

# Leading for growth David Garman



#### Value creation

- Strategic clarity
- Profitable growth
- Earnings quality
- Equity story









## Transformational leadership

#### **Strategy development**

- Growth engines
- Compelling propositions
- Capability gaps

#### **Strategy execution**

- Key initiatives and risks
- Financial/funding models
- Organisational strategy









## Why do most strategies fail?

- Lack of leadership quality
- Ambition not matched by capability
- Priority actions not planned in detail
- Key business processes missing









### Transformational leadership

#### Old style

- Profit is the primary goal
- Management control
- Hierarchy
- Communication
- Measure to judge results
- What's wrong?

#### New style

- Primary goal customer satisfaction
- Inspirational leadership
- Networks
- Engagement
- Measure to enhance performance
- What's missing?









## Management effectiveness

- Process control v Training
- Zero based diagnostics v KPIs
- Budgets v Targets
- Recruitment and retention









# The size of the prize

- Winning positions
- Strategic partnerships
- Strength in depth
- Sustainable value









# Time for questions



# What's your growth strategy?

Oakwood are unique in providing a trilogy of services:



- Transition execution projects
- Strategy development workshops



- Equity story development
- Investor network introductions



- Marketing initiatives
- Financial reporting & insights

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