

# Best Practices White Paper



Insights to help move  
the performance needle

**Assess Needs**

**Grow Revenue**

**Satisfy Customers**

**Create Leaders**

**Manage People**

**Optimize Projects**

**Measure Results**



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## Execution is the Key to Success: Top 4 Project Challenges

**F**ailed execution is a plague upon many project teams.

Recent statistics show that:

- **1 of 3 decisions are not communicated**
- **65% of employees are not held accountable**
- **68% of managers agree firefighting inhibits focus on longer term priorities**

Based upon that data it is no surprise that poor execution causes more failures than poor strategies. To many experts, execution is the key to success.

Based upon our experience, execution flaws that plague most projects include Decision latency (slow response); Lack of feedback (assumptions); Unknown inter-dependencies (surprises); and Failure to deliver results (promises made, but not kept).

In an on-going survey of the challenges confronted by project teams in Silicon Valley, the top four have not changed in over 15 years; they are:

1. **Lack of commitment.**
2. **Defining project scope and managing change**
3. **Lack of resources**
4. **Unrealistic schedules.**

Given this backdrop, what can a project leader do to deliver predictable results?

### **#1: Advocate**

First, become a strong advocate for your project.

### **#2: Focus on Action, Deliver Results**

Second, deliver results. A project's "right actions" are contained in the project schedule, but they are not what most team members might expect. Right actions are not doing what you know. Right actions are doing what needs to be done. This difference requires, for some, a profound shift in perspective in how to go about achieving project success.

Right actions are defined by the project's deliverables, not by tasks or activities. Deliverables are the tangible, measurable results that drive the project. Success is measured by counting planned v. actual completed deliverables.

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When a team member is asked, "Are you done?" what's the correct answer? ("My deliverables are done.")

When a project team leader is asked, "Are you done?" what is the correct answer? ("Our deliverables are done.")

Identifying and assigning deliverables to team members is the instrument for achieving predictable results in a project. Deliverables consist of three elements:

1. Tangible result
2. Action
3. Date.

**Examples include:** Business case approved (by date); software coding begun/compiled/tested/approved (by date); beta testing completed (by date); contract signed (by date); user manual approved (by date).

Tasks or activities describe individual efforts to produce a deliverable.

**Examples for a user manual (or any document) include:** Prepare first draft; submit artwork; review draft with supervisor; meet with (name) to gather requirements/information.

Deliverables provide the following benefits:

- Context for results by (a) breaking-down requirements into right actions for each team member and between team members; and (b) specifying the tangible, measurable criteria for success
- Ownership and accountability for right actions to measure commitment
- Collaboration and alignment of right actions to complete a specific deliverable and between interdependent deliverables
- Feedback and visibility on right actions across the project
- Better decisions to prioritize right actions and allocate resources to achieve them

The project is a chain of deliverables. The project end result is the last deliverable in the chain.

### #3: Help Others

Help others do their deliverables.

### #4: Acknowledge

Acknowledge others' successful completion of deliverables.

### #5: Get it Done

Do your deliverables.

While this seems like common sense, you would be surprised how many project teams and leaders get caught up in the minutia instead of focusing on delivering what they promised.

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## We help make companies more competitive through people.

Founded in 1995 on the principle that training "by itself" will not drive tangible change or business results, we work with a select group of clients to get the most out of their people. Every training and consulting solution we provide increases revenue, decreases costs, or raises productivity.

### Who we work with

Our clients are typically mid-market business leaders who believe that investing in people is vital to their success. The majority come from the high-tech, life-sciences, and service industries and often lack the internal resources or expertise to get the job done. They want more than what traditional training and consulting approaches can deliver.

### What we do

We get results. Our one-stop-shop offerings range from creating a high performance culture, to outsourcing the training function, to designing and delivering targeted learning solutions. We excel in seven key practice areas: assessment, sales, loyalty, leadership, management, project management, and measurement.

### How we do it

We partner with our clients in a way that makes sense for their unique situation. First we identify the key metrics they want to improve. Then we assemble a dedicated team of experts who have successfully solved similar problems with similar clients. Our expertise and flexibility allow us to move the performance needle faster and farther than anyone else in our industry.

### Our Guarantee

We are fiercely devoted to the success of our clients and guarantee results.



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## Our clients tells us that we are different.

Our clients tell us that we save them both time and money. Our clients tell us that they appreciate access to certified best-in-class experts who help them to move the needle.

### Our sales clients

confirm that they have grown sales by 40%, increased units sold by 42%, increased average pricing by 12%, and closed over 50% of their pipeline.

### Our customer loyalty clients

confirm that their customer revenue per household increased by 18%, repeat calls decreased by 48.4%, single contact resolution increased by 6.1% and their overall customer satisfaction increased by 10%.

### Our leadership and management clients

decrease their costs by up to 50%, increase speed-to-productivity by 60%, accelerate promotions by 20%, decrease unwanted attrition by up to 40%, and report an additional \$13m to their bottom-line.

### Our project management clients

inform us that, by regularly completing projects that meet or exceed expectations, they have become an anomaly in the world where most projects disappoint or fail.

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## Representative Clients

We are fiercely devoted to the success of our clients and proud that over 85% of our business comes from repeat business with satisfied clients.



97.5% client satisfaction

98.2% recommend LSA

98% solution satisfaction

129% knowledge gain

800+ Assessment and Measurement Projects

45+ Client Case Studies

100+ Client Testimonials

Top 10% Certified Experts