



## **MBD<sup>insight</sup> #53**

### ***"Digging the BD Ditch" Are You Turning It Around or Digging Deeper?***

Do you constantly struggle to reach growth targets or achieve revenue quotas? Does it seem like you're sinking deeper into a ditch, while working hard to climb your way out? Turning-around an average or sub-standard Business Development organization requires that you stop doing the same thing, with the same people expecting different results.

2008-9 threatens to be a tougher business climate for organic growth. Given this information, it's going to be harder to close deals and win business with greater competition vying for limited opportunities. "Average" performers will not make an impact in this climate. Have you evaluated your team in preparation for this change? If not, now is the time to do this and then to make the changes necessary to re-tool your team and **Guaranteeing Revenue Results®**.

We are often asked to assist companies by performing an objective third party view of their BD organization. Over the years we have found three key items that, when focus is given to them, can affect changes in almost all organizations. The bottom line with making any permanent change in the behavior of a team is to change individual thinking, but also collectively change the organizational culture. To do this there needs to be a strategic realignment of Business Development planning, process and personnel.

#### **PLANNING**

Planning is the first step in any restructuring. Be careful not to confuse a laundry list of objectives with a well developed operational and tactical Business Development plan. *Without a plan and objectives, any road will get you there.*

#### **PROCESS**

Process drives behavior; without a solid, *customized* Business Development process, which your team not only 'buys into' but uses, you might as well aim low and continue digging.

#### **PERSONNEL**

Ultimately, without people capable of closing the deal you will never achieve your goals. The Personnel area covers two critical components, leadership and staff.

Without leaders who can integrate or turn around a Business Development organization, you will battle to make the transformation. You need to understand both the mechanical and conceptual limitations that may be hindering your team's success in developing business. A good leader knows how to overcome these limitations and understands when to cut lose those individuals that will never make any changes.

Successful Business Development organizations master and align these critical components. Without a Business Development plan, clear direction and leadership on how to execute it, and motivated, capable and willing personnel, you will never climb out

of the ditch. Stop digging. Take a hard look at your situation and then make the determination about whether or not you are moving in the right direction. With a good, objective understanding of your organization's present state, you will be able to recognize the challenges, address the shortcomings and strategically align plans, process and personnel to be prepared for the turbulent times ahead.

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