



# **DRIVINGFORCES**

*Adding peak performance to business practice*

## **NEWSLETTER**

**Autumn 2009**

### **In this Issue:**

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***COMETH THE CRISIS, COMETH THE OPPORTUNITY: Why the time is ripe for you to set your organisation up for the future***

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#### ***If ever there was a time.....***

Amid all the economic doom and gloom, once in a lifetime opportunities exist. Savvy operators know how to recognise and exploit them.

They do so by having a strategy, a *real* strategy, not a bit of paper but a cohesive long term plan to set their organisation up for the future.

In the current climate, what strategies would *Drivingforces* use to position an organisation for the future?

#### **1. Do not try more of the same.**

Many organisations have been doing the same thing, year after year. Despite the money that has been spent on many of them, they have relatively little to show for it.

#### **2. Get a sense of reality.**

The good times are over.

Business is not what it was over the last decade, and it is will not be that way again in the foreseeable future.

Recovery will be slow and for some organisations it will be painful. In the NFP sector, for example, it is conceivable that some arts and sport organisations will regress as the screws on government and trust funds tighten.

#### **3. Build a small top flight team of highly competent, professionally qualified, career driven managers.**

Pick them on a quality-based profile of professional qualifications, sector experience (private, public and not for profit), business skills and life experience.

Underpin these qualities through individualised career development and pathways.

#### **4. Redesign the delivery infrastructure.**

Many organisations operate delivery infrastructures that are over 100 years old! They're well past their use-by date.

Even those that have purported to have upgraded their infrastructure of late have merely kept pace with the status quo.

Organisations need to design structures that are streamlined, accountable and focused on delivering quality services to stakeholders.

#### **5. Professionalise the administration of the regions and branches.**

21<sup>st</sup> century regional administration demands more than a few well meaning, unskilled amateur and time-pressed volunteers.

Today, successful regions are run by professional administrators.

### **6. Teach managers how to be effective change leaders.**

Most organisational change, especially in the NFP sector, is crisis driven. Very little is strategic.

There are many examples of squandered opportunities because of a lack of understanding about the dynamics of change and how best to manage a changing environment.

### **7. Throw out the begging bowl.**

Welfarism is all pervasive in the NFP sector, especially in the arts and sport. Many organisations have gone from financial independence to financial dependence in little over a decade.

With tougher times ahead they need to stop relying on government agencies and trusts and rediscover how to stand on their own financial feet.

They need to diversify their funding streams and start investing *their* money in areas that are critical to the health and wellbeing of *their* stakeholders.

They need to redefine core from non-core business. For many NFP's this may mean fewer people at the top and more at the coalface.

### **8. Teach boards what governance is really about.**

It is not only about the composition of the board or whether agendas and board papers are circulated before meetings – this is ABC stuff.

*Effective governance is about the board's accountability for the health and welfare of the entire organisation at every level, not just parts of it.*

### **9. Insist on excellence.**

Everybody can strive for excellence and everyone can achieve it in their own way. It's a state of mind, an attitude, a commitment to do everything at the highest possible standard, consistently.

It's an emphatic rejection of the maxim "good is near enough".

### **10. Exploit the environment.**

By any measure - population demographics, climate, culture, local council support, facilities, resources and almost every other critical success factor - organisations in NZ operate in an extremely benign environment. Make the most of it.

### **11. Redefine relationships.**

Re-evaluate all relationships – internal and external. Shelve those of low value/use, retain those of high value/use and spend time building strong strategic alliances

### **12. Develop a strategy.**

Challenge the old paradigms and re-ask the question – do you have a *real* strategy, a cohesive response to the "forces at work"?

No instant fixes, no gimmicks, but a strategy not only to ensure survival, but also to be well-positioned for when times improve.

***"If ever there was a time for fresh thinking, bold initiatives and leadership, this is it".***



***"A desire for Peak Performance is the force that must drive any successful organisation."***

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