



Sapience Group

Business Leader Advisory Services

*A Strategy and Leadership Advisory Service for CEO's and General Managers
Facing Significant Change or Discontinuity*

Overview

The complexity of running a business and accompanying professional challenges for business leaders increase at the time of significant change or discontinuity, when it's not "business as usual".

Some common discontinuity sources are:

- New leadership and/or responsibilities (first 100 days)
- New investors and/or Board members (financing)
- Major strategy change and/or marketplace focus
- Merger and acquisitions
- Rapid growth, downsizing or outsourcing

This creates a need for access to confidential experienced advice often not readily available, especially given the increased fiduciary risks of Board members. Several sources of advice carry with them either potential career risks for the executive or isolated "point-in-time" perspectives not really very insightful without a proper business context. A business leader needs advice that poses no risk of "conflict of interest" or leakage paths back to business stakeholders. Additionally, they need advice which helps lead to both business and personal success. The Sapience Group offers this required advisory service to business executives.

Reasons to consider the Sapience approach to advisory services:

- Our business needs business and organizational issue identification, clarification and resolution in the areas of:
 - Leadership/ Team dynamics
 - Strategy development
 - Operational processes
 - Organizational development
 - Stakeholder relations (BOD, investors, employees, customers)
- I want to improve my effectiveness as a business leader and could benefit from professional development
- I have questions and need advice about planning my career.

Approach and Framework

Our business issues identification/resolution approach and framework is built upon three major elements; processes, tools and resources and critical success factors.

www.SapienceGroup.net

Processes

Our engagement process helps insure tackling the right issues and delivering measurable results. It begins first with an interactive discovery and investigation of relevant issues. It proceeds through a separation of symptoms and root causes and a prioritization of critical issues needing resolution. Options development and weighing of actions is then examined through a comprehensive problem solving and decision making process leading to a set of selected actions. We then address the critical communication and messaging which must support those chosen actions. Execution support is then provided with results measurement and monitoring should corrective subsequent actions be required.

Tools and Resources

We offer a broad range of proven assessment and analytical diagnostic tools. They follow formalized problem solving and analysis processes. These tools are applied with the guidance of broadly experienced advisors who have personally faced these business issues. Additionally, we have access to a broad spectrum of resources external to our team but readily accessible.

Critical Success Factors

Our experience has shown certain engagement elements which are critical to the success of this advisory process. They include **trust** (which must be earned on both sides), **continuity** of engagement which helps insure the appropriateness of the advice given, the **discipline** on the part of both parties to follow-up on any planned actions and a **commitment** on the client's part to availability to address the identified issues and **openness to change** based on constructive and planned analysis.

Engagement Method

Our engagement method starts with the identification of issues that are most important to you and the symptoms they have created. We jointly determine if our approach and expertise can assist you in addressing these issues – our priority is to insure a very positive outcome for all involved! We keenly focus on the establishment of strong communication and building of trust with our clients leading to an engagement agreement. We proceed to the definition of rules and objectives of engagement with both prioritization of issues and a clear definition of successful outcomes. We then engage our issues identification and resolution process and recommend actions to be taken. Once agreed upon a course of action, we assist in the assessment results and tracking of outcome. Once initial success is achieved, we refocus on the next priority and iteration of the process is planned if appropriate.

Expected Outcomes and Results

Successful outcomes need to result in more successful business results as measured by classical business metrics, as framed by company strategy and as defined by all relevant stakeholders.

Success should also result in more successful personal outcomes for the business leader. This success must be framed in terms of both personal values and professional objectives.

We believe our advisory services only truly succeed if they help deliver positive results both on business and personal level delivering a win-win situation!

For further Information about SAPIENCE GROUP

425 Tasso Street

grabin@sapiencgroup.net
Palo Alto, CA 94301

Telephone: 650.566.8387

www.SapienceGroup.net