



Ann Hunter

Leadership Development • Author • Speaker

Grit • Resilience • Authenticity

Confidence • Excellence

designinggrace.com

ann@designinggrace.com

Why Does Good Work Take So Long to Get Out the Door?

A growing communications agency has a talented team of account managers, writers, strategists and creatives. The work is good, clients are happy, and new business continues to come in, but projects are taking too long to complete.

There is no shortage of ideas, but decisions are taking too much time. Drafts move through several rounds of internal review before moving to the external review step.

By the time the work achieves final approval, more people have touched it than the project required.

The Agency Was Losing Time in the Middle

Too many people are reviewing the same deliverables.

Client requests are accommodated without always considering the additional time involved and previous decisions are revisited. The agency owner or another senior leader frequently becomes the final decision-maker.

For a communications agency, those extra hours matter.

Additional revisions reduce the margin on fixed-fee projects. Senior employees spend time on work that could have been handled elsewhere. And delays can affect deadlines and limit how much additional client work the agency can take on.

The team may appear fully booked while valuable capacity is being lost to rework and unnecessary review.

The Team Already Had Some of What It Needed

A Six Types of Working Genius assessment and team debrief can help the agency look at how work moves from the first idea through final delivery.

The team map may reveal strong natural energy around generating ideas and helping move them forward, with less energy around evaluating options or bringing work to completion.

It may also reveal that the needed Working Geniuses are already on the team but are not being used at the right point in the process.

A person with strong Discernment, for example, may have good instincts about which concept should move forward but little authority during the review process. Someone with Tenacity may regularly finish what others leave behind but has never been given clear ownership of the final stage of the project.

The team may appear fully booked while valuable capacity is being lost to rework and unnecessary review.





The debrief gives the team a practical way to identify those patterns and connect them to the work already happening.

They Could Change the Workflow Right Away

The agency can begin using the information from the debrief right away.

Project responsibilities can be adjusted so the people best suited to evaluate, move, and finish the work are involved at the right stages.

Final delivery can have a clear owner rather than relying on the person who usually steps in when a deadline gets close.

The agency can also review current workloads and identify employees who are spending too much time working in areas of frustration.

These changes do not require a new hire or a major reorganization. They can be applied to work already underway.



The Team Map Became Useful for Hiring, Too

The greater value comes from continuing to use the team's Working Genius map as the agency grows.

When a new account comes in, managers can consider the Working Geniuses needed for the work before assembling the project team.

When responsibilities change, managers can look at the type of work being added to a role and determine where the employee may need support.

When someone leaves, the agency can review the team before automatically replacing the same position. Hiring decisions can include another question alongside skills and experience.

The Team Map Became Useful for Hiring, Too

The answer may affect the responsibilities assigned to the new position, the people involved in the hiring process and the way the new employee is integrated into the team.

Working Genius then becomes part of project planning, staffing, team development and hiring rather than an assessment the team completes once and forgets.





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A better-aligned workflow can reduce unnecessary review time, repeated revisions and senior-level bottlenecks.

- Protect project margins and free up billable capacity.
- Give senior leaders more time for the work that requires their experience.
- Reduce the amount of time employees spend covering work that drains them.
- Give projects clearer ownership so they are less likely to stall between idea and delivery.

For a growing communications agency, better use of the people already on the team can improve performance before additional payroll is added.

The assessment provides the starting point. The ongoing value comes from using what the team learns to make better decisions about the work and the people doing it.

