

Summitting complex challenges: Managing team efficiency to get to the top

By Jam Grobler, BSG Principal Consultant



As an owner of complex change initiatives, successfully navigating those initiatives is much like rock climbing. In much the same way as a climber trains to manoeuvre the physical and mental challenges of a rockface, an organisation must align its teams and capabilities to successfully overcome business challenges and deliver value.

Business Resources ➤ Strength

Business challenges require specific skills or abilities to overcome them. Time and time again, we've witnessed businesses take on large and complex initiatives without first ensuring they are equipped with the resources (i.e., personnel, skills, and tools) to tackle those initiatives. In much the same way, the strength of a climber allows them to implement changes in their hold to successfully navigate from one milestone to the next. In business, larger and more specialised resource pools must be applied, and often for longer periods of time, to achieve greater milestones.

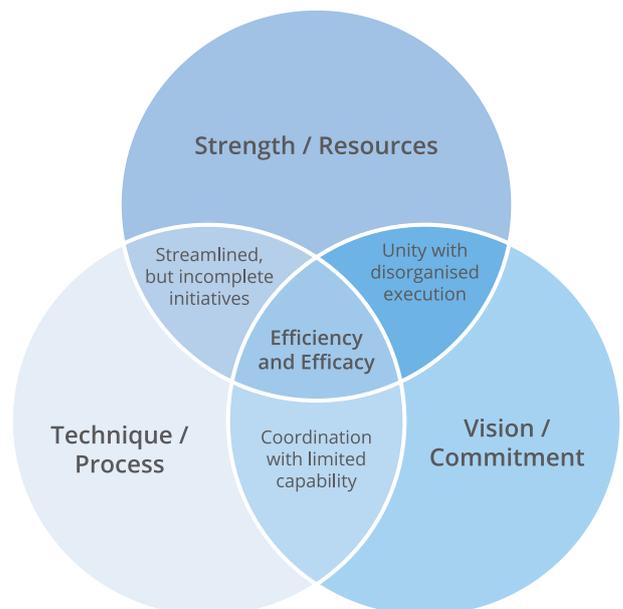
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Business Process ➤ Technique

When an organisation's resources operate without a well-organised delivery process, it often results in wasted effort, leading to delays and increased costs. In the same way, if a climber applies his / her strength incorrectly, they will tire and find themselves stuck – literally – between a rock and a hard place. In business, some goals will be unachievable without a refined and unified approach, regardless of how much effort is invested in them or how skilled the teams are. Just as a climber shifts their weight, or hooks themselves on to a secure grip, teams need to organically adapt and tweak their delivery approach to overcome the challenges at hand.

Business Vision ➤ Commitment

A clear vision and the unified commitment to achieving their goals are what keeps both the organisation and the climber focused, through their respective pursuits. We believe the purposeful vision (of a team, project, and the company) is crucial in ensuring resources and processes are working together to achieve the same end goal. A balance between strength and technique enables a climber to reach the summit.



Over the years, BSG has guided many organisations to effectively align their resources, processes and vision, and ultimately increase their ability to navigate complex challenges.

In our experience, neglecting just one of these aspects can result in organisational pitfalls:

- **Streamlined but Incomplete Initiatives:** Resources and Process without Vision results in initiatives that rarely achieve their KPIs or realise business benefits
- **Unity with Disorganised execution:** Resources and Vision with immature Processes result in wasted planning and implementation effort and ultimately re-work
- **Coordination with Limited Capability:** Process and Vision with limited Resources results in inability to affect change in the organisation, either due to limited capacity or a lack of the necessary skills and tools

Alignment of resources, processes and vision is key to successfully navigating complex business transformation programmes

Ultimately, an organisation with established and aligned Resources, Process, and Vision will reap the benefits of Efficiency and Efficacy where all three areas are prevalent. There is no silver bullet when it comes to effectively unifying resources, process, and vision. It requires awareness of the challenges, a desire to embrace and invest in change, and the time and patience to keep on working at it. Consider how your business is – or should be – using these aspects to maximise valuable delivery.

Unifying resources, process and vision requires awareness of the challenges, an investment in the change, and time to execute it

BSG has over 24 years of experience advising South African businesses on how these three aspects (resources, process, and vision) can work together, to solve complex problems in complex environments.



Unlocking potential ► Accelerating performance

If you'd like to find out more about how BSG can help you manage team efficiency to deliver enterprise-wide change initiatives, [get in touch](#).

About BSG

As a homegrown South African Consulting and Technology company, BSG is uniquely positioned to deliver solutions tailored to the South African context.

We have more than 20 years' experience across the banking, specialised financial services, insurance, healthcare, telecommunications, and oil and gas sectors. By employing a multi-skilled approach, BSG effectively leverages our clients' data to create solutions that improve the experiences of their customers and solve enterprise-scale challenges.

We understand the dynamics of Business and Technology, which allows us to create flow between supply and demand, bridging the gap between business and IT. We work with our clients to drive out success, transforming their operational platforms and creating the customer experiences they need.

Visit us at www.bsg.co.za

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