

# Executive Focus

Do things right



Do the right thing

## The Focus Masterclass

“Where an executive places his or her focus of attention is probably the deciding factor in the business’s success. It’s contagious. Your people will copy – and follow - what YOU think is important.

And how do your people know where your focus is, what you think is important? It’s where they see you spending the bulk of your time”.

Jay Hurwitz’s view on performance is well informed. He has chalked up 25 years of coaching FTSE CEOs & main board members. Over 500 main board members, in fact, and countless managers of the UK’s top companies besides.

You are welcome to download a recent interview where Jay talks about the fundamental principles of his highly effective ‘Focus’ process and his general advice. [To see the full interview, follow the link at the end of the document](#)

### That Nagging Feeling At The End Of A Workday ...

In 2008 the average employee did just 4 hours of productive work a day due to distraction & communication overload, costing the economy at that time £140 billion\*.

Collectively in Top Teams, executives spend less than 15% of their time dealing with strategic issues\*\* and findings show a leader’s time & expertise is seriously diluted in the mix of non-value-added meetings & information overload.

In a communication saturated workplace, the executive’s focus has never been more important.

### A Simple Approach That Has Helped Over 500 UK Executives

"I am writing to let you know how positively Jay’s Masterclass was received.

What our group of Managing Directors all had in common was they were extremely busy and needed to be ruthless in prioritisation.

They also had real challenges in leading a diverse group of senior managers.

Jay’s approach to focusing on the ‘real’ priorities for themselves, as well as their teams, has really resonated with them. They not only felt the time spent was worthwhile but have immediately implemented the learning and passed it on to their teams."

**Gavin Pommernelle, Head of Group Human Resources, Pentland Group PLC**

"The successful person places more attention on doing the right thing,  
rather than doing things right". Peter F. Drucker

\*Cadillac commissioned research (1000 business users) April 2008

\*\*Michael Mankins' HBR study 2004



Jay Hurwitz

## The Process

Jay Hurwitz has spent nearly 30 years consulting and coaching on the topic of executive effectiveness in his native USA, in Australia, New Zealand and in the UK to over 500 main board executives.

Jay's three hour masterclass provides processes that help you decide upon and adhere to the highest payback activity for your organisation and your career.

The focus of the masterclass itself is simple:

Any executive's biggest challenge to improve business results is to answer the following deceptively simple question correctly - and on an ongoing basis:

'On what, and in which sequence do you focus your attention and energy to produce the best results for your business?'

Through your dialogue with Jay and through the set exercises, you'll explore the same 3 systems that have enabled the leaders that have benefitted from Jay's one-on-one coaching. The systems themselves are timeless and will help you to maintain your focus in both favourable & adverse conditions. The session allows you to 'think out loud' and get a truly objective view of your situation.

You will find that you are better able to isolate & act on the elements that add the most value to your business and to your personal progress

## Jay's Notes On The Agenda

"I very much look forward to meeting you.

The agenda, like the concept of 'focus', is simple.

We turn inside out every concept you have as to what gives you the ultimate payback on where you direct your time, energy, talent and attention – both for the organisation and your career.

Whilst the concept is simple, the execution is not.

I've met very few executives who don't know of the '80/20' rule for instance. You may know it as the Pareto principle, accredited to the 19th century engineer & economist Vilfredo Pareto, '20% of society generates 80% of the wealth of the society'.

But I've also met very few executives who actually rigorously apply the concept in the areas of their lives & businesses that really, truly count. The chasm between knowing something and doing it is wide indeed.

The session, incidentally, is not all about Pareto, although thanks to the great Joseph Juran for re-discovering it - philosophically, it underpins a lot of what we examine.

- Your 'corporate noise' to communication ratio
- Your time streaming & diary shaping
- Your hat & it's strategic alignment
- Your talent, what you do that only you can do
- Your assessment of & leverage of the team's time & talent
- Your estimation of the future & focus shifting
- Your management of fall-out
- Your ultimate focus

The main benefit I see for execs in the sessions I do, is the ability to get off the treadmill for just a few hours, to stand back and to calmly examine through dialogue, exactly what you need to pay attention to in a major way and what you absolutely don't. Because the modern 'instant communication' culture and the demands of your organisation make everything important.. It isn't !

**"There is nothing so useless as doing efficiently that which should not be done at all". Peter F. Drucker**

In the mid 90s, on my return coaching visit to a CEO of a major UK retail company I found he had thrown out his desk, assigned ALL his e-mail traffic to his PA and spent 90% of his time and energy 'walking the business'. Not everyone has made such radical shifts. But it changed his life, his happiness level, his leadership style and the business results ... and, however you choose to do it, that's the wish list we're after.

As I said, I really do look forward to meeting you and to assisting you to explore your true options for clear focus".



**"Management is doing things right; leadership is doing the right things". Peter F. Drucker**

**"I first met Jay when I was CEO of Lombard North Central. The results he produced on me and on my top team had huge impact & I've been a great supporter of his work ever since. I cannot recommend his approach highly enough".**

**Brian Carte, Governor, Motability**

**" I have commissioned Jay on a number of key assignments and programmes and have also seen the positive results of the work he has done for colleagues and others in key organisations over a material period of time. When I heard Jay was doing public classes to enable more people to benefit from his consulting methods - my advice is ... grab the opportunity".**

**Simon Mould, CFO Western Europe  
RBS Global Banking & Markets**

# The Focus Masterclass

The Lion Court Conference Centre  
25 Procter Street  
London WC1V 6NY



**2nd April 2009**

**24th April 2009**

Lion Court Conference Centre is situated in Holborn. Conveniently located close to the City and West End of London. Holborn Tube on the Central and Piccadilly lines is only 2 minutes walk away and there is ample parking nearby.

**1:30 PM – 4:30PM Cost £185 per person**

To reserve a place, please E-mail us at

[help@ibtonline.co.uk](mailto:help@ibtonline.co.uk)

*If you can be flexible with dates, we **will** find you a place on the programme.*

To read the full text of Jay's 'Focus' interview click here

<http://www.ibtltds.com/files/1590671/uploaded/FInt.pdf>

To ask Jay any questions or to schedule a short telephone conversation with Jay, e-mail him at

[jay.hurwitz@ibtonline.co.uk](mailto:jay.hurwitz@ibtonline.co.uk)

For more information on Jay and on client experiences you can also go to <http://www.ibtonline.co.uk>

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