

GUIDED DEVELOPMENT

Structured guidance that helps leaders understand the evidence, focus their priorities and take owned action.



THE ROLE OF BGC BGC guides diagnosis, interpretation, priority-setting and review. The client drives actions and day-to-day delivery.

SERVICE PACK | VERSION 1.1

Business Growth Coaching

Practical insight. Focused action. Measurable progress.

What Guided Development is

A structured, client-led improvement route with scheduled BGC guidance.

Guided Development is used when leaders want evidence, interpretation, structure and challenge but have the internal ownership and capacity to complete the work. BGC guides the agreed stages while the client coordinates actions and maintains momentum between sessions.

What it is designed to achieve

- Create a credible shared view of the opportunity, its causes and business effect.
- Turn findings into a short, realistic set of owned priorities and actions.
- Make the intended outcome, measures and action ownership visible.
- Maintain focus through dashboard reporting and scheduled challenge.
- Strengthen internal judgement without creating dependence on BGC.



THE BOUNDARY BGC guides the process but does not manage workstreams, chase every action or take operational control. The client remains responsible for delivery and all business decisions.

When the service is useful

Choose the support route by the work required, not by the label that sounds most attractive.

A STRONG FIT WHEN	A DIFFERENT ROUTE MAY FIT BETTER WHEN
A capable client leader can own and coordinate the actions.	BGC is needed to coordinate several workstreams or actively drive delivery.
Leaders want an evidence-based view before deciding where to focus.	Leadership capacity, authority or follow-through is too weak for guided support.
The priority can progress through focused actions and scheduled reviews.	The requirement is embedded senior leadership with delegated authority.
The client wants structure and challenge while controlling the pace.	The need is limited to a one-off workshop or narrow advisory question.

Where Development sits

BGC STAGE	PRIMARY PURPOSE	CONNECTION
Learn	Build understanding through practical insight, tools and masterclasses.	May create awareness of a development need.
Assess	Establish current reality through BCS, Business Opportunity Insight and specialist diagnostics.	Provides evidence and a baseline where assessment is needed.
Develop	Address a defined improvement need through Guided or Partnered Development.	Guided Development is one of the two routes within this stage.
Grow	Maintain strategic focus, performance rhythm and adaptation.	Growth Partnership may follow when ongoing support is justified.

Agree the outcome and scope

Define the result before creating activity, meetings or an oversized action list.

CONTROL	WHAT MUST BE AGREED
Business outcome	The change required and why it matters commercially or operationally.
Scope	Functions, sites, teams, processes and exclusions.
Evidence	Current baseline, confidence level and material gaps still to test.
Measures	Leading indicators, outcome measures and evidence of completion.
Ownership	Senior sponsor, day-to-day owner, action owners and decision rights.
Boundaries	BGC role, client role, confidentiality, access and commercial assumptions.

Development and Growth are different jobs

DEVELOPMENT SERVICE	GROWTH PARTNERSHIP
Resolves or improves a defined priority through a bounded process.	Maintains an ongoing strategic and performance rhythm once priorities are clear.
Has a stated outcome, agreed scope and review point.	Renews priorities and support as evidence and the business change.
Ends, extends or hands back when the outcome has been reviewed.	Continues only while the relationship creates evidenced value.



SCOPE TEST If the desired change, decision authority and evidence cannot be described clearly enough to guide action, more assessment is needed before delivery begins.

How Guided Development works

Six connected stages keep evidence, action, ownership and review joined together.

PHASE	STEP	WHAT HAPPENS
01	Diagnose	Measure current performance using the agreed diagnostic.
02	Interpret	Explain what the findings mean for your business.
03	Prioritise	Agree the areas that deserve attention first.
04	Act	Work through focused, owned actions.
05	Track	Follow progress through dashboard reporting.
06	Review	Review impact at scheduled review points.

How to read the process

BGC provides interpretation, structure and challenge at agreed points. The client completes and coordinates the work between those points. Where the client cannot maintain that ownership, the support route should be reconsidered.



PROCESS CONTROL BGC guides the agreed stages. The client owns the internal action rhythm, dashboard updates, follow-up and escalation between sessions.

Evidence, interpretation and diagnostic choice

Use the lightest credible evidence route that can improve the decision.

Business Opportunity Insight

Business Opportunity Insight (BOI) is the recommended whole-business baseline where leaders need a broad, connected view. It sits within the wider BORE framework. BOI is not a compulsory gateway: a client may begin with a specialist deep dive or targeted evidence review when the priority is already credible and sufficiently bounded.

LAYER	WHAT IT TELLS US
BOI	What is happening and where the strongest opportunities, gaps and differences in alignment sit.
Hidden Drivers	Why the result exists through Knowledge, Desire, Capability and Capacity.
Strategic Measures	What effect those causes are having through Clarity, Confidence, Consistency, Effectiveness and Sustainability.

The six BOI pillars

PILLAR	WHAT IT HELPS EXAMINE
Leadership & Management	Direction, decisions, capacity, ownership and leadership effectiveness.
Sales & Customers	Sales focus, customer value, capability, discipline and relationship health.
Operations & Stock	Standards, process control, consistency, capacity, stock and working capital.
People & Culture	Team effectiveness, behaviour, accountability, capability and organisational health.
Commercial Control	Margin, pricing, cost, credit, buying, governance and disciplines that protect value.
Strategic Growth	Direction, execution, leadership depth, dependency, succession and readiness to grow.
	INTERPRETATION RULE A diagnostic score is a signal. It becomes a finding only when considered alongside business context, supporting evidence and the capacity to act.

The specialist diagnostic suite

Choose a deep dive because it can change a priority or decision, not because a score happens to be lowest.

PILLAR	DEEP-DIVE TOOL	HOW IT SUPPORTS THE DECISION
Leadership & Management	Leadership Profile™	Individual leadership strengths, risks, role fit and development priorities.
Leadership & Management	COMPASS™	Behavioural preferences, communication, decisions, adaptability and team interaction.
Sales & Customers	Sales & Customer Effectiveness™	Strategy, customer focus, capability, sales discipline and customer health.
Sales & Customers	Sales Profile™	Natural selling approach, adaptability and role or customer fit.
Operations & Stock	Operational Control™	Standards, ownership, consistency, capacity, exceptions and resilience.
Operations & Stock	Stock & Working Capital™	Stock, cash and working-capital evidence, exposure and control gaps.
People & Culture	Team Effectiveness™	Trust, challenge, commitment, accountability and collective results.
People & Culture	Values Alignment™	Stated, experienced and personal values and their effect on behaviour and trust.
Commercial Control	Commercial Control™	Pricing, margin, discounting, buying, credit, cost and evidence disciplines.
Commercial Control	Board Effectiveness & Alignment™	Governance, oversight, challenge, decisions, risk and accountability.
Strategic Growth	Strategy, Alignment & Execution™	Whether direction becomes understood priorities and consistent execution.
Strategic Growth	People, Capability & Succession™	Management depth, skills, dependency, bench strength and succession readiness.



SELECTION PRINCIPLE Primary and secondary pillar mapping helps BGC decide whether to investigate the source, the connected effect or both. A client may need one deep dive, several phased tools or none.

Ownership and decision rights

A proportionate structure removes doubt about who leads, delivers, decides and escalates.

ROLE	CORE ACCOUNTABILITY OR CONTRIBUTION
Overall Business Leader	Retains ultimate authority for the business outcome.
Guided Development Owner	Owens the outcome, coordinates activity and maintains the agreed rhythm.
Decision Sponsor	Provides authority and resources where the owner cannot decide alone.
Review Group	Optional leaders who review progress, risks, decisions and results.
Action Owner	Completes a specific action and supplies evidence.
Specialist Contributor	Provides defined expertise without automatically owning the outcome.
BGC Guide	Leads interpretation and guidance sessions, provides challenge and reviews progress without managing delivery.

Accountability and responsibility

Responsibility means completing the work and securing the required evidence. Accountability means answering for the result and ensuring decisions, resources and barriers are dealt with. Several people may contribute, but each outcome and action needs one clear accountable owner.



CLARITY TEST If the client expects BGC to chase actions, manage internal dependencies or make operational decisions, the service boundary must be reset.

Maintain an evidence-led delivery rhythm

Use the minimum meeting structure needed to keep work moving and decisions visible.

TOUCHPOINT	TYPICAL FREQUENCY	TYPICAL DURATION	PURPOSE
Client action review	Weekly or fortnightly	30-45 minutes	Client-led review of actions, evidence, barriers and next steps.
1-to-1 guidance session	Every 2-4 weeks	60-90 minutes	BGC challenges progress, resolves uncertainty and maintains focus.
Leadership review	Monthly or six-weekly	60-90 minutes	Review measures, decisions, risks and priorities with relevant leaders.
Dashboard update	Before each BGC session	30-45 minutes	Client updates status, evidence, risks and decisions required.
Impact review	At agreed review points	90 minutes	Assess movement, learning and the next stage.

A disciplined agenda

- Outcome and measures first, not a general activity update.
- Changed evidence, material risks and decisions required.
- Actions, owners, due dates and evidence of completion.
- Priorities to continue, correct, stop, defer or add.



RHYTHM TEST Meeting frequency is not a measure of value. The rhythm is only useful when it improves evidence, decisions, ownership and movement in the agreed outcome.

Where and how the work takes place

Use the setting that best fits the people, evidence and result required.

DELIVERY SETTING	BEST USED FOR	HOW IT NORMALLY WORKS
1-to-1 guidance	Client owner and BGC guide.	Usually remote; reviews evidence, decisions, obstacles and next actions.
Leadership-team coaching	Relevant leaders.	A scheduled meeting to interpret evidence, test alignment and agree ownership.
Diagnostic interpretation session	Respondents and decision-makers.	A 2-3 hour remote or on-site session to understand findings and implications.
Focused working session	Small relevant group.	60-120 minutes to work through a defined priority or decision.
Workshop	Relevant leaders and teams.	A half-day session where broader alignment or capability is required.
On-site observation	Relevant site, team or process.	Used by exception where direct evidence materially improves the decision.
Remote support	Client owner.	Short agreed clarification between guidance sessions, within scope.



SETTING PRINCIPLE Guided support should not quietly become managed delivery. If the client regularly needs BGC to coordinate work between sessions, Partnered Development may be the more honest route.

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
Prepare	BGC reviews the submitted dashboard, evidence and questions.	Client updates actions, measures, risks and decisions required.
Interpret	BGC helps distinguish fact, assumption, cause and symptom.	Client explains current context and tests the interpretation.
Challenge	BGC tests progress, ownership, capacity and delayed decisions.	Client decides what must continue, change, stop or escalate.
Agree	BGC helps define clear next actions and evidence.	Client names owners, dates and internal follow-up.
Act	BGC remains available only within the agreed support boundary.	Client coordinates and completes the work between sessions.
Review	BGC assesses movement and learning at scheduled points.	Client provides evidence and decides the next route.

How the blend is agreed

The delivery blend is agreed during mobilisation and reviewed when the evidence, participants or work changes. Format is chosen for value and access, not habit. On-site time is used when observation, alignment or practical working justifies it.

Evidence, measures and reporting

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

MEASURE LEVEL	EXAMPLES
Business outcome	Margin, profit, cash, sales, service, productivity, stock or another agreed result.
Control and consistency	Standards, variation, routines, data reliability and exception management.
Capability	Ability to decide, use evidence, manage performance and solve problems.
Delivery	Milestones, evidenced actions, resolved barriers and controlled risks.
Sustainability	Embedded ownership, stable routines and reduced dependence on BGC support.

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 movement and exceptions rather than reproducing every activity.
- Record the evidence required to close an action or confirm an outcome.

What the client normally receives

	CORE OUTPUTS Diagnostic interpretation; agreed priority and outcome; focused action plan; dashboard and review structure; guidance-session notes; scheduled impact review.
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Actions, risks and escalation

Make commitments and threats visible before momentum is lost.

CONTROL	MINIMUM INFORMATION	HOW IT IS USED
Action	Owner, action, due date, output, evidence and status.	Track delivery and challenge unclear commitments.
Risk	Cause, effect, likelihood/impact, mitigation, owner and trigger.	Act before a potential event damages the outcome.
Issue	What happened, effect, containment, owner and target date.	Control a live problem and secure authority or resource.
Dependency	Required input, provider, recipient, date and effect of delay.	Prevent one activity silently blocking another.
Decision	Decision, options, recommendation, owner, deadline and delay effect.	Move leadership choices into accountable action.

Escalation

BGC will challenge drift and unclear ownership during agreed sessions. The client owner is responsible for escalating internal decisions between sessions. Repeated unresolved barriers may mean Guided Development is no longer the right level of support.



CONTROL TEST If progress can be reported as green without credible evidence of movement or completion, the control is too weak.

Roles, responsibilities and commercial scope

Clear boundaries protect the work, the relationship and the client's authority.

BGC PROVIDES	THE CLIENT RETAINS
Diagnostic interpretation, structured guidance, tools and challenge.	All legal, financial, employment, resource and operational decisions.
Scheduled sessions and proportionate review of progress and evidence.	Internal coordination, dashboard updates, action follow-up and escalation.
Recommendations based on available evidence and agreed scope.	Named owners, participants, capacity and timely access to evidence.
Support within the agreed contact and delivery boundaries.	Implementation of decisions and professional advice where required.
A clear review of movement, learning and the next route.	Responsibility for business outcomes and internal accountability.

Commercial scope

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



CONFIDENTIALITY AND DATA Information is handled within the agreed purpose and access boundaries. The client must protect personal, commercial and regulated information and confirm who may receive outputs.

Starting the service

Move from a useful discussion to a controlled first cycle.

STEP	WHAT HAPPENS	OUTPUT
Initial discussion	Clarify issue, consequence, intended outcome and likely route.	Fit and starting-point decision.
Readiness review	Test desire first, then capability, capacity, evidence access and authority.	Readiness view and issues to resolve.
Diagnostic choice	Recommend BOI, specialist deep dive, evidence review or combined route.	Proportionate diagnostic plan.
Participation	Agree respondents, evidence sources, confidentiality and practical access.	Participant and evidence plan.
Baseline and rhythm	Confirm measures, client owner, sessions, dashboard and review points.	Controlled guided start.

A typical first 90 days

TIMING	TYPICAL ACTIVITY	PRACTICAL RESULT
Days 1-15	Readiness, diagnostic choice, participants and baseline.	Controlled starting point.
Days 16-35	Diagnostic completion and interpretation.	Credible findings and implications.
Days 36-50	Priority selection, action planning and dashboard setup.	Owned actions and review measures.
Days 51-90	Client-led action with guidance and scheduled review.	Evidence of movement and next decision.

Review impact and choose the next route

Close, hand back, extend or move forward because the evidence supports the decision.

REVIEW QUESTION	WHAT LEADERS NEED TO DECIDE
Outcome	What changed against the agreed outcome and measures?
Evidence	What is proven, what remains uncertain and what changed our view?
Control	Which routines, ownership and decisions are now working reliably?
Capability	Can the client sustain the approach without the current level of BGC support?
Risk	What residual risks, dependencies or delayed decisions remain?
Next route	Close, continue internally, extend the defined work or enter Growth Partnership?

Connection to Growth Partnership

Guided Development can move into Growth Partnership when the priority, agreed actions, owners, measures and review discipline are clear, and leaders need an ongoing strategic and performance rhythm rather than further help to define or guide the improvement work.

Other valid decisions

- Close and continue internally using the agreed actions and dashboard.
- Agree another guided cycle where there is clearly evidenced remaining value.
- Move to Partnered Development if internal coordination or delivery control is insufficient.
- Close this priority and diagnose a distinct new improvement opportunity.



NEXT STEP Begin with an initial discussion to clarify the priority, evidence, readiness and level of BGC involvement genuinely required. Guided Development should only be selected when its delivery boundary is honest and workable.