



be better

#thinkdifferently



think differently about your organisation



Ecosystem is a term often used in biology to describe a community of living organisms like plants and animals interacting with each other in a given area and how those interactions take place in a non living environment. The non living environment includes the weather, sun, soil, climate and atmosphere.

We've taken inspiration from nature to describe another sort of ecosystem where living organisms - people - interact with each other in a non living environment made up of buildings, computers, phones, tablets and so on.

Every business, social enterprise, charity, club or society has their own unique ecosystem, factors that allow it to thrive and threats that can potentially harm it.

iandi business solutions have defined what makes up a business ecosystem and how, using this 'joined up thinking' change leadership, process management, service excellence and colleague engagement can be transformed.

Reduced cost of change, avoiding unintended consequences and preventing predictable failures of process, operations and team performance can be achieved by taking inspiration from nature, applying long standing business disciplines and thinking differently.

Better performance naturally

For more info about iandi business solutions, go to www.iandibusinesssolutions.co

a business ecosystem



Your Business Ecosystem explained



Be clear about your purpose

Sounds so simple right? And yet loads of businesses don't get beyond 'make money'. But when challenged, most of us have aspirations and dreams well beyond that. What are yours?



Know what you have to be great at

Increasing the value of sales, reducing costs and/or changing the mix of what you do. Well that's the minimum set of capabilities you'll need. But what about change, communication, risk management? We'll help figure out what your unique list is and how you can be great at them.



Understand how things get done

Every business has a bunch of tasks & activities that need to be completed. Do you know what yours are? We've got internationally recognised expertise that's here to help

Everyone's heard about ecosystems, right? Where living organisms share an environment with non living things like air and water in which they can grow and thrive ...

#businessecosystem

organisations are just like ecosystems



So think of *iandi* as the means by which you'll understand, intervene & improve your ecosystem allowing your business to grow and thrive
Simple isn't it?



Care about people

Understanding and responding to the needs of customers, colleagues, stakeholders or regulators sounds obvious doesn't it. How well is this done? Why does it sometimes go wrong? We'll help figure that out



Understand performance

Too many measures get in the way. What are your really critical measures that show how well you're doing? We'll help separate the wood from the trees!



Learn, understand & improve

Everything you do to your ecosystem will have an impact. Some things will work, some might not. The important message is to always seek out opportunities to be better and we've got over 30 years of experience doing just that.

07990 698948

 www.iandibusinesssolutions.co

 @iandibusinessecosystem

Section 2

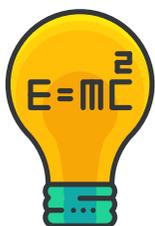
purpose



www.iandibusinesssolutions.co
07990 698948

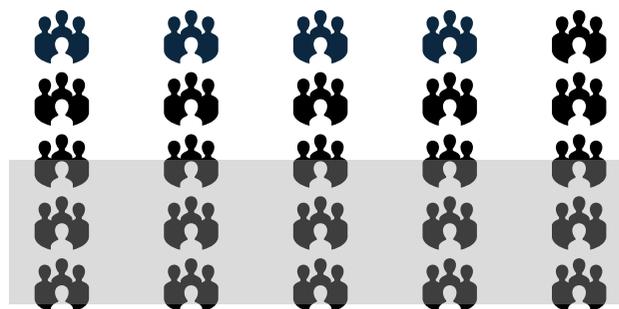
1 ecosystem understanding why purpose is so important

just why are you here?



It's not a complex question ... or is it? Considering this is the single most important question a business needs to answer, what needs to be considered? For example:

- Who decides what and how?
- Why should anyone believe it?
- How does it affect the rest of the business?
- How do we go about answering the questions?



if half of all employees can't recall their organisations vision ...

how can they make sure the right things are being done and the right things improved?

smallbusiness.co.uk Feb 2018

purpose has 4 perspectives



Generating a profit is the life blood of any business. If this is not achieved, then little else matters

Goals described in human terms matter For example quality of relationships, effectiveness of collaboration, engagement or inclusion



Describing aims that cover the business reputation in and responsibility towards the society in which it operates are really important too

Goals that deal with the legacy of the business will impact direction, lifecycle of products & succession. Often a key part of SME business advice & planing



A DIFFERENT APPROACH TO DEFINING PURPOSE



BE OPEN TO NEW AND DIFFERENT STIMULI TO MAKE YOUR PURPOSE FRESH

Be brave enough to allow new ideas to form, develop & mature before trying to embed them

Purpose isn't a theoretical exercise. Bring purpose to life, **make it real & make it matter**

purpose needs **momentum & execution** to earn belief

LOOK, SIGNAL THEN MANOEUVRE - IN THAT ORDER

Section 3

capability



www.iandibusinesssolutions.co
07990 698948

2 ecosystem understanding

the capability challenge

what do you have to be great at?



Defining purpose (Factsheet #1) will drive an understanding of what the organisation needs to be great at to achieve its aims.
Being great at something that doesn't deliver purpose is a waste of time, money and effort, so its worth spending a bit of time getting this right.
Regulatory requirements aside, if it's not directly linked to purpose, why are you doing it?



'will it make the boat go faster?'

... is an incredibly powerful account of the GB Mens 8 Rowing team and their journey to winning Olympic gold in 2000.

Their crystal clear focus on capability delivering purpose is encapsulated in the simple challenge 'will it make the boat go faster?' It avoided confusion, guided behaviours and focussed attention. If the answer wasn't yes - it didn't happen!

will it make the boat go faster? - Ben Hunt Davis & Harriet Beveridge

capability defined - the easy way

'The practical problem is that a firms capabilities are often not obvious; they are hidden deep within its organisational processes and composed of tacit components such as skills and experience'

Operations Strategy - Nigel Slack & Michael Lewis

... more than likely however, you'll have to be great at:



the sale of well designed products & services

running the business in an efficient, effective & profitable way



supporting the business through HR, IT, Risk, Finance etc

recognising when the business needs to change & grow



being able to provide great service

Capability definitions are fine in themselves, but they don't exist in a vacuum. It's important to understand what they mean, how they feel & what they deliver for customers in real life



Service Operations Management - Robert Johnston & Graham Clark

Section 4

process



www.iandibusinesssolutions.co
07990 698948

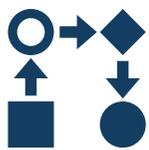
3 ecosystem understanding

#howyoudowhatyoudo

everything's a process

'Processes are the life blood of the service organisation. Rather like DNA provides the pattern for a living organism, a good process ensures that service is delivered consistently time after time'

Service Operations Management - Robert Johnston & Graham Clark



Excellent service which delights customers and helps achieve purpose is always the result of careful design & delivery of multiple, interrelated processes.

great processes = enabled colleagues

understanding different types of process

It's important to understand there are different types of process. This affects operational design, the training & skills needed to perform them and how they're improved. One size doesn't fit all.



4 easy steps to process excellence



Understand your process landscape

Make sure you have maps & guidelines that reflect reality



Processes power the organisation. They are not conceptual so really use them to understand the work and continuously improve

Run them like you own them



get emotional about processes!

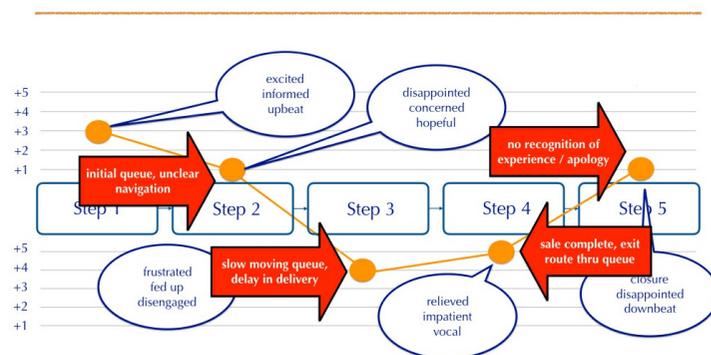
People experience processes.

It doesn't matter if they're delivered by the internet, phone or face to face.

The experience generates an emotional response.

Never forget this critical aspect of process design and delivery.

Here's an easy way to combine process and emotion!



Service Operations Management - Robert Johnston & Graham Clark

Section 5

people



www.iandibusinesssolutions.co
07990 698948

4 ecosystem understanding

Q: What have customers, colleagues, regulators and reporters have in common?
A: They're all people

let's keep this simple

'People' is an extensive & diverse part of any business ecosystem .
So we're going to concentrate on 3 simple messages that will improve people satisfaction, engagement & advocacy.



1) listen & respond to voices

There are many inputs that can inform how to make your business more competitive , more able to recruit and retain talent and delight customers. We call those inputs 'voices'



It's really important to achieve balance on the relative importance of these inputs. Too much attention on one will cause others to suffer. However, none should be ignored.

2) understand the importance of journeys

'People' will experience your organisation in many different ways.

All the things they experience during their interactions with you are described as a 'journey'. Set out below are the areas to consider as part of your people journey



ServiceOperations Management - Robert Johnston & Graham Clark

3) make a 'people' promise to ...



Communicate clearly and without condescension

Educate and inform without undermining



Inspire confidence (that you can), trust (that you will) and satisfaction (that you did) as this will underpin engagement and ongoing relationships

Treat people as you'd wish to be treated



Section 6

performance



www.iandibusinesssolutions.co
07990 698948

5 ecosystem understanding

"How're you doin' ?"

see the wood for the trees

Understanding how your business is performing is crucial to its success. You must know where you are doing well and where you should concentrate your improvement activities.

A test of a good measure is:

does the measure relate to purpose?

is the measure owned by the people who can improve performance?



does the measure help understand & improve performance?

do you have the right mix of lead & lag measures?

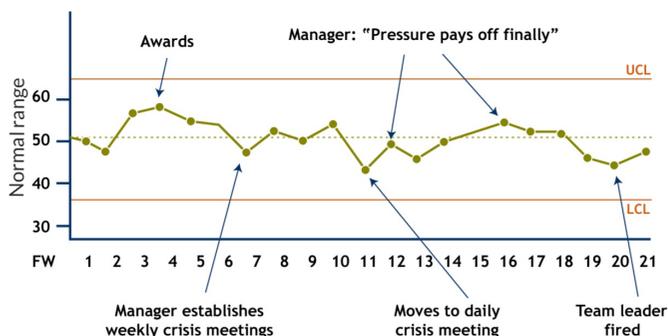
Freedom from command & control - John Seddon

right quality, right quantity at the right time

is that normal?

Work will deliver measurable outputs and over time it is possible to see how predictable those outputs are.

This is how to describe what normal looks like .



If you can see what's normal, you can spot exceptions and unusual activity. You can also avoid unnecessary interventions like those examples above. They are wasteful and distracting because the work is just behaving normally!

you don't need to be a wizard

There is a lot of expertise in the marketplace related to gathering and interpreting data. Used wisely this expertise can be invaluable but you don't need to be a master statistician to confidently gather, interpret and make changes based on data.

WHY collect the data? What will be done with it?

WHAT data is to be collected and how much?

WHO will collect the data?

HOW will the data to be collected be defined?

WHERE is the data to be sourced from?



WHEN does the data need to be collected?

it's a doing thing ...



do measure what matters - the work and the experience

do share openly and honestly - no filtering



do ensure measures prompt action and inspire ideas

do involve, engage, continually improve & celebrate success



learn, understand & improve



www.iandibusinesssolutions.co
07990 698948

6 ecosystem understanding

learn, understand & improve

just what is a 'LU&I' culture?

A culture is a way of life of a group of people--the behaviours, beliefs, values, and symbols that they accept, generally without thinking about them, and that are passed along by communication and imitation from one generation to the next.

LU&I feature in meetings at all levels



Every colleague and team embraces LU&I

LU&I is a collaboration across the organisation

Continual learning is encouraged & supported

LU&I is headline news for all forms of comms

learning, understanding & improving isn't a project, it's a way of life

the benefits of relentless improvement

People are naturally inquisitive and resourceful. If things don't work, fixes will be found. So improvement and learning are already going on. But, energising and enabling organisation wide collaborative improvement is smarter, more cost effective and sustainable ... and remember, local 'improvements' however well intentioned, can really disrupt your ecosystem!

The hard £ measures improve



Individuals & teams perform better

The soft measures of engagement & advocacy improve

The organisation becomes more 'change-able'

The organisation attracts and retains top talent

what improvement approach should you choose?

- D define
- M measure
- A analyse
- I improve
- P prove
- D deploy
- C check

There are so many approaches on the market, but we believe in the tried and tested. Here are our favourites.



encouraging creativity & innovation

creativity is the process of generating ideas



innovation is the process of selecting, combining & refining the best ideas so they become reality

