



## **Practical Leadership and Strategy for Growth Value and Impact Workshop specification**



## YOUR CHALLENGE

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Successfully scaling and growing a business is tricky. There are many differences between the leadership mindset and behaviours needed to successfully launch a startup, those needed to scale and those needed to run parts or all of a large organisation. This very practical workshop is intended to provoke down to earth operational leaders to think about how they lead their organisation and to motivate them to take the actions necessary for their organisation to transition through the next stage of growth.

### You

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Are you an operational leader struggling to scale your growing business beyond the inevitable bumps and plateaus?

This workshop is designed to help you navigate the challenges of transitioning a business from a startup to a mature organisation. You'll develop your thinking on how to build your team, delegate effectively, develop strategies and deploy tactics to drive performance, and build a resilient business that thrives in a competitive market.

You'll learn how to transition from a startup mindset to a scalable business model. Discover the importance of effective leadership, delegation, and communication in driving organisational success. We'll delve into the nuances of team structure, role definition, and stakeholder management.

By the end of this workshop you'll be equipped with the tools and knowledge to take your business to the next level. Join us to unlock your leadership potential and achieve sustainable growth.



## WHAT ATTENDEES SAY

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### *on Bob*

- ✓ Made the subject matter engaging
- ✓ Encouraged interaction
- ✓ Lots of examples
- ✓ Specific not just theory
- ✓ Explained clearly
- ✓ Interactive and animated
- ✓ Interesting stories delivered in an engaging way
- ✓ Very well presented

### *on value*

- ✓ Brought clarity
- ✓ Really illuminating
- ✓ Great reference materials
- ✓ Lots of food for thought
- ✓ Great for understanding how to structure to scale and what to look out for on the way

### *on content*

- ✓ An excellent oversight
- ✓ Broad understanding of running / managing a business
- ✓ Tools to help structure business for growth
- ✓ Basket of practical ideas and tools
- ✓ Tips and insights on scaling a business
- ✓ Understanding of the role of a leader



# WHO SHOULD ATTEND?

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Organisations and businesses comprising or serving the leaders and leadership teams of operational businesses.

Where an operational business comprises tens or hundreds of staff with the leader and leadership team having significant influence over strategy and tactics and how they achieve revenue growth, develop enterprise value and make an impact ... as long as they do so within budget!

Including larger businesses run as a set of relatively autonomous business units or franchises. Also including organisations and businesses hosting events for operational business leaders.

# WHAT YOU'LL TAKE AWAY

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- ✔ **Brain:** A better understanding of the challenges and opportunities associated with business growth and learn from real world experience the strategies, tactics and structures that will help your business to scale and grow
- ✔ **Hands:** Practical thoughts, tips and tools that will enable you to develop a strong focused strategy, build a scalable team, and deliver business growth
- ✔ **Heart:** Confidence from having the leadership tools you need to grow your business, create enterprise value and have an impact

# WHAT YOU'LL FEEL

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**You, the operational business leader attending will leave:**

- ✔ **As an even more competent, confident and motivated business leader.**
- ✔ **Able to lead your business to even more success with even less stress for yourself**
- ✔ **Able to avoid wasting time and money**
  - ✔ making mistakes and heading up dead-ends some of us found the hard way
  - ✔ missing shortcuts to success that some of us oldies have found useful

# WHAT YOU'LL BE ABLE TO DO

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**The underlying purpose of this workshop is to help leaders:**

- ✔ **Achieve their potential as leaders**
- ✔ **Be the best leaders they can possibly be**
- ✔ **Be the leader they want to be**
- ✔ **Build the business they dream of**
- ✔ **Create wealth for the local economy**
- ✔ **Leave a legacy for the future for staff, families and community**



*Bob's workshop was a refreshing departure from the typical Powerpoint presentation. It was a hands-on, engaging experience that left us all with actionable insights.*

*Bob's wealth of business experience was evident in his delivery. He shared real-world examples and practical strategies that we could immediately apply to our own businesses. His approach was both insightful and inspiring.*

*If you're looking for a workshop that will help you structure your business for scale and achieve sustainable growth, I highly recommend Bob Bradley. His knowledge, passion, and ability to connect with his audience make him an exceptional speaker.*

**Steve Clarke Eureka Sales**

*Bob recently spoke for my business leader group and was really well received. The group is made up of approx 25 owner managers. Bob was able to relate the business tools he presented to their individual challenges. He was also very generous with resources, books etc. I wouldn't hesitate to recommend Bob as a speaker.*

**Lisa Lister Yorkshire Leadership Group**

*Bob comes with a wealth of experience and is very good at guiding and nudging you in the right direction.*

**Mike Salisbury Managing Director EvoEnergy**

*Bob's insightful questions helped me order my thoughts and priorities more clearly which nudged me forward. His wisdom left me with quite a few things to think over and a couple of useful models to help me structure my developing ideas.*

**Vicki Gilman Managing Director Social Return Case Management Ltd**

*I had a brilliant session with Bob. He helped me look at things differently. Talking things through with a highly experienced "been there, done that, got the Tshirt" person like Bob really helped light the path ahead and made me look at some important business decisions in different ways.*

**John Cassidy Managing Director**

*Bob undertook a whole company governance and structure review to ensure we were able to secure investment into the business. This was a vital part of our company development.*

*Since then, his role has been crucial. He always presents his opinion with clarity and backed by extensive knowledge and experience. I have found his advice and input invaluable and he always acts with integrity, ensuring positive discussion and continued forward movement.*

**Matt Everett Chief Executive**

*Bob has been an excellent business coach and mentor to me for over ten years. His breadth of experience is incredibly valuable. I would describe his style as gentle but persistent - directly questioning whilst sowing seeds for my consideration. He allows me to develop my own ideas, even though when I look back, a lot of my conclusions are utilising his deep experience of business.*

**Akber Dattoo Chief Executive D2LT Legal Technology and Professor University of Surrey**



## Workshop variations and durations

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The **Thought Provoker** - An intense half day overview of the most critical elements.

The **Catalyst** - An intense day of fast-paced packed content including some optional content.

Both of the above include short practical exercises to reinforce insights. They are suitable for groups of business leaders from different businesses or for the senior management team of one business.

When delivered in-house to the senior management team of a single business a valuable and practical alternative is to include time to begin the process of applying the content practically to your own business.

The **Awayday** - The thought provoker version tailored to the business and with time out to begin to apply the content to your own business.

The **Retreat** - The Catalyst version with content tailored to the business and spaced over two or three days to allow time to begin to apply the content to your own business.

The **Strategic planner package** - The same content and additional material specific to your business needs can be delivered as a programme of workshops over a three or six month period with the team asked to complete practical activities between workshops.

This is a powerful alternative to employing strategy consultants. Alternating content delivery with practical and focused, facilitated discussions and engaging the team in practical work between the workshops powerfully delivers both leadership development and strategy development. ***"A team that plans the fight doesn't fight the plan."***



## Workshop style

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The workshop is quite interactive. The content is thoughts, tips and suggested tools and approaches not rules. Application of the content to different businesses will vary.

Questions and open discussion are key to the workshop. Discussion of how to apply the concepts introduced to the attendees' real businesses is encouraged - within the constraints of the format and the needs of the other attendees.

This is not therefore a one way presentation so ideal attendance is 6 to 48 people to get enough breadth of discussion whilst enabling everyone to interact if they wish.

# WORKSHOP CONTENT

The workshop is divided into three main parts with optional modules (marked with a \*) that extend the content from a half day to a full day.

## Introduction

- ✓ The almost inevitable growth plateau and why it happens
- ✓ How the child start-up differs from the adolescent scale-ups
- ✓ Why growing a business requires different behaviours to starting a business



## Team building

- ✓ *Why a team is better than a group of individuals. Using MBTI, Myers-Briggs.*

## Organisation and Management

- ✓ *Why? Why do we need managers? The critical role of the line manager*
- ✓ *Processes. The core process. Performance indicators. Capability and maturity.*
- ✓ *Structure. The typical medium sized company structure, when it works and when it doesn't and how to manage the challenges that come with scale*
- ✓ *Roles. Defining, delegating, motivating and performing.*
- ✓ *Communication. Why meet? Who, how and when? \**
- ✓ *Employment. Recruit, develop, retain, promote and retire. \**
- ✓ *Support functions. When to introduce them and common mistakes \**



## Strategy, Business Model and Tactics

- ✓ *What is strategy? Why clarity and consistency matters. What are tactics? What is a business model?*
- ✓ *Some tools to help you understand strategic options. PESTEL analysis. Five forces. SWOT done properly. \**
- ✓ *More tools to help you choose strategy The frontier of best practice. Blue oceans. Product and Market development. Competitive advantages of Market leaders. Scenario planning. Systems Dynamics. \**
- ✓ *Uncertainties, black swans, forecasting and scenarios. Culture and the learning organisation. The lean startup and MVP. \**



- ✓ *Keeping it simple. Niche. The taxi driver story. A dashboard. Positioning statement.*
- ✓ *The most profitable customers. Channel marketing. Market share. Pricing \**
- ✓ *The forgotten function. Product portfolio management. Product life cycle. Crossing the chasm. Product development challenges. \**
- ✓ *Projects, goals, GDPM, process reengineering, evolutionary change and step change. \**

## Leadership

- ✓ *Growth, mergers, acquisitions and exits - Why? What drives value?*
- ✓ *The critical role of the leader, their personality and their ambitions*
- ✓ *Managing stakeholders. Virtuous and vicious spirals*
- ✓ *The primary role of the leader. Vision and purpose.*



# THIS WORKSHOP IS NOT FOR YOU... IF YOU ARE

***Already a business expert and a great leader - who knows everything already.***

- ✓ I can't help you

***An HR practitioner - who is looking for advanced thinking.***

- ✓ Operational business leaders are not interested in complex models. They are interested in what works for them in their business.

***An academic - who is looking for referenced research.***

- ✓ Whilst I value practically orientated academic research, especially research that checks out theories, tools and techniques that might be useful in practice, Operational Business Leaders are not generally interested in referencing.
- ✓ If something resonates with them and they use it and it works great. If it doesn't resonate with them, no amount of academic research will convince them to use it.

***A corporate manager - wanting to progress and protect your career.***

- ✓ My advice to you is never to decide, do or even get associated with anything that is outside the norm, especially if there is a risk it might not work.
- ✓ If it works it might get you promoted but if it doesn't and it matters, you might find yourself held accountable, even if it wasn't your mistake.

***(With apologies to the many great leaders out there that try not to let their larger organisation become like this. Sadly it seems to be a really difficult culture to avoid)***

***A corporate leader - measured by your strategic decisions.***

- ✓ All of my tips are aimed at the operational business leader. Some may be applicable so please do use them.
- ✓ But please be careful. They are intended to be used quickly in a ready, fire, aim way with fast feedback so if they don't work in the situation, the leader is immediately aware and can adjust.
- ✓ If you run a big business your implementation and feedback process is likely to be much slower and the impact much greater, so you probably need to be more cautious and have your staff fully research and assess your alternatives before you make a decision.

# THIS WORKSHOP IS FOR YOU, THE PRACTICAL AND PRAGMATIC OPERATIONAL BUSINESS LEADER... IF YOU ARE

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- ✓ The person now responsible for leading overall - for everything. For growing revenues, making profits, managing cash and developing people and products. To make things even more challenging you may even be an ***accidental business leader!***
- ✓ At heart an engineer, a salesperson, an accountant, a marketer. That's what you know really well. But now you are accountable for all manner of things that you've never managed before.
- ✓ Someone promoted to the top job because you are good at (or built the business by being good at) that specialism.
- ✓ Smart, and have been around a while so can make a reasonable go of leadership but there are times when you have to busk it. Doing so can be a bit stressful especially when things don't go the way you want, or more likely people don't do what you want how you want it to be done.
- ✓ Not always as confident as you appear. You know you need, as a leader, to appear confident, competent and motivated, but the reality underneath is quite different.

## This workshop is for you if you are an operational business leader... LIKE ME

... as I was 35 years ago, when I'd completed an MBA and had just become an operational business leader. When I thought I knew all about business and leadership but in reality didn't.

In fact I now know that I knew too much and made it all too complicated. I have now learnt to keep it simple with some tips, thoughts and tools that help the leader, and their team, to understand the best strategies and execute them effectively

## This workshop is for you if you are an operational business leader... NOT LIKE ME

... and like many of the successful operational business leaders I've met and worked with over the last 35 years. Most of whom don't have an MBA. And in many cases never went to University. Indeed many of whom rebelled and left school at 16.

***I have learnt as much or more from their streetwise approach as I learnt from my MBA.***

## WORKSHOP CONTEXT : THE WORLD OF BUSINESS TODAY

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Today's world is a VUCA world. It is volatile, uncertain, complex and ambiguous.

It conspires to confuse and behave unpredictably. We should (as an academic called Nassim Nicholas Taleb and a popular journalist called Tim Harford suggest), stop trying to predict, forecast and plan everything.

Rather than try to plan for all outcomes, and find the one that happens is the one we didn't plan for, we need to increase the number of tools we have in our toolbox so we can cope with whatever happens.

Which means we need to focus our efforts on building resilience and the ability to adapt - In ourselves and our business. So we cope and our businesses survive and thrive whatever.

We need to spend less time developing complex long term plans, on spreadsheets, on forecasting and on planning and budgeting and more time on building the capability of our teams and learning with them how to deal with whatever life throws at us.

This workshop is designed to do exactly that. To equip you with the tools and to a degree the mindset that enables business success.

Business doesn't need to be complicated. The best businesses, the best leaders and the best decisions generally share the characteristic of being clear and simple.

Again this workshop is designed to do exactly that. To share some simple and practical thoughts, tips and tools that you can use to help your own business become even more successful and you to face even less stress the very next day.





# THE PURPOSE OF BUSINESS AND ENTERPRISE AND THE IMPORTANCE OF LEADERSHIP

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Business should be a force for good in the world, creating value by solving challenges the world faces. Solving them so well that its customers are pleased to pass a fair share of that value on to the business.

The business in turn shares fairly that value between its staff, its investors and funders, its suppliers and its wider community.

(Where the term business includes all forms of enterprise private, public and third sector as the purpose of all should be to create value and share it fairly.)

Leaders make a difference. The person who has the greatest impact on the extent to which an organisation creates value is the leader of that organisation.

Leadership is a learning journey. None of us is the finished article - the perfect leader. However good a leader we are, we can always be even better. We succeed or we learn. We get things right - and we succeed.

We make mistakes - and we learn. Whatever happens we become an even better leader. We learn from experience!

We can learn quicker. By being hungry for ideas from fellow leaders, specialists, experts and thinkers. By sharing best practice and learning from the experience of diverse others. Learning from their successes and their mistakes and they learning from ours.

We are stronger together. Sharing journeys. Comparing experiences. Learning from successes and mistakes. Supporting and challenging. Helping each other to be the best we can be.

We are individual leaders. Equal but different. People of varying genders, races, backgrounds, education, physical and mental characteristics. Leaders at different stages of our career with varying personalities, attitudes, beliefs, values and goals. We have different types of leadership role and operate within a variety of ownership structures and ownership ambitions. Our organisations are at different stages of development targeting different purposes with differing business models in a range of sectors and geographies.

We are all though equal - all peers. Striving to be the best leader we can be. Striving to run the best and most successful business we can.



## WORKSHOP FACILITATOR - BOB BRADLEY - BACKGROUND

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I am lucky to have had a very broad career in business leadership. Although I feel I have learnt most from the University of Life - From my own mistakes and successes as well as those of others - I also had the privilege of a solid foundation of great academic credentials achieving a BSc (Eng) First class honours degree from Imperial College, London and an MBA from Cranfield.

I have led six businesses as General manager, **Managing Director or Chief Executive**. Earlier in my career I led departments, business units and projects. I was responsible for selling and leading numerous corporate transformation projects worth £1M+ as well as leading a region of a well known business consultancy specialising in Hypergrowth businesses.

Three of the businesses I ran were small and I was the owner of two. Three more businesses were medium sized with up to **£50M** revenues and **500** staff. In all three cases I was appointed to address slowing or declining revenues and enable growth.

Of the three larger businesses I ran, one was a corporate subsidiary, one an **AIM listed** business and one a **family** business.

I have led the integration of businesses following mergers six times and completed two acquisitions from start to finish.

I have been on **21** boards, ten of them commercial, and ten not for profit.

I have created and chaired three trusts, one an employee ownership (EO) trust, the others in the public sector. I was a National Leader of Governance for the Department for Education and have twice been a board advisor guiding the governance of a small enterprise.





I have facilitated over **800** meetings of business leaders, roughly half of them online and the rest in person and engaged in close confidential conversation about business challenges with over **300** different business leaders. I have arranged and hosted over **500** workshops with over **200** different professional speakers.

I was an early adopter of LinkedIn and have accumulated well over a hundred recommendations on there from my teams, bosses, clients and others I have supported as a business leader for over thirty years.

I am now semi-retired because whilst I have exited my own business and no longer have an operational leadership role, I remain passionate about practical leadership of real operational businesses.

I learnt so much the hard way myself and then so much more from all the business leaders I worked with. Contributing to their debates about the real challenges they faced in their businesses has given me many insights into the challenges of real, practical operational business leaders and how they think, decide and act. Insights I wish I'd had forty years ago. Insights I feel it's now my duty to share as widely as possible!





*Bob's wide ranging experience and practical approach focuses on really useful ways to think about business performance and growth. Thinking about different models, pitfalls and opportunities in the context of scaling up helps to create genuine clarity and insight.*

*Ian Harris Managing Director Maber Architects Ltd*

*Engaging and thought provoking speaker. Packed with common sense, down to earth practical advice.*

*Mark Dickinson Director LGS Projects*

*Clear, measured and real world! / Real world examples with practical tips.*

*Rob Sinnoit - Owner Acme Bus / Chris Houston Managing Director Tadweld*

*Provided clarity on where to spend time and energy as a leader to have best effect / impact*

*Gavin Rebello Owner - Eight independent opticians*

*Bob's vast experience and knowledge is invaluable. (Average score 9.3/10 with 9.4/10 for usefulness)*

*Gavin Rebello Owner - Eight independent opticians*

*The business I lead is growing fast. Building solid teams and processes to assist in scaling a growing business is critical. I value his input and candour greatly and strongly recommend him.*

*Brian Craig Managing Director Indium Europe*

*A comprehensive overview of strategies and tactics for scaling, along with practical tools, real world examples and tangible takeaways, the score of 9.1/10 shows that Bob got just the right mix of interest, information and engagement*

*Emma Phipps Managing Director MD2MD*



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