



Getting There - Scaling Your Leadership for Continued Success

The defining trait of businesses that successfully grow and navigate critical change is the practice of regularly revising their form of leadership, thinking and operations.

Simply put, these great businesses understand that what got them to where they are today, is unlikely to get them to where they want to go next.

An inflection point, in a general sense, is a decisive moment in the course of some entity, event or situation that marks the start of significant change.

In the early 1990s, Andy Grove of Intel coined the term strategic inflection point to describe a point at which a continuation of the status quo would lead to certain failure.

“The critical task for management in each revolutionary period is to find a new set of organisational practices that will become the basis for managing the next period of evolutionary growth.”

Larry Greiner, HBR 1998

What got you here won't get you there.

Successful businesses are typically driven by leaders who know this saying is true. They embrace the need to change, recognising the existence of the internal and external forces which demand a reaction if the business is to continue to be successful. But recognising that your business has reached such an inflection point is not enough to guarantee that the change required can be negotiated.

Many leaders react to the need to change by using the leading and doing which made them successful in the past. But this approach often ends in failure. Successful transition of a business to a new phase of growth requires new ways of seeing the world, of thinking, leading and doing. In other words, changing the business is not enough. To change their business leaders must change themselves.

Look within at your own leadership.

A natural reaction when finding yourself at an inflection point may be to repeat what made you successful previously. But such a course of action is, from our observation, at best a continuation of the difficulties that are already being experienced, at worst failure to move the business to its next phase of growth.

At this moment, you must examine your own belief systems, ways of thinking and doing and, of course, your own leadership to find where the first changes need to be made. Such introspection and reflection does not come easily to many leaders and often requires intervention and support.

Use a robust model of intervention.

Our rigorous approach creates a new awareness of the need for change in you and the leadership team. It builds

alignment in the team around the ambition and strategy, and it develops the leadership capability and intentionality needed to transform the business successfully.

We deploy exploration, measurement, analysis and accountability. We work individually and collectively with you and your senior team to shift the level of leadership and execution. Our role is to come alongside with the stance of “pilot or guide”, working with you to successfully navigate the inflection point by:

- determining the new form of leadership and execution required;
- creating a program to build the attitudes, behaviours and capacities for future success;
- promoting the character and capability of the senior and top teams to deliver and sustain the desired change.

Our interventions result in clarity of what you and your leadership team need to achieve and why it is important to your business. Our insights help you create a clear path to success and equip you with the leadership practices necessary to deliver your strategic objectives. Above all, it promotes your leadership mastery, bringing about a culture of intentionality and accountability, critical for the successful and sustainable growth through this and future inflection points.

Alastair Kidd and Tony McGuire have decades of combined business leadership, consulting and coaching experience, working with successful leaders across many sectors.