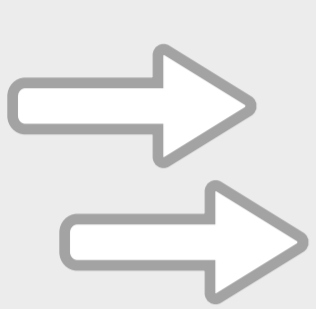


Fixing Poor Organizational Performance

Many companies flounder when they try to cure what ails them. To succeed, pinpoint your specific problems before trying to fix them.

High-performing organizations share certain traits



Aligned
with the
company's
strategy



Capable
of sustaining
a competitive
advantage



Effective
at making
critical
decisions



Adaptable
in the face
of rapid
change



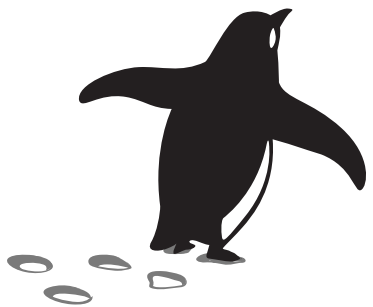

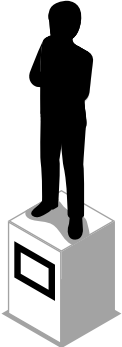
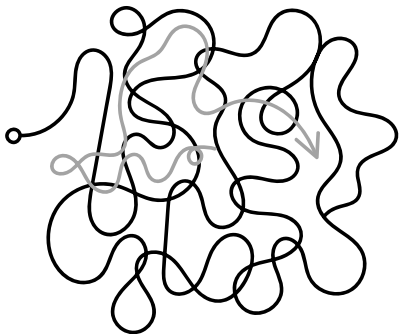
Efficient
in realizing the
benefits of scale
and scope

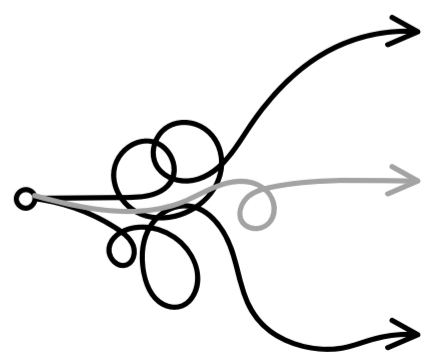
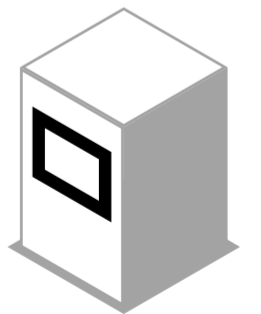


Inspired
to go the
extra mile

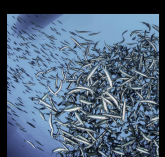
Patterns of underperformers—and how to fix them

While 10% of companies are top performers, the rest fall short in a variety of ways.

	Traits	Share of companies	How to get back on track
<p>Focused waddler</p> 	<ul style="list-style-type: none"> • Strong sense of direction on strategy • Weak execution due to complexity, lack of capabilities 	40%	Use a zero-base redesign to reduce complexity and fill capability gaps by bringing in new talent or upgrading systems and processes.
<p>Aimless runner</p> 	<ul style="list-style-type: none"> • Capable operations and execution • Organization not in sync with the strategy 	30%	Clarify the strategy, then sync it to the operating model by restructuring accountabilities or updating ways of working.
<p>Happy statue</p> 	<ul style="list-style-type: none"> • Strong employee engagement • Lack of clear goals or ability to execute 	10%	Make a case for change rooted in the company's mission, then assess where the operating model needs an overhaul to compete.
<p>Stuck in a shambles</p> 	<ul style="list-style-type: none"> • Unhappy employees • Poor execution • Lack of orientation 	10%	Know what led to the decline and how to reverse it. Create a recovery plan to fix these foundational issues first.



Based on:



Finding the Right Remedy for Poor Organizational Performance
www.bain.com/fixing-poor-performance