

GROWTH PARTNERSHIP

Ongoing strategic and practical support to sustain progress, strengthen leadership and maintain momentum.



AN ONGOING PARTNERSHIP FOR SUSTAINABLE GROWTH Maintain strategic focus, review performance and adapt priorities as the business develops.

SERVICE PACK | VERSION 1.4

Business Growth Coaching

Practical insight. Focused action. Measurable progress.

What the Growth Partnership is

A continuing relationship that keeps strategy, decisions and delivery connected.

The Growth Partnership gives an owner, MD or leadership team an agreed rhythm for setting priorities, testing evidence, making decisions and maintaining delivery. It combines strategic challenge with practical support without transferring executive authority away from the client.

What it is designed to achieve

- Maintain a clear, shared view of the outcomes that matter most.
- Convert priorities into owned actions, measures and decisions.
- Create a reliable performance rhythm across the leadership team.
- Challenge assumptions, delayed decisions and weak follow-through.
- Adapt the plan as evidence, risks and opportunities change.
- Build leadership discipline and internal capability that can be sustained.



THE ROLE OF BGC BGC provides the agreed strategic challenge, facilitation, analysis and practical support. The client retains all business decisions, resources, delivery and internal accountability.

A partnership, not outsourced management

The service supports leaders to improve the quality and pace of their own decisions. It does not replace the owner, MD, board or management team, and it does not create delegated executive authority unless a separate service is expressly agreed.

When the partnership is useful

Best suited to businesses that want sustained progress, not isolated advice.

A STRONG FIT WHEN	A DIFFERENT ROUTE MAY FIT BETTER WHEN
The business has important growth priorities that need sustained leadership attention.	The need is a one-off question, workshop or standalone diagnostic.
The owner or MD wants independent challenge while retaining control.	The business wants an external person to assume executive authority.
Progress is slowed by competing priorities, unclear ownership or inconsistent follow-through.	There is no senior sponsor willing to make decisions and protect delivery capacity.
Performance evidence exists but is not consistently converted into decisions.	The immediate requirement is crisis management or regulated professional advice.

The readiness test

Before mobilisation, BGC and the client test whether there is genuine desire to act, a credible senior sponsor, sufficient evidence access, clear decision rights and realistic capacity. Where these conditions are weak, the first priority is to strengthen them.

Where Growth Partnership sits

BGC STAGE	PRIMARY PURPOSE	CONNECTION TO GROWTH PARTNERSHIP
Learn	Build understanding through practical insight, tools and masterclasses.	Creates awareness and language that may shape later priorities.
Assess	Establish current reality through BCS, Business Opportunity Insight and specialist diagnostics.	Provides evidence and a baseline when deeper assessment is needed.
Develop	Address a defined improvement need through Guided or Partnered Development.	Builds capability, controls and an improvement plan that may need sustained support.
Grow	Maintain strategic focus, performance rhythm and adaptation.	Growth Partnership is the continuing support offer within this stage.

Agree the focus and outcomes

Create a shared direction before creating more activity.

Align strategic priorities

The opening cycle clarifies what matters most, why it matters now and what meaningful progress would look like. BGC helps leaders distinguish business outcomes from projects, symptoms from causes and urgent noise from strategically important work.

CONTROL	WHAT IS AGREED
Desired outcomes	The business effect the partnership is intended to support.
Priority themes	The few areas that justify sustained leadership attention.
Success measures	The evidence that will show movement, impact and sustainability.
Boundaries	What is in scope, out of scope or dependent on a later decision.
Assumptions	What leaders currently believe and how those beliefs will be tested.
Decision rights	Who decides, who recommends, who contributes and who must be informed.

Development and Growth are different jobs

DEVELOPMENT SERVICES	GROWTH PARTNERSHIP
Guided Development helps leaders interpret findings, choose priorities and work through focused actions.	Maintains an ongoing strategic and performance rhythm after the first improvement priorities are clear.
Partnered Development leads a defined improvement programme from scope and diagnosis through implementation and review.	Reviews performance across changing priorities and adapts the support cycle as the business develops.
The main question is: what must improve and how will we deliver it?	The main question is: what matters now, what is changing and what must leaders do next?
	OUTCOME DISCIPLINE The partnership does not measure success by meeting volume or action count. Progress must be connected to the agreed business outcome and supported by credible evidence.

How the Growth Partnership works

Six connected stages create a repeatable cycle of focus, action and renewal.

STAGE	PURPOSE	TYPICAL OUTPUT
01 Align	Agree priorities, outcomes and the scope of support.	Partnership focus and intended outcomes.
02 Plan	Set actions, ownership, milestones and success measures.	Practical priority plan and review measures.
03 Support	Provide agreed strategic and practical support.	Analysis, facilitation, tools and owner support.
04 Challenge	Challenge thinking, decisions, risks and delivery.	Clear decisions, corrections and escalations.
05 Review	Review progress, evidence and business performance.	Performance view and agreed next actions.
06 Renew	Adapt priorities and agree the next cycle.	Renewed scope, changed focus or planned close.

How a client enters the Growth stage

ENTRY ROUTE	WHAT MUST ALREADY BE CLEAR
After Guided Development	The priority, agreed actions, owners and review measures.
After Partnered Development	The programme outcomes, controls, residual risks and ownership to be sustained.
Directly or from an assessment	A credible priority, interpreted evidence, committed leadership and sufficient authority to act.

A client does not have to purchase every earlier service. BGC recommends the shortest credible route. Growth Partnership should not be used to avoid necessary diagnosis or to keep an improvement programme open indefinitely.

Every cycle should leave the client clearer about the priority, the evidence, the decision, the owner and the next useful action.

Ownership and decision rights

A proportionate structure that removes doubt about accountability.

ROLE	CORE ACCOUNTABILITY OR CONTRIBUTION
Overall Business Leader	Retains ultimate authority for business priorities, resources and outcomes.
Client Partnership Owner	Acts as BGC's principal counterpart and owns coordination inside the business.
Leadership Team	Reviews evidence, makes decisions and protects cross-business delivery.
Priority Owner	Owens the result for a defined priority or workstream.
Action Owner	Completes a specific agreed action and provides evidence by the due date.
BGC Partnership Lead	Provides method, structure, challenge, analysis, facilitation and agreed support.

Accountability and responsibility

Accountability means owning the result and ensuring the required decisions and actions happen. Responsibility means completing defined work that contributes to that result. A partnership review should never end with shared ownership that allows each person to assume somebody else will act.



CLARITY TEST If two people can reasonably believe the other owns the result, the governance design is incomplete.

Maintain performance rhythm

Keep momentum through a consistent, evidence-led review cycle.

TOUCHPOINT	TYPICAL FREQUENCY	TYPICAL DURATION	PURPOSE
1-to-1 owner or MD coaching	Monthly; fortnightly during a demanding phase	60-90 minutes	Challenge thinking, improve decisions and maintain personal accountability.
Leadership-team coaching and review	Monthly	90-120 minutes	Review outcomes, evidence, decisions, barriers and collective ownership.
Priority-owner check-in	Weekly or fortnightly where useful	30-45 minutes	Maintain action clarity, evidence and early escalation.
Focused working session	As required within the agreed scope	60-120 minutes	Work through a defined strategic, commercial, operational or leadership issue.
Practical workshop	By priority or milestone	Half day; full day where justified	Build shared understanding, solve a defined problem and agree practical actions.
Quarterly strategic review	Quarterly	2-3 hours	Test direction, performance, capacity and the next cycle.
Formal renewal review	At the agreed review point	60-90 minutes	Renew, reshape, transition, pause or close the partnership.

A disciplined agenda

- Outcomes and measures first, not a general activity update.
- Exceptions, changed evidence and material risks.
- Decisions required, with one named decision owner.
- Actions, owners, due dates and required evidence.
- Priorities to continue, correct, stop, defer or add.



NO MEETING THEATRE The review rhythm exists to improve decisions and delivery. It should be simplified whenever reporting effort exceeds its practical value.

Where and how the work takes place

The partnership uses the setting that best fits the people, priority and result required.

DELIVERY SETTING	BEST USED FOR	HOW IT NORMALLY WORKS
1-to-1 coaching	Owner, MD, director or senior leader decisions, confidence, priorities and accountability.	Private online or face-to-face sessions using live business issues, evidence and agreed actions.
Leadership-team coaching	Collective focus, decision quality, challenge, alignment and leadership behaviour.	Facilitated team sessions that combine performance review with coaching around real decisions.
Management meeting support	Strengthening an existing monthly, quarterly or project review without creating another meeting.	BGC helps structure or facilitate the agreed part of the meeting, then records decisions and actions.
Focused working session	A specific problem, opportunity, plan, measure or control requiring practical work.	The relevant people work directly on the issue and leave with an agreed output, owner and next step.
Workshop	Shared understanding, cross-functional problem solving, programme design or leadership development.	A structured half-day or full-day session with defined preparation, activities and outputs.
On-site observation and support	Operational reality, branch consistency, customer experience, stock, standards or leadership practice.	BGC observes the work, tests evidence with relevant people and feeds findings into the agreed review.
Remote support between sessions	Short questions, document review, action clarification and early escalation.	Proportionate email, telephone or online support within the agreed scope and response expectations.
 SETTING PRINCIPLE Not every priority needs a workshop and not every leadership issue belongs in a team meeting. BGC agrees the lightest setting that can produce a sound decision and useful action.		

What happens through each cycle

Preparation, discussion and follow-through are treated as one connected process.

POINT IN THE CYCLE	WHAT BGC DOES	WHAT THE CLIENT DOES
Before the session	Reviews measures, actions, risks and decisions; identifies exceptions; confirms the purpose and required participants.	Provides accurate information, updates owners and highlights material changes or barriers.
During the session	Facilitates or coaches, tests assumptions, challenges delay and helps the right people reach clear decisions.	Engages openly, makes decisions, confirms priorities, allocates resources and accepts named ownership.
After the session	Confirms the agreed action and decision record, evidence requirements and any scoped tools or analysis.	Communicates decisions, completes actions and supplies evidence by the agreed dates.
Between sessions	Provides the agreed level of focused support and escalates material threats through the agreed route.	Maintains delivery, raises problems early and avoids waiting for the next formal session.
At the review point	Assesses movement against outcomes, evidence quality, capability and the continuing value of support.	Decides whether to renew, reshape, transition, pause or close the next cycle.

How the blend is agreed

The blend is agreed after the readiness review. A typical cycle combines monthly 1-to-1 and leadership-team sessions, short check-ins and a quarterly review. Workshops and on-site work are added only when justified.

Example of one monthly cycle

TIMING	TYPICAL ACTIVITY	PRACTICAL RESULT
Start of month	BGC reviews the dashboard, actions, risks and decisions with the client partnership owner.	Exceptions and required decisions are clear.
Mid-cycle	A 1-to-1 or focused working session challenges priorities, evidence and barriers.	Leadership actions and corrective decisions are confirmed.
Month end	A leadership-team review examines performance and agrees the next actions.	Owners, dates, measures and next-cycle priorities are recorded.

Strategic and practical support

The support mix is agreed around the outcome, not selected from a rigid menu.

SUPPORT AREA	HOW BGC MAY CONTRIBUTE
Strategic focus	Test priorities, choices, assumptions, trade-offs and sequencing.
Performance review	Interpret measures, identify exceptions and improve management dialogue.
Leadership challenge	Challenge avoidance, weak ownership, unclear decisions and inconsistent follow-through.
Problem solving	Structure evidence, root-cause thinking, options and practical next steps.
Implementation support	Create or improve plans, controls, review routines and decision records.
Leadership capability	Coach the owner, MD or leadership team around live business priorities.
Specialist connection	Recommend a diagnostic, toolkit or specialist route where it changes the decision.

Proportionality

BGC uses the lightest method that can produce a reliable decision and useful action. Larger work is separately scoped.

What the client normally receives

OUTPUT	PURPOSE
Agreed partnership focus	Keeps the intended outcomes, boundaries and priorities visible.
Priority and action record	Shows the owner, due date, evidence and status of each material commitment.
Decision, risk and dependency record	Prevents delayed decisions or hidden barriers weakening delivery.
Performance and milestone review	Summarises movement, exceptions, continuing value and the next-cycle focus.

Evidence, measures and reporting

Review what changed, why it changed and what leaders need to decide next.

MEASURE LEVEL	EXAMPLES
Business outcome	Sales, margin, profit, cash, customer retention, service, productivity, stock or another agreed result.
Strategic progress	Movement against milestones, priority decisions and critical dependencies.
Control and consistency	Standards, routines, variation, data reliability and exception handling.
Leadership discipline	Decision pace, ownership, follow-through, escalation and evidence quality.
Capability and sustainability	The client's ability to maintain the approach without unnecessary external dependence.

Reporting principles

- Use existing business information where it is reliable and proportionate.
- Separate facts, interpretation, assumptions and recommendations.
- Make material risks, delays and unresolved decisions visible.
- Report exceptions and movement rather than reproducing every activity.
- Record the evidence required to close an action or confirm an outcome.

A typical review summary

SECTION	WHAT IT ANSWERS
Outcome movement	What has changed against the agreed business result?
Evidence and confidence	How reliable is the current view and what remains uncertain?
Exceptions and causes	Where is performance off course and why?
Decisions and escalation	What must be decided, by whom and by when?
Next-cycle actions	What will happen next, who owns it and what evidence will close it?
	EVIDENCE RULE A confident statement is not evidence. Where data is incomplete or disputed, BGC states the limitation and agrees how confidence will be improved.

Actions, risks and escalation

Make commitments and threats visible before momentum is lost.

CONTROL	MINIMUM INFORMATION	USE
Action	Owner, action, due date, evidence and status.	Track delivery and close clearly.
Decision	Question, options, evidence, decision owner and latest useful date.	Prevent delay becoming an unrecorded choice.
Risk	Cause, effect, likelihood or impact, mitigation and owner.	Act before a potential event harms the outcome.
Issue	What happened, effect, containment, owner and target date.	Control a live problem.
Dependency	Required input, provider, date and effect of delay.	Prevent one priority silently blocking another.
Opportunity	Potential value, evidence, action, owner and decision point.	Respond without disrupting agreed focus.

Escalation

BGC raises material threats through the agreed route. A useful escalation states the evidence, business effect, action already attempted, decision required, decision owner and latest useful decision date. Escalation is a management control, not an allocation of blame.

Roles, responsibilities and commercial scope

Clear boundaries protect the relationship and the quality of the work.

BGC PROVIDES	THE CLIENT RETAINS
Independent strategic challenge and practical support.	All legal, financial, employment and operational decisions.
Agreed analysis, facilitation, coaching, tools and reporting.	Authority, resources, access, implementation and internal communication.
Constructive escalation of evidence, risk and delayed decisions.	Accountability for acting on decisions and managing its people.
Confidential handling of information within the agreed terms.	Accuracy, completeness and lawful provision of information supplied.
A proportionate recommendation when another support route is better.	Responsibility for professional advice from regulated specialists.

Commercial scope

Scope, participants, cadence, access, deliverables, duration, review points and commercial terms are agreed after the initial discussion. Material additions or changes are assessed before work proceeds. This pack explains the service; it is not a proposal, contract or guarantee of results.

	CONFIDENTIALITY AND DATA Information access, handling, retention and any use of third-party systems are agreed for the engagement and kept proportionate to the work.
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Starting the partnership

Move from a useful discussion to a controlled first cycle.

STEP	WHAT HAPPENS	OUTPUT
Initial discussion	Clarify the business context, desired outcome, urgency and current evidence.	Initial fit and support-route view.
Readiness review	Test sponsorship, desire, decision rights, capacity and information access.	Readiness issues and conditions for success.
Scope design	Agree priorities, support boundaries, participants, cadence and review point.	Defined partnership scope.
Baseline	Confirm current measures, evidence confidence and important assumptions.	Starting performance view.
Mobilisation	Confirm roles, first actions, meeting rhythm and information requirements.	Active first-cycle plan.

Information normally useful at the start

- Current priorities, material measures and existing plans.
- Known risks, constraints, previous attempts and unresolved dependencies.
- The leaders who hold authority, resources and relevant evidence.

A typical first 90 days

PERIOD	FOCUS	EXPECTED POSITION
Days 1-30	Confirm scope, baseline, participants, measures and first actions.	A controlled starting point and clear ownership.
Days 31-60	Run the agreed sessions, resolve early barriers and test follow-through.	The working rhythm is operating and weak controls are visible.
Days 61-90	Review movement, adjust the support blend and confirm next-quarter priorities.	Leaders decide whether the approach is creating enough value to continue.

The first cycle should not begin until the business can name the outcome owner, decision route, evidence source and capacity needed for the immediate priorities.

Adapt and move forward

Keep the approach relevant as the business, evidence and opportunity change.

The formal review

At the agreed review point, BGC and the client assess results, evidence quality, leadership discipline, capability transferred, unresolved risk and the continuing value of the partnership. The review should be candid enough to change or close the work when that is the right decision.

DECISION	WHEN IT MAY BE APPROPRIATE
Renew	The priorities remain important and the partnership continues to create clear value.
Reshape	The desired outcome remains relevant but the focus, rhythm or support mix must change.
Transition	The client can maintain the routines and ownership with lighter external support.
Pause	Capacity, evidence or another dependency temporarily prevents useful progress.
Close	The outcome is achieved, the need has changed or further support is not justified.
Scope a distinct service	A diagnostic, project, coaching or fractional leadership need now requires separate terms.
	RENEWAL PRINCIPLE Continuation is earned through relevance and value. The partnership is not renewed automatically because time has passed.

Next step

Begin with an initial discussion to clarify the desired outcome, current evidence, leadership capacity and the support rhythm most likely to create value.

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