



DO BUSINESS FASTER™

Jim's Profit Accelerator 263 The Limits of Analytical Tools

Let's talk about why the *what* is easier than the *how*.

Strategy experts abound, and many are expert. They are exciting to work with because they see possibilities that can make the business better. The basis of their insights can appear solid, since it can combine math and statistics, relative rating scales, and well-established tools such as these:

1. Monthly financials
2. Dashboards
3. Individual ratings
4. 360 evaluations of workers and teams
5. Alphabet profiles: Meyers Briggs, Personalysis
6. Individual profiles: Hogan, StrengthFinder
7. Team profiles
8. Job profile comparisons

Each of these can provide helpful insights if they are administered by an expert in the evaluation device. Often, however, "experts" know how to produce the reports and suggest insights, but they miss much that has high impact on the business.

SPEED BUMP: Producing an analysis doesn't ensure its impact on the business.

A bigger problem is that analysts who produce these analyses seem to "know" what the next actions ought to be for the business. Their skill in driving the report produces logical action plans that frequently miss the meat of the opportunity. Why is this?

Leading an organization does require analytical skills, and tools like the above can narrow the choice of paths for action. Choosing and then implementing the path demands skills beyond the analysis, however. Implementation is its own challenge, requiring leadership skills including pacing, people, priorities, and limits. As Jim Collins says, the *Brutal Facts* impact the choice of implementation paths and their potential success.

SPEED BUMP: Success requires understanding real limits and coaching around them.

Such limits can be with the people, the system, the competition, or the customers (duh). The people limits (people within the organization) are the toughest to navigate and offer remarkable results to those who can work with them.

SPEED BUMP: “People” skills frequently deal with feelings, not analysis.

Said another way, excellent analysts assume people will happily follow the logic of their picture. In fact, people respond most powerfully to their own feelings; leadership that invites feelings of support, helping, moving to results that matter, and so forth can see dramatic performance improvements quickly.

One way to explain these feelings is a measure called “engagement.” In their 2019 survey, Gallup found that two-thirds of U.S. employees are not engaged, and 70 percent of the variance in a team's engagement is related to their management. Currently only 15 percent of workers worldwide have managers who enable the behaviors of engagement.

Not surprisingly, profit was 54 percent higher in high-engagement firms versus low-engagement firms.

All this is to say that great analysis points to the right road clearly and enthusiastically, but without human connection, achieving ongoing great outcomes is unlikely.

Human connection builds upon frequent recognition, communication, and a feeling by workers of being “seen” and “heard.” Peers and leaders can deliver all of these by listening and watching individual people with an eye to the target. It's the step past the analysis that enlists the best of the people and delivers consistently great results.

ACCELERANT: How will you implement your “strategy” for 2020?

For more information on how you can accelerate revenues and profits in your business, please call or email me.

A note on **SPEED BUMPS:** Use them to click quickly with an idea that can immediately be implemented in your life as a business leader. Think: “How can I use this today?” or “Who can use this?”

For more information, visit www.grewco.com.

Jim Grew, the Business Defogger and Accelerator, helps leaders discover hidden opportunities within their businesses and exploit them for dramatic results. Jim has led 9 businesses, worked in 31 companies at C-level, and is an expert in strategy and executive leadership. He presents regularly to industry groups, mentors business leaders, and shares insights in his Executive Letter (above). Jim holds BA and MBA degrees from Stanford University. In his new book, *The Other Side of Succession*, he shares how to plan for the future by growing your business now.

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