GROWTH ACCELERATOR PROGRAM

FOR LEADERSHIP TEAMS AND BOARDS THAT WANT TO ACCELERATE GROWTH

EXECUTIVE SUMMARY

The *Growth Accelerator Program* helps mid-market and large-cap firms that experience lower-than desired growth rates to build the capabilities that can accelerate growth. Our three-phase approach: Growth capability assessment, targed initiatives, and 90-day rapid-cycle projects are designed to remove organizational drag while building the capabilities needed for sustained double-digit growth.

YOUR COMPANY HAS AMBITION. WHAT IT NEEDS IS CAPABILITY

Many mid-market and large cap companies deliver less-than desirable growth (revenue/EBITDA) despite having talented people, promising products, and clear market opportunities. The problem isn't a lack of strategy or ambition, it's **organizational drag**, the accumulated friction that prevents execution. The cost of this drag is significant: lost momentum, frustrated boards, and growth rates that don't accelerate beyond the predictable ceiling. The solution requires systematic capability building that removes drag, builds organizational muscle, and unlocks growth, measurably, in months rather than years.
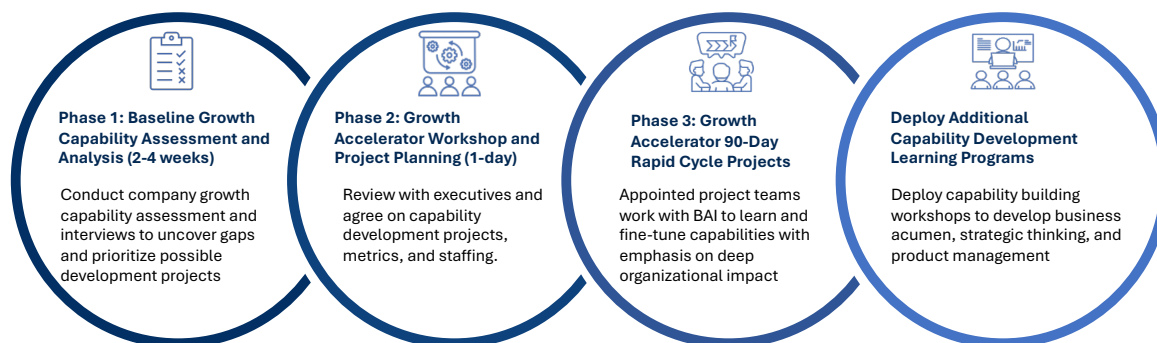
THE PROBLEM: ORGANIZATIONAL DRAG

Your leadership team may sense that something is fundamentally wrong, or they view data and reports that indicate that high levels of growth that remain elusive. How does this show up?

- Strategic initiatives stall despite considerable effort and investment.
- Decisions take too long; some processes are inflexible
- Processes are rigid and require too many steps
- Needed systems and supporting infrastructure elements are not in place
- Product strategies are not delivering promised returns
- Resources continue flowing to unproductive initiatives rather than tomorrow's opportunities.
- Product launches disappoint because the infrastructure needed to support excellence simply doesn't exist.

Leadership team and board conversations feel repetitive because the growth story hasn't fundamentally shifted. The underlying pattern repeats itself, yet predictable returns are realized. Like an airplane that cannot generate sufficient lift, your company may carry too much complexity, manage too many conflicting priorities, and lack the strategic thrust needed to break through the growth ceiling. The path forward requires both reducing organizational drag and building the muscle. This muscle can be strengthened by augmenting your company's capabilities and infrastructure. This is the program that shows you what can be done and how we at Business Acumen Institute can help.

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THE SOLUTION: A SIMPLE, PHASED CAPABILITY-BUILDING APPROACH

Unlike traditional consulting firms that diagnose problems brilliantly but leave you with frameworks and no facilitation, or training programs that teach concepts but don't change organizational systems, the Growth Accelerator delivers facilitated capability building through three integrated phases, each with specific inputs, activities, and outputs. This is portrayed in the simple diagram below, and descriptions to follow.

Phase 1: Baseline Growth Capability Assessment and Analysis (2-4 weeks)

Conduct company growth capability assessment and interviews to uncover gaps and prioritize possible development projects

Phase 2: Growth Accelerator Workshop and Project Planning (1-day)

Review with executives and agree on capability development projects, metrics, and staffing.

Phase 3: Growth Accelerator 90-Day Rapid Cycle Projects

Appointed project teams work with BAI to learn and fine-tune capabilities with emphasis on deep organizational impact

Deploy Additional Capability Development Learning Programs

Deploy capability building workshops to develop business acumen, strategic thinking, and product management

Growth Capability Accelerator Program

PHASE 1: Growth Capability Assessment (21 days or less)

Summary: Our proprietary 54-indicator Growth Capability Diagnostic evaluates:

- Product Management Infrastructure Maturity (30 indicators)
- Business Acumen Capability Development (12 indicators)
- Strategic Thinking Capability Cultivation (12 indicators)

This organizational capability assessment uses dual rating scales (performance vs. importance) to identify high-impact capability gaps preventing growth acceleration.

Purpose: Establish a precise baseline of your organization's capability maturity and identify the specific bottlenecks preventing growth acceleration. The assessment is administered only to senior leaders, preferably C-Suite members and cross-functional leaders, and perhaps, senior functional executives.

Assessment Process: We administer a comprehensive 54-item diagnostic that evaluates your organization across three critical capability dimensions.

- First, we assess **Product Management Infrastructure** through 30 indicators examining data availability, process maturity, performance metrics, talent management, governance structures, and portfolio management discipline.

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- Second, we evaluate **Business Acumen Capability** through 12 indicators that reveal whether your leaders can understand how the business makes money, build credible business cases, make trade-offs using financial logic, and connect their decisions to strategic goals.
- Third, we assess **Strategic Thinking Capability** through 12 indicators measuring whether leaders can recognize patterns, think systemically, anticipate unintended consequences, and design solutions that strengthen over time.

There are two rating scales for each item: performance (maturity) and importance. This assessment takes about 20 minutes to complete. Then, we interview 4-6 senior leaders who can view the organization from various vantage points. The data collection is done in days, not weeks to allow for rapid analysis.

Outputs: Advanced Analytics and Reports

Our proprietary approach rapidly processes your assessment data to identify critical bottlenecks that block progress across multiple capabilities. From this, we map potential root causes that explain why gaps exist. We also lift our gaze to consider items that must be addressed, where interdependencies might exist, and determine if issues are related to infrastructure deficits or capability gaps.

We produce a *diagnostic report* that's easy to understand and assimilate into your thinking. With graphics, and analytics, we identify the top foundational capabilities that may be imposing the drag you want to eliminate; the things that may block broader progress. The gaps may be easy to spot, but your team has limited capacity, so we work with you to identify the items that can be addressed quickly, usually before the end of the fiscal quarter, and then subsequent quarters. Why? Because you don't have one or two years to see measurable impact. You have only months, and you may need to provide guidance for the next quarter to analysts or board members. You won't be doing it all. You'll be aiming for items things that are built on SMART goals. Steven Haines will personally deliver the report to your leadership team either at your location or virtually.

PHASE 2: Growth Accelerator Workshop and Project Planning

Purpose: Translate diagnostic insights into executable rapid-cycle projects (90-days or less) with clear ownership, resourcing, and success criteria. The goal is to agree on the creation of bite-sized work projects, facilitated by Business Acumen Institute, so they can be moved along and delivered at speed.

Workshop Process: We facilitate a structured working session with your leadership team to review diagnostic findings, validate that the analysis reflects their lived experience, and debate which gaps represent the greatest constraints on growth. Rather than attempting to address everything simultaneously, we work with you to select 2-5 high-impact initiatives that can be quickly resourced and sequenced logically in the current or upcoming fiscal quarter. We define each initiative as a time-boxed sprint with clear objectives, specific deliverables, identified owners, required resources, and success metrics.

The workshop produces agreement on rapid-cycle capability building projects targeting the areas that diagnostic analysis reveals will generate solid bottom-line impact. These typically fall into three categories:

- *Infrastructure projects* that remove organizational drag
- *Capability building projects* that build high-leverage leadership competencies in business acumen, strategic thinking, and product management
- *Other projects* that advance key practices from one performance level to a desired new level. To that end, we rely on *comprehensive rubrics for each of 54* items to pinpoint exactly what needs to be done to move from one level of performance to the next desired level.

Outputs: The team's work includes the creation of explicit goal statements, measurements, resource plans and budgets for the targeted initiatives. For each project, an executive champion appoints a project lead, along with 3-5 team members. The program's intent will need to be socialized as needed. At the conclusion of the workshop, we will have final agreement on the sprint projects.

PHASE 3: Growth Accelerator Projects (approximately 90 days)

Our role during this phase is to facilitate the work of your appointed team. We work with the team leader and the 3-5 delegated team members to reinforce the goal and results for each project. This is done during an initial kick-off meeting. The senior leader champion and other senior team members (if warranted) will attend this kick-off. From the initial meeting, and during the first week, project plans will be created and shared with a sponsoring senior leader or champion. In the early part of any project, the BAI facilitator may need to provide foundational training to ensure that everyone's on the same page, or to share tools, methods, templates, or other items needed for the team to fulfill its obligation. In fact, very often, the facilitator opens the program with an initial workshop. Overall, the project's goals should be fulfilled within the 90-day sprint horizon and shared with the senior leadership team. It should be noted that more than one project is likely. Often, 2 or 3 projects are undertaken each quarter. These are agreed-upon with the executive leadership team.

Project Reviews: During any developmental project, BAI and the team lead provide frequent updates to management so they're appraised of the project's progress and provide additional support as needed. At the end of each project, the project team provides a review of the project, what worked, what didn't, what might be improved for the future, and lessons learned. But more importantly, the intent of these teams is to infuse new thinking, methods, processes, or mindsets that can be taught to others, thereby altering the genetics and underlying infrastructure and culture of the organization.

A GROWTH CAPABILITY OFFICE?

Yes! Could you imagine if you had a BAI facilitator and advisor who had an office in your facility. The person in the office would offer immediate advice, coaching, and onsite support for any issues that arise. However, of equal importance BAI would learn more about your business, its operations, systems, culture, and other items that would help us add tremendous value to your employees.

Imagine if your product managers needed help planning a customer visit or preparing a product launch plan. What would happen if your IT team needed help with a business case for data center expansion project, or if your operations team needed help with the financial analysis for a new production line? We can help with all of these, and more!

Think of this as your capability-building ombudsperson who accompanies your leadership team on the pathway to your profitable future.

FURTHER CAPABILITY DEVELOPMENT and LEARNING PROGRAMS

From the diagnostic assessment, we invariably understand that learning may need to take place a bit deeper into the organization. The capability and learning programs are usually designed for emerging leaders and managers, regardless of function.   These are also designed to build the leadership capabilities needed to sustain momentum, both from the facilitated projects to activities that are undertaken across the organization.

Often, we find that people are doing things they should not be doing, and even when taught to do new things, they cannot let go of what they were doing. Whether it's because they're comfortable with their current role or don't know how to tackle their new responsibilities, we will work with your leadership team as a communications conduit so that obstacles that stand in the way of the right work can be removed while ensuring that others take on the work that is needed elsewhere.

Learning Approach: Unlike traditional training that uses artificial case studies and generic simulations, we design experiential learning programs using your actual business context. When we develop business acumen, participants work with your company's financial statements, build business cases for your actual product investments, and present to your real executives. When we cultivate strategic thinking, we apply the mental architecture to your strategic challenges, helping leaders recognize patterns in your markets, think systemically about your organizational dynamics, and design solutions for your actual problems. When we strengthen product management, we work with your portfolio, your governance structures, your resource allocation processes, and your performance metrics.

This approach accomplishes two critical objectives simultaneously. First, it builds capability through practice rather than theory where leaders develop skills by applying them to real decisions with real consequences. Second, it produces tangible business value during the learning process so the business cases developed become actual funding proposals, the strategic analyses inform real decisions, the portfolio recommendations shape actual resource allocation.

CAPABILITY DEVELOPMENT PROGRAMS

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- **Business Acumen Development** builds leaders' ability to understand how your business makes money, construct credible business cases, make trade-offs using financial logic that reflects your strategic priorities, and connect their decisions to your organization's specific strategic goals. Participants leave able to speak the common language of business across functions, which accelerates decision-making and ensures product investments are defended with business rationale rather than feature lists.

- **Strategic Thinking Cultivation** develops leaders' cognitive discipline to recognize patterns in your markets and organization, think in systems by understanding connections specific to your business, anticipate unintended consequences of proposed changes, ask questions that reveal insights rather than confirm assumptions, and design solutions that strengthen over time as conditions evolve. This capability enables leaders to spot problems before they become crises and shift from reactive firefighting to proactive opportunity recognition.

- **Product Management Leadership** transforms product management from project coordination into a business discipline by building portfolio management skills, establishing clear business accountability, implementing governance with appropriate oversight, enabling cross-functional orchestration, and making decisions driven by market evidence rather than internal politics. We may also facilitate specific product or portfolio strategy development sessions or guide teams through business case development for significant investment decisions.

WHAT YOU'LL ULTIMATELY ACHIEVE

Within 3-6 Months, you will see critical bottlenecks removed, enabling decisions to accelerate. Infrastructure foundations will be identified, and some may be installed and brought online. Early cohorts of emerging leaders will demonstrate measurably improved business acumen in how they frame problems and defend proposals. Portfolio assessments and allocation algorithms may be improved, and innovative product line strategies can be exposed, with clear pathways to growth and financial returns. In addition, your leadership team will begin to see more compete, well-prepared business cases.

Within 12 Months, organizational maturity will have improved across several (out of the 54) critical capabilities. Decision velocity will have noticeably improved. Revenue growth trajectory will show early evidence of shifting from the historical pattern toward higher levels. The assessment will be re-administered with clearly articulated points of improvement, and, if your leadership team is ready, another round of capability programs that will provide sufficient lift to move your growth into double-digit territory.

WHY THE GROWTH ACCELERATOR IS DIFFERENT

Traditional consulting firms diagnose problems brilliantly and deliver impressive frameworks, but then they leave, and you're stuck trying to implement complex changes without facilitation or coaching, all,

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while reacting to the exigencies of the moment. The result is typically transformation failure because the organization lacks both the capability and the support needed to execute.

Traditional training companies teach concepts in classroom settings, and leaders return to their organizations genuinely excited about what they've learned. But then they encounter the same dysfunctional systems that forced them into tactical roles in the first place. Without infrastructure to support new behaviors, the system doesn't change, capability doesn't stick, and nothing fundamentally improves.

The Growth Accelerator takes a fundamentally different approach. We diagnose with precision using a 54-item assessment, advanced analytics, and maturity scoring that provides objective data rather than subjective opinion. We prioritize with ROI logic by fixing critical bottlenecks first and sequencing work according to actual dependencies rather than attempting everything simultaneously. We facilitate rapid execution by staying engaged throughout implementation, coaching teams through challenges, and removing obstacles in real time. We support and often facilitate, the purposeful buildout of infrastructure projects and capability simultaneously, ensuring that what leaders learn is supported by organizational systems that enable rather than constrain new behaviors. And we deliver measurable outcomes with specific commitments around growth acceleration, decision velocity, and capability maturity.

Most critically, we stay with you as facilitators, coaches, and guides. You still do the work because this isn't outsourcing. However, what you choose to tackle has the best chance of building the organizational muscle you need to reduce drag, propel growth, and achieve double-digit annual growth rates.

READY TO GET STARTED?

This program may be ideal for:

- C-Suite leaders of mid-cap and large cap companies experiencing lower growth than desired
- Leadership teams frustrated by strategic initiatives that stall
- Boards seeking measurable growth acceleration
- Organizations where talent and products exist but execution lags
- Companies needing capability building, not just consulting frameworks

Book a Discovery Call: Schedule 30 minutes to discuss your specific growth challenge, current capability maturity, leadership team readiness for systematic capability building, and whether the Growth Accelerator approach fits your organizational context and timeline.

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