

A practical
way of
working

PREDICTABLE RESULTS

① FOCUS

“The secret of change is to focus your energy, not by fighting the old, but on building the new.

– Socrates

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Keep doing what we have always done, is no option 5

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“Your organization is perfectly designed to get the results it gets.”

– W. Edwards Deming

CHALLENGE

Dealing with change

The world is changing at high speed. Markets change because newcomers act differently, faster or smarter. Business as usual exits no more. The effect is seen in customer orders, prices, positioning, contracts and many other ways.

But how agile are we at changing ourselves? Organizations that can respond effectively to current and future external developments need to have a strong capability to change.

Keep doing what we have always done is no option

Today's results are achieved by today's way of working, with today's people, resources and systems. People often have strong patterns and organizations have a strong culture.

If we really want breakthrough results, we need to be willing to break with our current way of working. This means that we must find a way to build an improvement process with today's people, resources and systems.

Working harder is not the answer. It must be different, smarter. Not a little better, but a blast better. We want a way of working where everyone contributes to achieving breakthrough results.



4 BREAKTHROUGH PRINCIPLES

FOCUS

FOCUS: What is the essence of your strategy?

Usually organizations have no shortage of goals. However, the more goals, the more complex execution becomes. What should your focus be? Are you sure you're on track?

Focus means to make a distinction. If a breakthrough is needed, the first thing is to state your goal very clear. All teams can then be aligned in their contribution into the organization goal. Well defined, aligned goals can bring so much clarity and ownership for everyone.

IMPACT

IMPACT: What if different behaviour is required?

To achieve different results, we need to do things differently. Out of all the things you do, what has the most impact on your one focus goal? Does everyone in each team know this?

What we do is a result of how we think. But are the views we built in the past still suitable to face the challenges ahead?

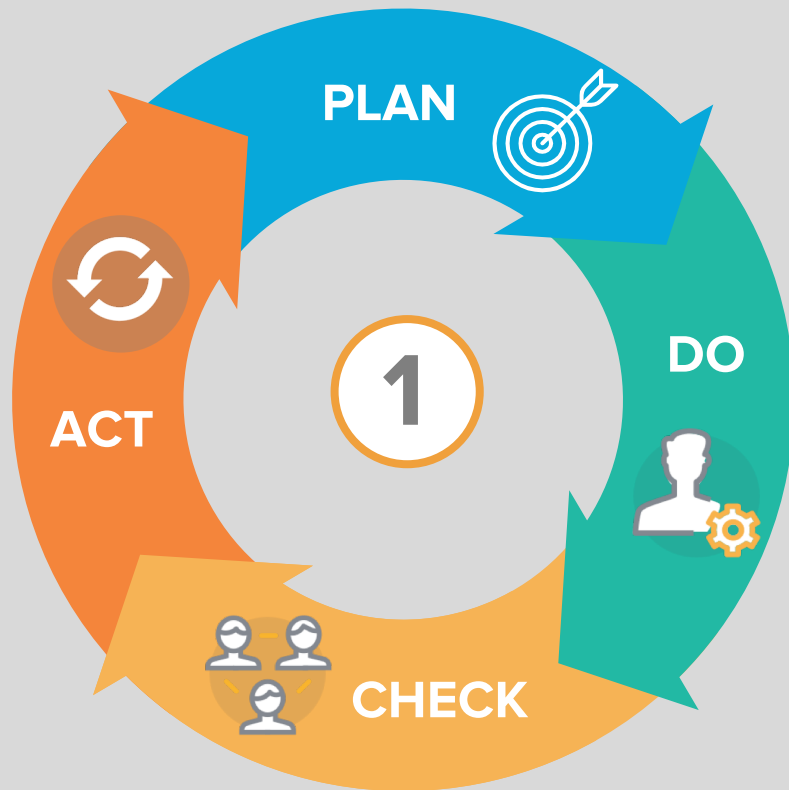


which old beliefs reaffirm the past, are no longer valid?



which new beliefs are going to help us in the future?

4 BREAKTHROUGH PRINCIPLES



SUPPORT

SUPPORT: Do you have a high performance culture?

Learning the required personal behaviours to compete in the future do not default. This not automated yet. We need each other to both remind and empower us to perform at our best, as to help each other to improve.

Holding weekly check-ins establishes a rhythm where leaders can build the required team culture.

LEARN

LEARN: How to adapt on lessons learned?

It's not really about where you are today, but about how fast you learn. Sharing successes and lessons allow us to make better choices, so we can define our next quarterly team challenge more specific. In quality and quantity.

The more performance data we have the more we can test our assumptions make better estimated decisions. Gradually all teams build an evidence base way of working to achieve their desired results.

APPROACH

Simple, but not easy

1FOCUS is a practical approach for teams to develop the main behaviour that is needed to achieve a specific goal.

There are four performance principles:



Strong focus and a discipline of execution

The power of the approach is the focus on one goal at a time. Other targets and projects still exist, only we focus on this one goal and give it the weekly attention it needs. We discuss by team how everyone can contribute to achieve the team goal.

“Precision on the goal is overestimated. Precision on behavior is underestimated.”
 – Ronald van Westering, 1FOCUS

EXAMPLE

The market for our core product X is greatly reduced. We want to introduce product Y well.

ORGANISATION

GOAL

Successful launch product Y

SALES TEAM

GOAL

Booked revenue product Y

FROM	TO	BY
50 €	130K €	01-04-17

BEHAVIOUR



Personal client visits Y discussed, 5 per week



Phone acquisition prospects, 30 per week

LOGISTICS TEAM

GOAL

Timely delivery of product Y

FROM	TO	BY
80 %	90%	01-04-17

BEHAVIOUR



Planning at day-start discussed, 5 per week



Open items before 12pm reported to coordinator

MINDSET



“We don’t know everything about product Y and avoid dialogue.”



“We pro-actively look for dialogue for opportunities on product Y.”



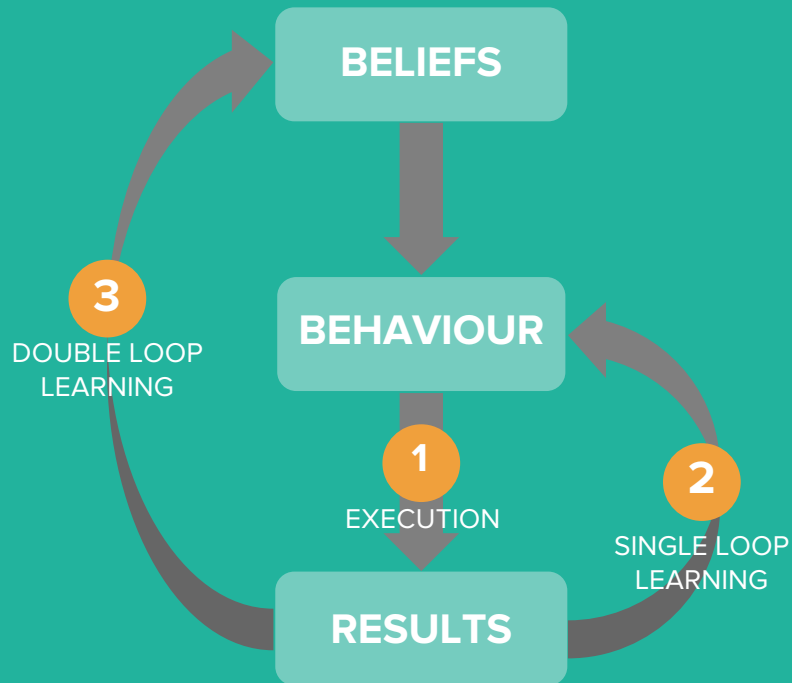
“We fight fires which stops us from deliver to our plan.”



“Daily communicate and report everything that is incorrect.”

MATURITY LEVELS

How big is the required change in your organization?
Usually there are three distinguished approaches:



1

DISCIPLINE – A culture of performing

At level 1, teams say things like: *“The day to day of hectic and opportunities for distraction is so great that keeping focus on the important work is a huge challenge for us. We need to consistently implement what has been agreed. We want a culture of implementation and hold each other accountable.”*

2

DIALOGUE – A culture of improvement

At level 2, teams say things like: *“We have enough ideas for improvements. We just do not take enough time and do not have a good process of follow-up. We must learn to listen to each other and make time to systematically work on the improvements we select.”*

3

BREAKTHROUGH – A culture of change

At level 3, teams say things like: *“We want to achieve something we have never done before. We must reinvent the way we work. The behavioural development is focused on innovation. Can we do this? We want a culture where we inspire each other to break new ground.”*

“After one year with 1FOCUS we had results I had not seen in my entire career.

– Johan Doornenbal, LUBA

WHAT DO CLIENTS SAY

"Working with 1FOCUS has become a standard operating procedure for us. What it produces is mainly predictable results. We continue to build our behaviour and learn every day. "

– Johan Doornenbal, director Luba Uitzendgroep

"We distinguish ourselves on customer satisfaction. This is largely determined by the daily behaviour of our call agents. Our 140 teams discuss how they can improve, on a weekly basis."

– Ronald Smit, director Cendris

"For me, the most important thing about 1FOCUS is the commitment of our people. Everyone is actively working together in teams. Also with our international teams it is good to have a shared process. "

– Erik Visser, director Nutriad

"We want to grow and need to focus to achieve this. Besides the daily craziness, everyone, in each team can now contribute on a weekly basis to the long-term ambition of Data Excellence."

– Bert Kessels, director Data Excellence

Success rate 1FOCUS projects

Source: 1FOCUS online tool, feb'18

ACTIVE TEAMS

4987

RESULTS ON TRACK

96%

EXECUTION BEHAVIOUR

79%