PARTNERED DEVELOPMENT

A managed improvement partnership that turns evidence into focused action, clear ownership and measurable progress.

◆ **THE ROLE OF BGC** BGC leads and manages the agreed improvement process alongside the appointed client project owner.

SERVICE PACK | VERSION 2.2

Business Growth Coaching

Practical insight. Focused action. Measurable progress.

What Partnered Development is

A defined improvement programme with active BGC leadership.

Partnered Development is used when a business has an important improvement priority but needs more than advice or an isolated workshop. BGC leads the agreed process from scope and diagnosis through programme design, implementation, monitoring and review, working alongside a named client project owner.

What it is designed to achieve

- Create a credible shared view of the opportunity, its causes and business effect.
- Convert findings into a realistic, governed improvement programme.
- Make outcome, workstream and action ownership visible.
- Maintain delivery through evidence, review, challenge and escalation.
- Build internal routines and capability that can sustain the result.

THE BOUNDARY BGC manages the improvement process, not the business. The client retains all legal, financial, employment, resource and operational 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
Several functions, locations, teams or leadership levels must move together.	The requirement is a one-off workshop, narrow advisory question or standalone training.
Root causes, ownership or sequencing remain unclear.	The business expects BGC to make executive or employment decisions.
Evidence is fragmented, disputed or too weak for confident action.	There is no senior sponsor willing to support honest reporting and timely decisions.
Risks, dependencies and delayed decisions repeatedly stall delivery.	The real need is embedded senior capacity with delegated authority.

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.	Partnered 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, locations, 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 Partnered Development works

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

PHASE	STEP	WHAT HAPPENS
01	Scope	Agree boundaries, priorities and success measures.
02	Diagnose	Measure performance using the agreed diagnostic.
03	Design	Structure the programme and agree ownership.
04	Implement	Support delivery of agreed actions.
05	Monitor	Track progress, risks and escalation points.
06	Review	Re-measure impact and recommend next steps.

How to read the process

The phases are sequential in logic but may overlap in practice. BGC keeps them connected so diagnosis does not become a report, action does not lose its purpose and measurement does not become an afterthought.

◆ **PROCESS CONTROL** BGC leads the joined-up process and actively coordinates evidence, reviews, controls and challenge with the project owner.

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 & Delivery	Standards, process control, consistency, capacity, service delivery and operational resilience.
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 & Delivery	Operational Control™	Standards, ownership, consistency, capacity, exceptions and resilience.
Operations & Delivery	Stock & Working Capital™ (where relevant)	Stock, cash and working-capital evidence, exposure and control gaps where these apply.
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.
Project Owner	Client leader accountable for the programme outcome and BGC counterpart.
Project Sponsor	Provides authority, visibility, resources and escalation support.
Leadership Steering Group	Reviews progress, risks, resources, decisions and results.
Workstream Owner	Delivers a defined programme area and coordinates internal activity.
Action Owner	Completes a specific action and supplies evidence.
BGC Programme Lead	Leads process, diagnostics, interpretation, coordination, reviews, reporting and challenge.

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

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
Project-owner check-in	Weekly	45-60 minutes	Review delivery, barriers, evidence and decisions with BGC.
Workstream review	Weekly or fortnightly	45-60 minutes	Coordinate owners, dependencies, risks and corrective action.
Leadership steering review	Monthly	60-90 minutes	Resolve escalation, protect resources and confirm priorities.
Diagnostic checkpoint	By milestone	60-90 minutes	Test movement in capability, control or performance.
Formal impact review	End of phase	90-120 minutes	Assess results, sustainability, learning and next route.

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 programme leadership	Project owner and BGC lead.	Remote or on-site check-ins focused on control, decisions and preparation.
Workstream or team meeting	Owners and relevant contributors.	BGC facilitates evidence review, coordination, barriers and corrective action.
Leadership steering meeting	Owner, MD, sponsor and selected leaders.	Formal review of outcomes, measures, risks, resources and decisions.
Focused working session	Small cross-functional group.	60-120 minute session to solve a defined design or delivery issue.
Workshop	Relevant leaders and teams.	Half-day or full-day session for diagnosis, design, alignment or capability.
On-site observation and support	Relevant sites, teams or processes.	Planned half-day or full-day evidence gathering and practical support.
Remote support	Project owner or action owners.	Short agreed support between formal sessions, within commercial scope.

SETTING PRINCIPLE Not every programme needs every setting. BGC agrees the lightest practical blend that gives the programme enough evidence, leadership attention and delivery control.

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 measures, actions, risks, issues and decisions before the session.	Client supplies current evidence and alerts BGC to material change.
Interpret	BGC tests what the evidence means and separates cause, symptom and assumption.	Client validates operational context and provides missing facts.
Coordinate	BGC connects workstreams, owners, dependencies and dates.	Owners confirm capacity, commitments and support required.
Challenge	BGC challenges drift, weak evidence, delayed decisions and unclear ownership.	Decision-makers resolve priorities, trade-offs and resources.
Record	BGC updates agreed programme controls and reporting.	Client confirms decisions, owners and internal communication.
Follow through	BGC monitors agreed controls and escalates through the set route.	Client owners deliver actions and supply evidence of completion.

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	Revenue, margin, profit, cash, customer performance, service, productivity, quality 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** Agreed scope and programme charter; diagnostic interpretation; programme roadmap; action, risk, issue, dependency and decision controls; review summaries; formal impact review.

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 escalates material threats openly through the agreed route. Escalation states the evidence, business effect, action attempted, decision required, decision owner and latest useful decision date. It is a control, not blame.

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
Programme leadership, diagnostic interpretation, coordination and challenge.	All legal, financial, employment, resource and operational decisions.
Programme controls, reporting, reviews and proportionate escalation.	Named client leadership, owners, participants and timely access to evidence.
Facilitation of agreed workstream and leadership sessions.	Delivery of internal actions and implementation of approved decisions.
Recommendations based on available evidence and agreed scope.	Professional or regulated advice where required and decisions outside scope.
A clear record of material actions, risks, issues and decisions.	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 priority, consequence, intended outcome and likely route.	Initial fit decision.
Readiness review	Test desire first, then capability, capacity, evidence access and authority.	Readiness view and issues to resolve.
Governance design	Agree leader, project owner, sponsor, reporting audience and escalation.	Proportionate governance.
Diagnostic choice	Recommend BOI, specialist deep dive, evidence review or combined route.	Diagnostic and evidence plan.
Mobilisation	Confirm scope, participants, calendar, measures, communication and boundaries.	Controlled programme start.

A typical first 90 days

TIMING	TYPICAL ACTIVITY	PRACTICAL RESULT
Days 1-15	Scope, readiness, governance and evidence request.	Controlled mobilisation and credible baseline.
Days 16-35	Diagnostic work, evidence review and interpretation.	Findings, implications and priority decisions.
Days 36-60	Programme design, owner confirmation and launch.	Roadmap, controls and active workstreams.
Days 61-90	Delivery, monitoring, challenge and first formal review.	Evidence of movement and corrective decisions.

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

Partnered Development can move into Growth Partnership when programme outcomes and controls are understood, residual risks are visible, sustaining ownership is credible and the need is now an ongoing strategic and performance rhythm rather than continued managed improvement.

Other valid decisions

- Close and hand back because the outcome and capability have been achieved.
- Transition fully to internal ownership using the established controls.
- Agree a time-limited extension for clearly evidenced remaining value.
- Close this cycle and scope a distinct new improvement priority.

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