



## Moving Beyond Planning ... Our Traditional Alignment Models Need Rethinking

In our last newsletter we brought you the initial findings of our 2007 research, conducted in partnership with Personnel Today. This revealed a widespread recognition amongst senior leaders and those responsible for executing their strategies that traditional planning processes are becoming a hindrance, rather than an aid, to the growth of organisations.

### So where do we go from here?

Over the next few months, Square Peg will present four in-depth studies covering the areas of:

1. The need to rethink our alignment models, given the speed and magnitude of change
2. Planning as a dynamic, real time, on going process
3. Leadership capability – building ahead of the performance curve
4. Policies and processes – enablers not barriers to progress



### Our Traditional Alignment Models Need Rethinking

In the first of these studies, Doug Ross looks at some of the alternatives to our outdated alignment models.

As leaders we have traditionally agreed that leadership should align with strategy. But our study has confirmed that, given the pace of change in strategies, this theory is simply not operationally practical. In short, it is becoming impossible to effectively use the old strategic concept of 'aligning the organisation to the strategy'. Instead, senior leaders need to ensure that the organisation's DNA (values, culture, brand) is instilled in the minds of leaders in order to provide the organisation with a formula for sustained success through times of change.

To read the study in full, click [here](#) .

## It's official: Square Peg among most exciting firms globally

Square Peg has been recognised by Top Consultant.com as a firm to look out for in 2007. The 'Fastest Growing Firms 2007' Report, published last month, places Square Peg among the 45 most exciting consulting firms globally. The listings will prove a useful reference for purchasers of consulting services keen to identify the right consulting partners in an unregulated field. They also confirm what we have known for a while - that Square Peg's success formula of growing one client at a time is working!

To find out more and to access a copy of the report click [here](#) .

## Diversified growth strategies for entrepreneurs

The business environment is never static: the most consistent demand on management is the ability to read change trends and adapt the organisation to survive them. A really good management team will not only survive change, but use it to the organisation's benefit. Diversification is one way to take advantage of change to grow the business, taking on new products, markets, skills, techniques or facilities. Whilst this strategy can be risky it has the potential to reward the brave with rapid and expansive business growth.

In a recent article for Growing Business, Square Peg looks at various diversification strategies, their risks and potential rewards using an amusing parallel with poultry farming and in particular looking at the successes and failures of the diversification strategy of Mrs Tweedy, the famously evil chicken farmer in Aardman productions hilarious 'Chicken Run' animation.

To view a copy of the presentation, click [here](#).

## Square Peg – adding value in the right place at the right time

**These are highlights of some of the clients we have supported over the past few months.**

**Large Scale Group Facilitation** - Square Peg has supported the newly appointed regional head of this client's business as he took the helm of a geography including 28 different countries. To ensure his organisation is well positioned to meet its business plan promises in 2007 we facilitated a gathering of the business unit's key 200 people which identified group and individual measures of success and built alignment across market, cultural and linguistic divides.

**Balancing Headquarters & Field** - Square Peg has recently been working with one of our international clients to clarify and develop its organisational success formula. This has involved coordinating the leadership team of a regional subsidiary in identifying practical ways to balance the demands of Headquarters with the reality of local operations. This work is being completed in French.

**Reputation Management** - Square Peg has worked with one of its key clients to support the development of an ongoing approach to manage its public affairs and communications function. The focus of this work has been on managing the reputation of the firm using a process that is both proactive and pragmatic and with the flexibility to respond to the particular risks and challenges of the markets in which it operates. We have recently helped our client to ensure that its network of stakeholders (including investors, customers, and suppliers) are engaged in the process and also operate in line with its reputation management model.

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## To Russia with ... Turkeys

Following the success of his address on the subject of 'Sex and Turkeys – Cultural Integration in M&As and Joint Ventures' at the Faculty of Business and Law at the University of Kingston in November, Doug Ross has been invited to speak at a conference in Moscow in May on this subject. In the fast-developing economy of Russia, senior business leaders will benefit from hearing speakers address them on various aspects of the advantages and pitfalls of M&As and JVs.

## Diary Date for Summer 2007

During the long winter months it's good to have something to look forward to which makes you believe that summer will come. And what captures the essence of the English summer better than a polo tournament? This year we are delighted to be sponsoring the Square Peg Challenge at the Sussex Polo Club on Sunday 1<sup>st</sup> July.

Further details will follow nearer the time, but it will be a great day out for families with lots of fun and entertainment. Bring a picnic and join us for the day.

If you are a rider and would like to try out for our team, please contact [gillian.fletcher@squarepeg.com](mailto:gillian.fletcher@squarepeg.com).

The Square Peg team celebrates their first win last summer.



## Congratulations Katherine !

Congratulations to Square Peg Marketing Manager, Katherine Woolf, husband Charlie and daughter Virginia on their new arrival. Isla Rose was born on Tuesday 20 February. Katherine is enjoying some well-deserved time at home with her daughters for a few months.

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