



Failing to Achieve Objectives: The Four Reasons

The main reasons that individuals fail to deliver against objectives

Summary of contents

1. The importance of the objective
2. The knowledge or skills to deliver the objective
3. The motivation or ownership to deliver the objective
4. The tools to deliver the objective

george james knowledge base

During the course of our business we have produced and continue to produce tip sheets and training notes which we make freely available for download and distribution from the **george james knowledge base**. These documents cover all areas of our services; Recruitment, Sales Training, Corporate Development, Performance Coaching, HR Services, and Interim Management & Non-Exec Directorships. In addition guest articles are added providing useful tips and ideas on areas not covered by george james ltd. For a full listing please go to www.georgejamesltd.co.uk

We hope that you find this document interesting and are able to put it to good use. If you wish to discuss any of the points raised please contact us. Should you wish to reproduce part or all of this download in your own material please contact us for permission.

Document ref: GJKB0017

Failing to Achieve Objectives...the Four Reasons!

When analysing why any individuals or teams fail to deliver against an objective (on the proviso that the objective is SMART of course) it is important that we correctly identify the root causes of the problem – any solution we propose has to address the root cause (s) in order to be effective. Solutions that address symptoms are largely ineffective and waste time and money. In today's complex business world the root causes can be difficult to identify and hence to assist us consider the following four most significant reasons for individuals and teams failing to achieve an objective.

Individuals or teams do not:

- Appreciate the importance of the objective
- Have the knowledge or skills to deliver the objective
- Have the motivation or ownership to deliver the objective
- Have the tools to deliver the objective

The complexity of some business situations means that the root cause could be a mix of the above. By breaking the 'failure' down into one or more of the four reasons above means we maximise the chances of the root cause being identified and therefore the solutions we select being effective. The solutions could be part of our overall strategy.

Consider the possible solutions for each reason:

1. Individuals or teams do not appreciate the importance of the objective

- Make the issue a top down business priority – communicate it clearly at all levels
- Educate people so they understand the importance of the objective and the cost of failure / the rewards and recognition of success
- Measure performance, compare and make visible the progress towards the objective
- Set incentives for achievements of the objective
- Challenge when it is clear that the objective will not be met

2. Individuals or teams do not have the knowledge or skills to deliver the objective

- Provide skills and knowledge via training
- Change the make up of the team to bring in the skills and knowledge required
- Assess employees to see if others have the required skills and knowledge
- Provide supporting information

3. Individuals or teams do not have the motivation or ownership to deliver the objective

- Ensure there are clear roles and responsibilities
- Communicate the vision and strategy – put their roles into context with the overall objective
- Clearly measure and assess people relative to their performance against the objective
- Change the people

4. Individuals or teams do not have the tools to deliver the objective

- Evaluate tools required (audit for ownership, competition, customers), prioritise and then set clear responsibilities with time lines for production of required tools.
- Investigate what already exists but is not shared
- Set clear ownership for who is responsible for constantly reviewing and updating this information



Specialists in **Recruitment, Sales Training, Corporate Development, Performance Coaching, HR Services, and Interim Management & Non-Exec Directorships**

Serving the **Scientific and Technology Markets**

Pan European coverage with **United States** capability for major projects

About You

If in order to meet your personal and business objectives you need to recruit the best people, train and develop your existing team, develop the knowledge and skills of a key manager, raise additional funding or make an acquisition or divestiture we would like to speak with you.

If you are interested in developing your own knowledge and skill set to achieve further success and make the most of your talents with proven coaches we would like to talk.

If you are looking for your next career move or wish to have some impartial and experienced career advice we would like to hear from you

Our Customers

US companies looking to establish themselves in Europe needing to recruit and/or wanting assistance with the associated logistics.

European start up companies looking for additional funding, the recruitment of key staff or assistance with their HR processes.

Established small businesses to the largest international corporations looking to recruit train and develop their existing staff, review their HR processes or make an acquisition or divestiture.

European Distributors looking to recruit and/or train and develop their existing staff.

Venture Capitalists looking to recruit early stage commercial people into companies they have invested in.

Recruitment
Sales Training
Corporate Development
Performance Coaching
HR Services
Interim Management & Non-Exec Directorships

