONSTRAINTS

- identifying and removing unproductive and inefficient business functions
- tackling those business activities which are no longer contributing to corporate performance
- divesting unprofitable activities which are failing to support corporate priorities and objectives
- identifying and addressing problems of low productivity through improvements in administrative systems and working practice
- establishing financial control over those activities central to mainstream business priorities
- removing those activities which are constraining the efficiency of administrative systems to support fundamental business effort
- focusing attention on the efficiency and consistency of all internal processes
- monitoring work flow for opportunities to standardise organisational activity
- applying financial discipline and administrative control over organisational activity to gain improved levels of efficiency

OPPORTUNITIES FOR PROGRESSION

- planning next generation products and services to formulate an innovative business strategy
- developing new business concepts which redefine the rules of business success
- identifying emerging trends and developments in the market-place which provide opportunities for diversification and expansion
- formulating a strategy for growth based on breaking into different markets with new business concepts
- translating ideas about the future market-place into a new customer service strategy
- tracking trends and developments in customer preference to generate new business concepts for the future
- investigating opportunities to break into new markets in pursuit of a diversification strategy
- developing relationships with other key players in the industry to explore scope for alliances and joint ventures
- developing the sales, marketing and support functions to compete aggressively on customer service in building market-share
- committing resources to the sales and service infrastructure to ensure the organisation continues to develop into new markets
- translating business strategy into sales and marketing priorities
- reviewing the customer service delivery process for areas of improvement

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