

Executives don't make the most important decisions

Mark Robinson, Kimble



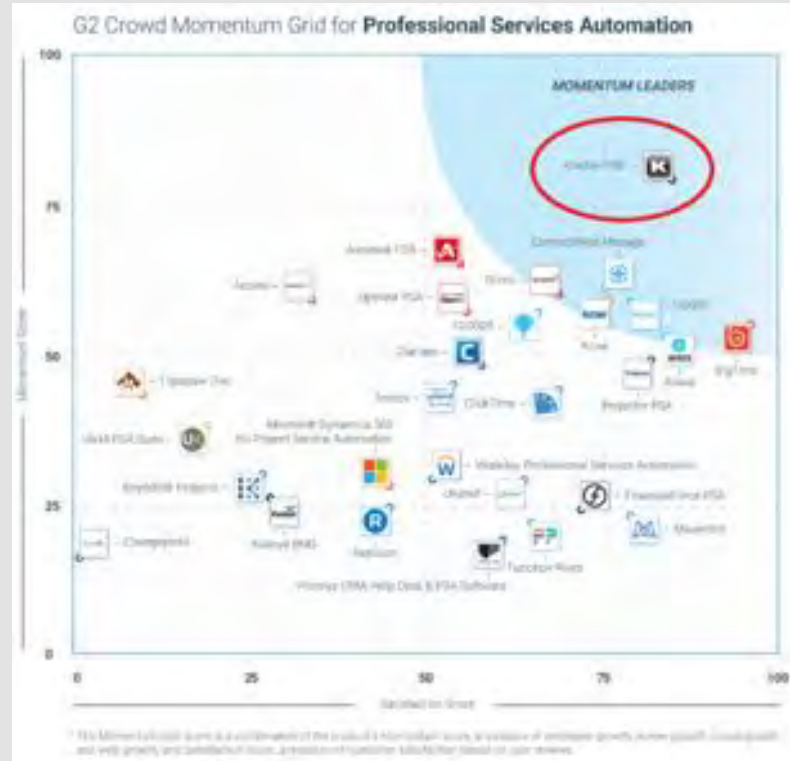
About Kimble



KEY

█ Scoping	█ Payment	█ Operations	█ Vacation/Time-off
█ Delivery	█ Manage Change	█ Recruitment	👁️ Insights
█ People	█ Suppliers	█ Demand Planning	

About Kimble



CREATING COMPANY AND CUSTOMER VALUE WITH HIGH PERFORMING PROFESSIONAL SERVICES

TSIA Virtual Summit

Keeping customers and your company happy

PERCENTILE	25 TH	50 TH	75 TH	PERCENTILE
Actual billable utilization	52%	60%	68%	Actual billable utilization
Project gross margin	37%	49%	57%	Project gross margin
Attach rate	10%	15%	20%	Attach rate

Source: TSIA Core PS Benchmark Study, Q2 Snapshot

Some common, but difficult, PS decisions



CREATING COMPANY AND CUSTOMER VALUE WITH HIGH PERFORMING PROFESSIONAL SERVICES

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Join us June 20, 2019

9:00 AM PT / 12:00 PM ET

As tech companies increasingly started to transition to technology as a service, the belief spread among tech executives that Professional Services didn't have to be viewed as a business, per se, any longer. Instead, the thought was that PS could be treated solely as a land sales or customer success enabler; a cost of doing business. The truth is, TSIA always thought this was a fallacy, and now we can prove it.

Based on years of benchmarking SaaS and other XaaS companies, it turns out that the best way for PS to provide value to customers is to behave and perform like a profitable business. So, to navigate industry transformation the onus is squarely on PS leaders to figure out how to create a company AND customer value.

“When the common soldiers are too strong and the officers too weak, the result is insubordination. When the officers are too strong and the common soldiers too weak, the result is collapse.”

Sun Tzu,
Art of War



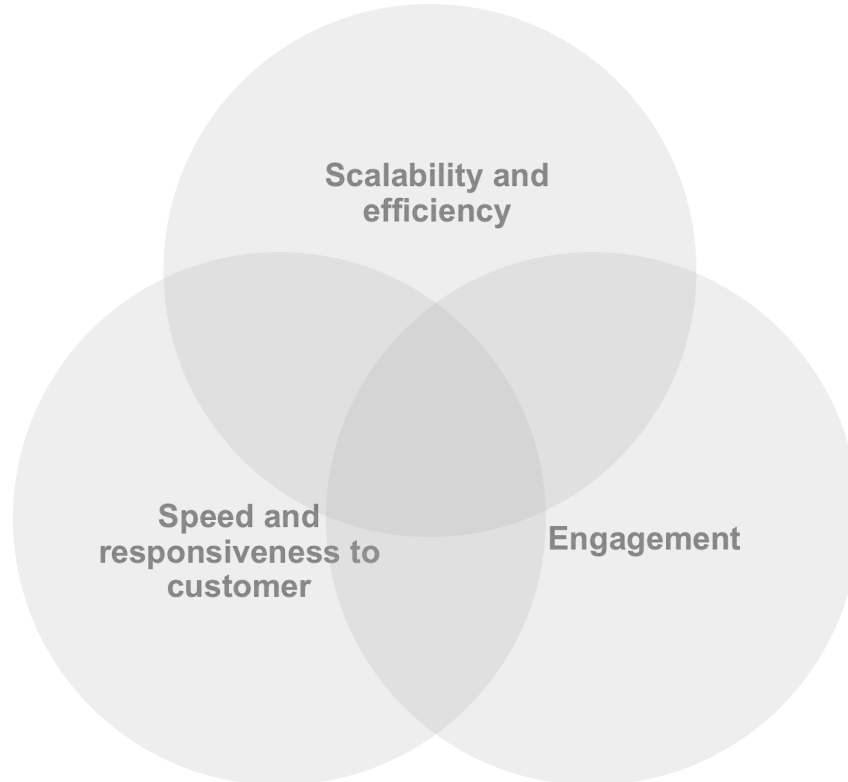
Executives don't make all the most important decisions



Why, how and what of delegated decision making

“How do we become more *efficient* and *scalable* in *decision-making*, moving it down the organization and closer to the customer, without losing control and compromising the *quality* of decision-making?”

Why does delegated decision making lead to better performance?



Engaging your team in decision making

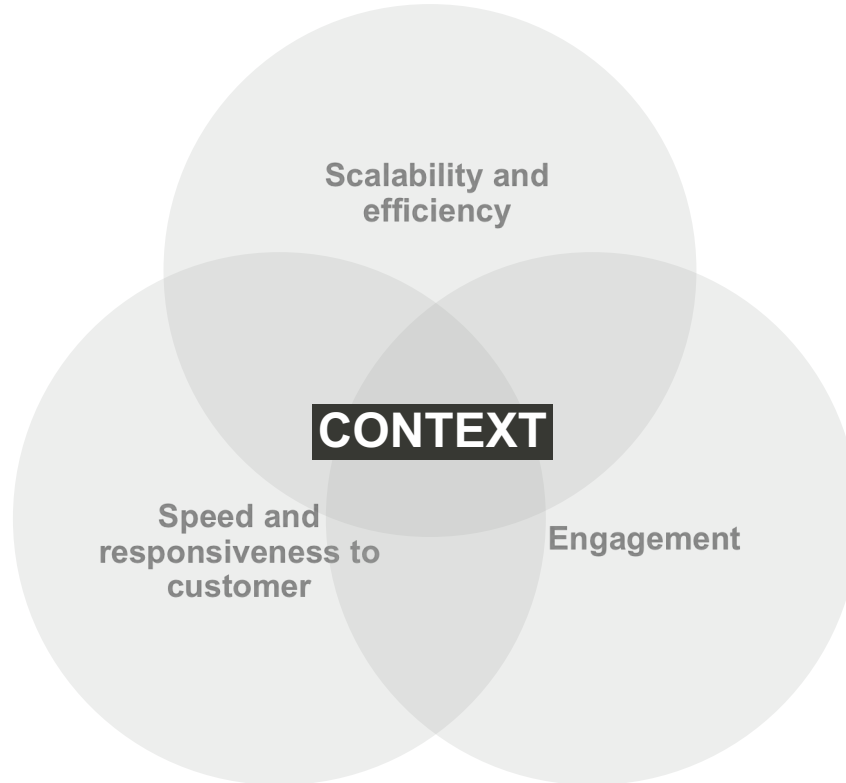
“No-one goes to work wanting to do a bad job, we just put so much red tape in front of them they give up trying.”

Sir John Harvey-Jones

KIMBLE



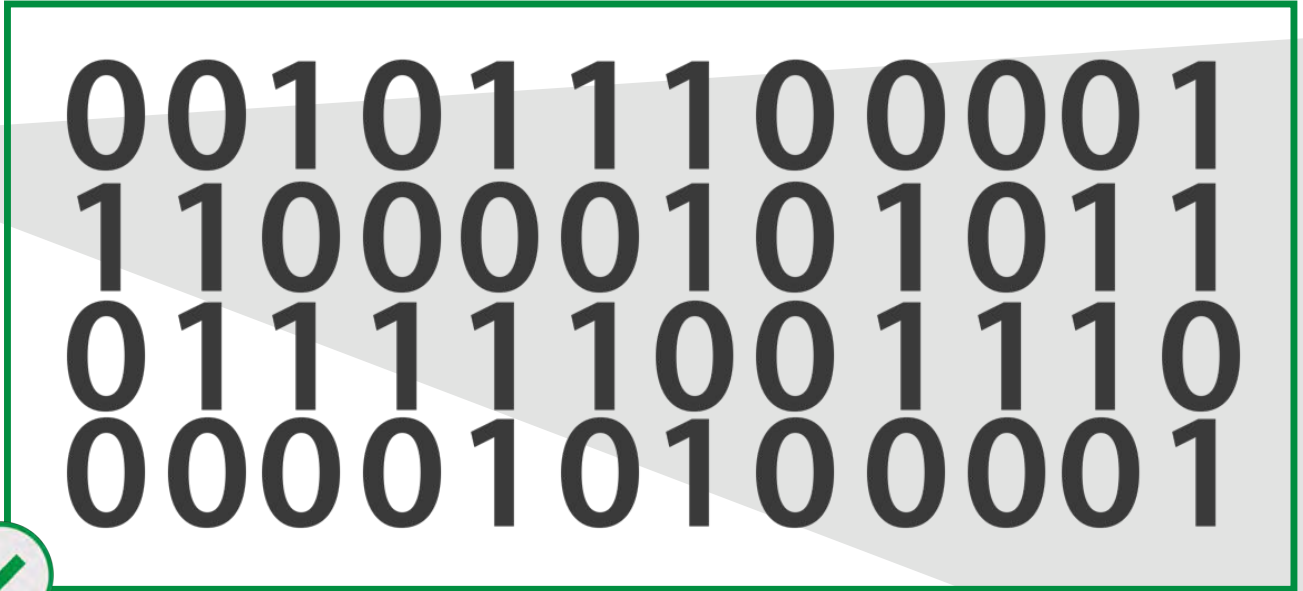
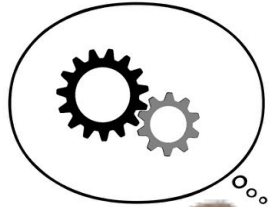
Why does delegated decision making lead to better performance?



Why, **how** and what of delegated decision making

“How do we become more *efficient* and *scalable* in *decision-making*, moving it down the organization and closer to the customer, without losing control and compromising the *quality* of decision-making?”

Visibility



Empowerment



What is a typical decision making process?

- 1** Come up with a set of options based on the information we have at hand
- 2** Select best option based on our experience or the experience of others we trust

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Options

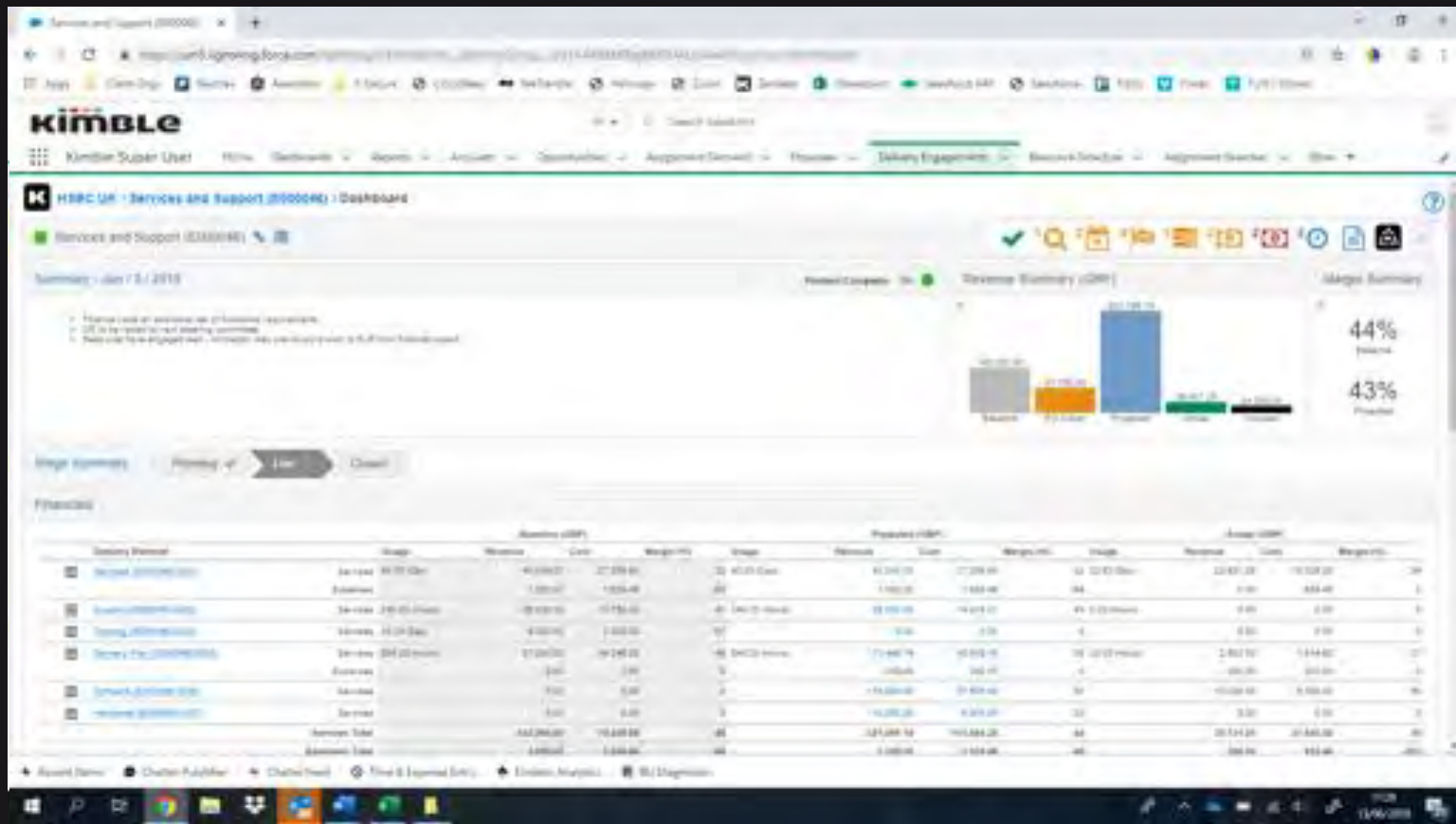
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Decisions

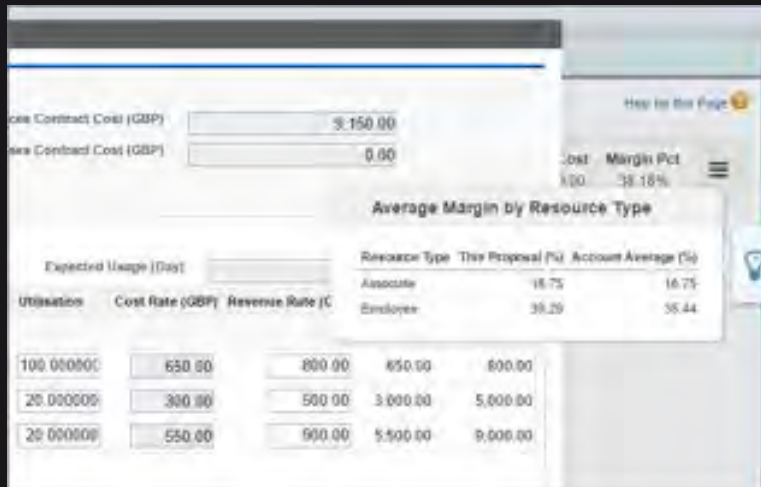
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Effects

Guided Analytics – providing insight



Guided Analytics – providing insight



Contract Cost (GBP)
 New Contract Cost (GBP)

Cost Margin Pct
 100 -38.18%

Average Margin by Resource Type

Resource Type	This Proposal (%)	Account Average (%)
Associate	18.75	16.75
Employee	39.29	35.44

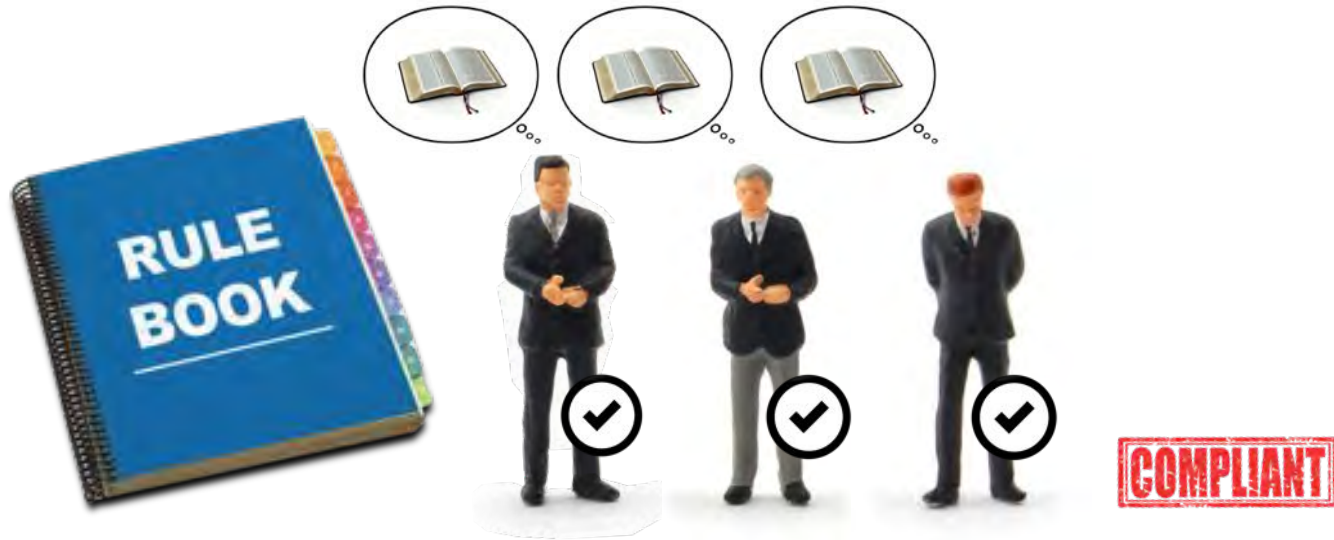
Expected Usage (Day)

Utilisation	Cost Rate (GBP)	Revenue Rate (€)		
100.000000	650.00	800.00	650.00	800.00
20.000000	300.00	500.00	3,000.00	5,000.00
20.000000	550.00	900.00	5,500.00	9,000.00

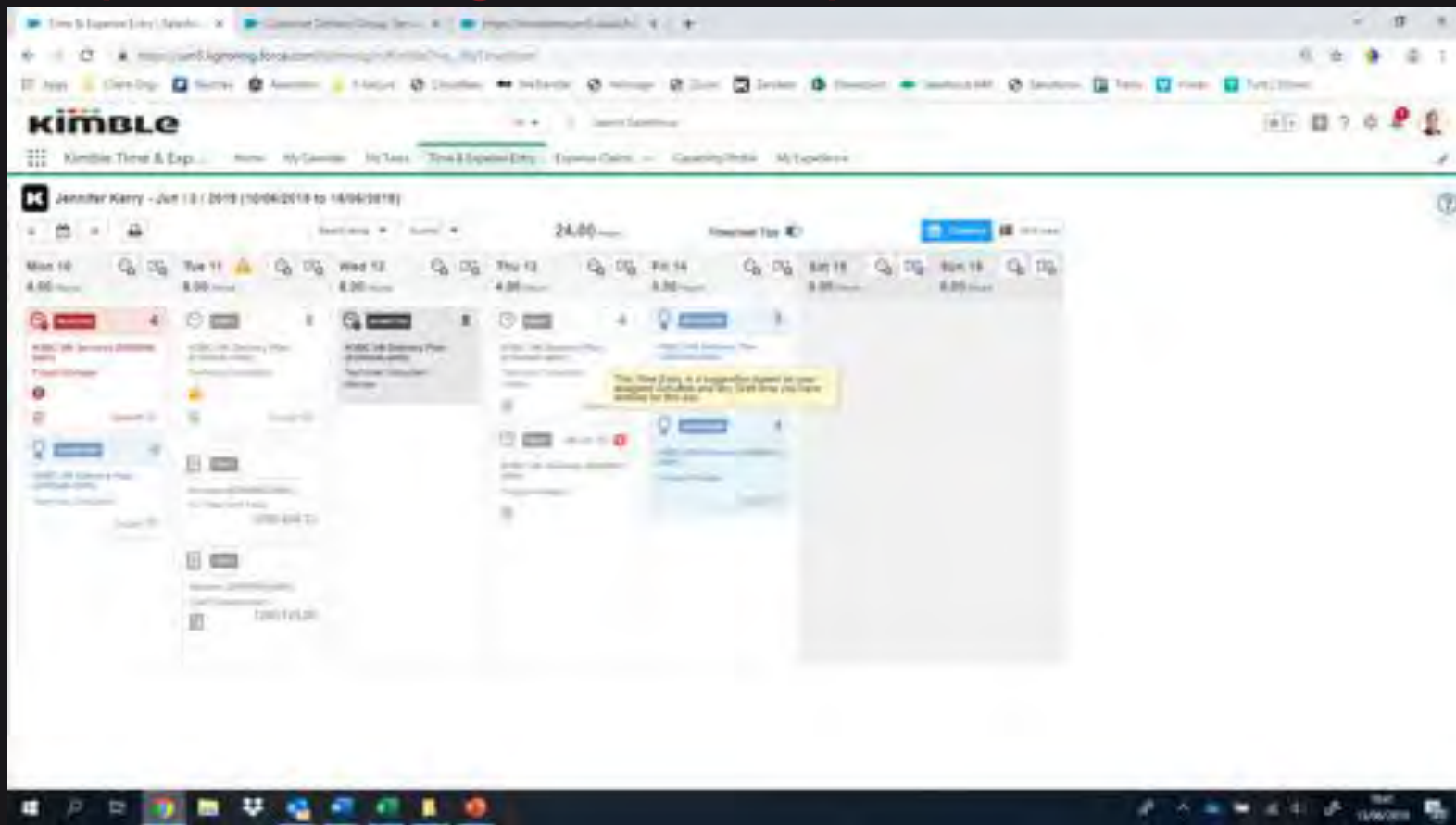
Does your decision making process stop
you empowering people?



Discipline



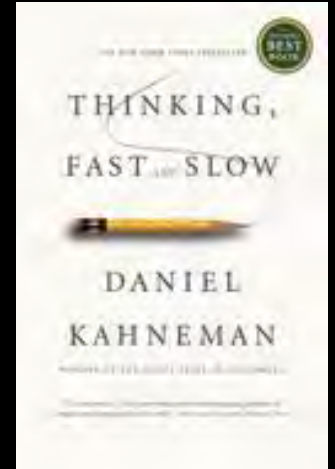
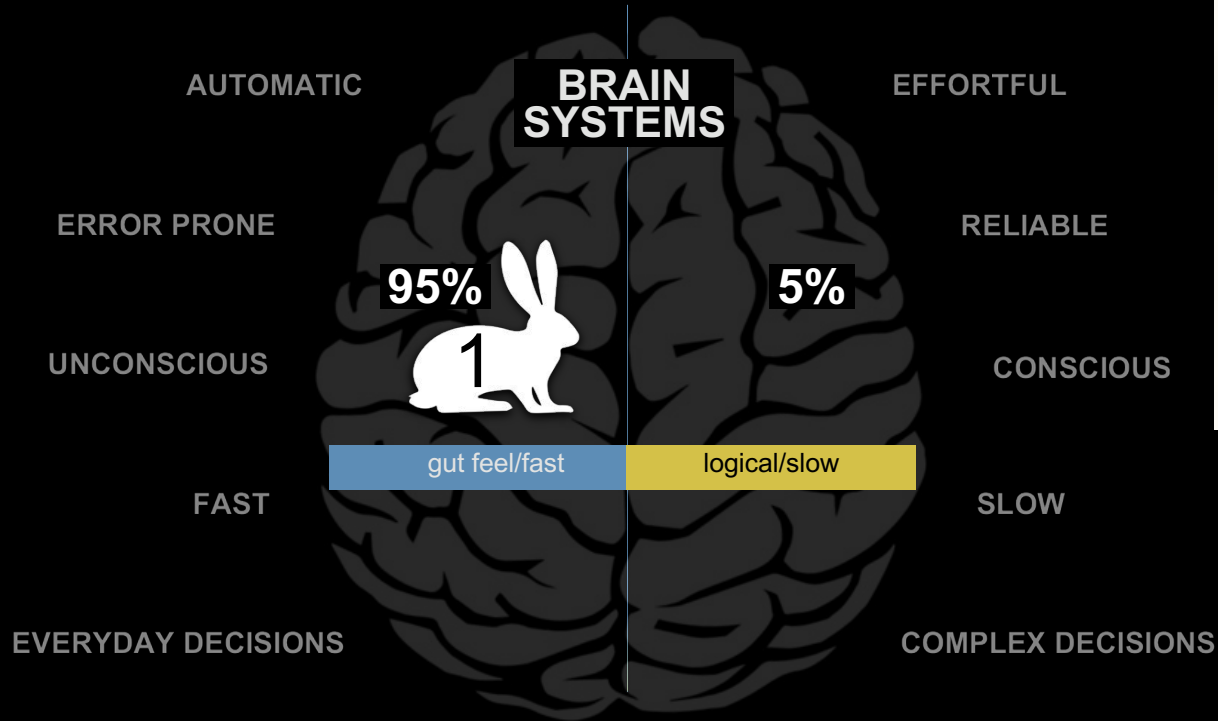
Discipline – intelligent time capture



The screenshot displays the Kimble software interface, which is used for time capture and management. The interface is viewed through a web browser, with the URL <https://app.kimble.com/employees/jenniferkerry/mycalendar> visible in the address bar. The browser's address bar also shows the text "https://app.kimble.com/employees/jenniferkerry/mycalendar".

The main content area shows a calendar for Jennifer Kerry, covering the period from June 10, 2019, to June 16, 2019. The calendar displays time capture data for each day, including the total time captured and the number of tasks. The total time captured for the week is 24.00 hours. The calendar also shows a list of tasks for each day, with details such as task name, duration, and status. A yellow tooltip is visible over the calendar, stating: "This time entry is a regular entry on your calendar. It will be captured and you will be notified when it is due." The interface includes a search bar, a navigation menu, and a user profile icon in the top right corner. The Windows taskbar is visible at the bottom of the screen, showing the date and time as 10/10/2019.

The science behind decision making



The balance between instinct and insight

Insight

Are we basing decisions on the wrong data – too quick to jump to a judgement?

Are we interpreting data effectively and **OBJECTIVELY**?



Instinct

Do we **FRAME QUESTIONS INCORRECTLY**, leading to a certain outcome / response? (ex: new hire focus on cost vs. revenue, contribution)

When was the last time you **CHALLENGED THE BASIS OF YOUR EXPERIENCE** and information (ex: estimating models)

Does your decision-making process allow you to **SPREAD DECISION-MAKING DOWN** the organization?

From knee-jerk to strategic decisions



Summary: Instinct *versus* Insight

- ➔ Top down decision making to a bottom-up decision making
- ➔ Knee-jerk executive decisions to strategic, trend-based decisions
- ➔ An instinct based decisioning process to an insight based decisioning process

