

# AGILE STRATEGY EXECUTION

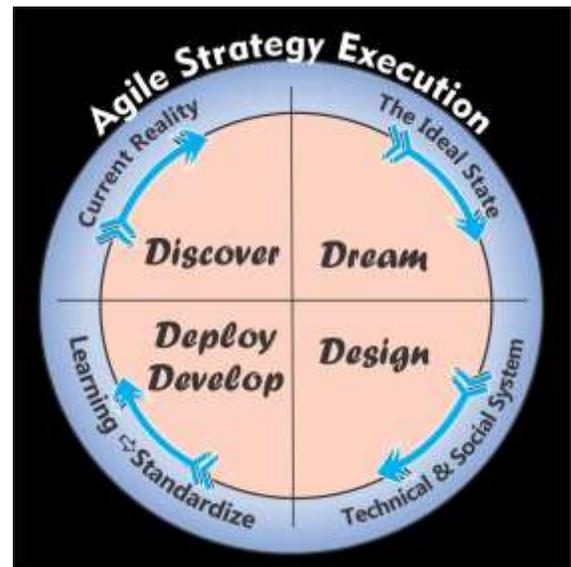
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## THE PURPOSE

Strategy execution is a hot topic in management today. The Conference Board's recent Survey of CEOs revealed that chief executives are so concerned about strategy execution that they rated it as both their number one and number two most challenging issue.

Why does strategy execution so often fail? They fail because most strategic plans are little more than a series of vertically integrated objectives. But, the problem is not objectives and it is not vertical. It is the "whole-system" and its ability to adapt and align, internally and externally in fast cycles - in other words, to be agile. The problem is the culture and capabilities of the organization and a process to design and deploy those capabilities. This course provides that process and is based on forty years of experience improving the performance of organizations.



The problem is developing new capabilities and a new culture that will enable the organization to achieve its goals. The term "Agile" implies an iterative process of experimentation, learning, adaptation to the changing environment, and alignment with other business units and support groups. This course is about creating that agility, adaptation and alignment.

Every organization has capabilities that are embedded in the culture. This course will take the leader through a process of assessing the current culture, its assets and liabilities, sensing the changing landscape that presents threats and opportunities, and then engaging the organization in the design of those processes and systems that will represent competitive advantage.

## THE OBJECTIVES

- To create a process of agile action to achieve strategic business goals.
- To align the internal technical systems (work process), social systems, and economic system to achieve business strategy.
- To achieve agile adaptation and alignment of the organizations systems, structure, skills, style and symbols.

- To engage the maximum number of leaders and associates in the process of building the future culture and capabilities that will lead to sustainable performance.

## THE CURRICULUM

### SECTION 1: INTRODUCTION TO AGILE STRATEGY EXECUTION

Lecture 1: Connecting Strategy, Culture & Capabilities

Lecture 2: Strategy Execution: The Problem & Solution

Lecture 3: The Strategy is in the System

### SECTION 2: DEFINING STRATEGY, CULTURE AND CAPABILITIES

Lecture 4: What is Strategy?

Lecture 5: What is Culture?

Lecture 6: What are Capabilities?

Lecture 7: Adaptation and Alignment

### SECTION 3: THE PLAN FOR AGILE STRATEGY EXECUTION

Lecture 8: Myths of Strategy Execution

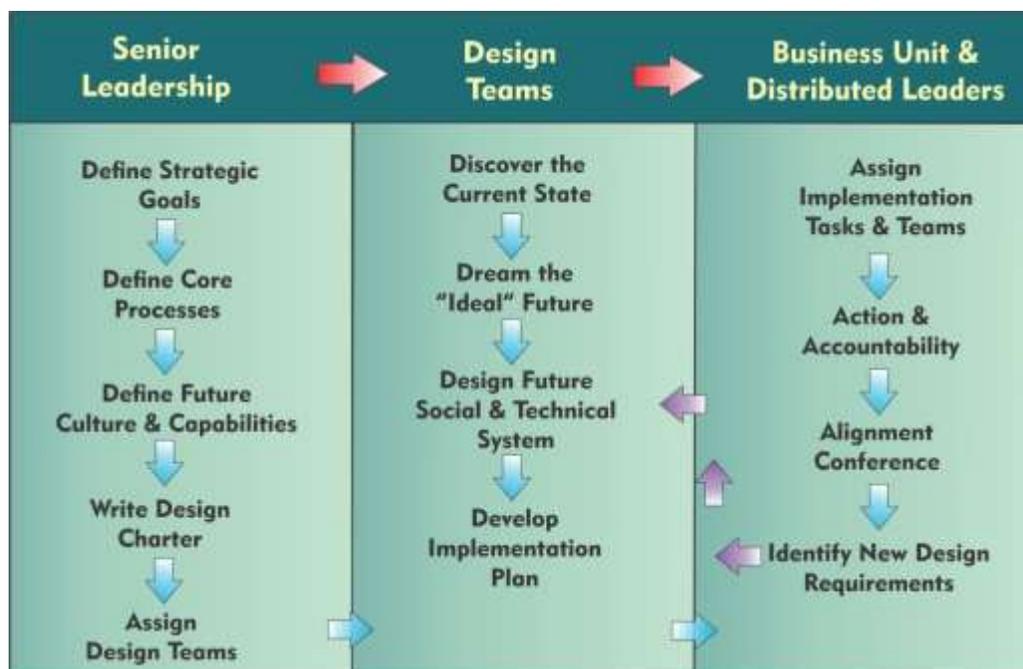
Lecture 9: Principles of Agile Strategy Execution

Lecture 10: The Agile Strategy Execution Process

Lecture 11: A Very Brief Discussion of Theory

*Lecture 12: An Overview of Whole-System Architecture (text)*

*Lecture 13: A Case Study of Strategic Redesign*



## **SECTION 4: WHAT IS THE BUSINESS STRATEGY?**

Lecture 14: Linking Business Strategy to Customer Satisfaction

Lecture 15: What is moving on the Landscape?

Lecture 16: What is Our Business Model?

Lecture 17: the Capability Planning Matrix

## **SECTION 5: ASSESSMENT: LEADERSHIP AND LIFE CYCLES**

Lecture 18: Introduction to Culture Assessments

*Lecture 19: Barbarians to Bureaucrats – Synopsis and Assessment Questions*

Lecture 20: Life Cycle Analysis 1: Integration and Disintegration

Lecture 21: Life Cycle Analysis 2: Emerging and Declining Cultures

Lecture 22: The Prophet

Lecture 23: The Failure of the Prophet

Lecture 24: The Conquering Barbarian

Lecture 25: The Failure of the Barbarian

Lecture 26: The Builder and Explorer

Lecture 27: The Failure of the Builder and Explorer

Lecture 28: The Administrator and an Orderly Life

Lecture 29: The Grip of the Bureaucrat

Lecture 30: The Aristocrat: Alienation and Revolution

Lecture 31: The Synergist

## **SECTION 6: ASSESSMENT: THE FIVE FORMS OF CAPITAL**

*Lecture 32: Sustainable Wealth – The Book*

Lecture 33: Creating Sustainable Wealth: Assessing Your Assets and Liabilities

Lecture 34: Spiritual Capital

Lecture 35: Social Capital

Lecture 36: Human Capital

Lecture 37: Innovation Capital

Lecture 38: Financial Capital

Lecture 39: Assessing Your Assets and Liabilities

*Lecture 40: Forms of Capital Assessment (text)*

## **SECTION 7: ASSESSMENT: LEAN CULTURE**

Lecture 41: The Beginning of Lean

Lecture 42: Lean Principles 1

Lecture 43: Lean Principles 2

Lecture 44: Lean Principles 3

*Lecture 45: A Visit to Honda – Discovering Lean Culture*

*Lecture 46: Lean Self-Assessment*

## **SECTION 8: WRITING THE STRATEGY DESIGN CHARTER**

**Lecture 47: The Steering Team and Design Team – Who and What**

*Lecture 48: Roles and Responsibilities of Steering Teams and Design Teams*

**Lecture 49: Writing the Design Charter**

*Lecture 50: Writing the Design Charter and Sample Charters*

## **SECTION 9: DESIGN TEAM DISCOVERY**

**Lecture 51: Design Team Introduction**

**Lecture 52: Gathering the Facts**

*Lecture 53: Interviewing Customers*

**Lecture 54: Mapping the Work Flow**

*Lecture 55: Chapter: Mapping Your Value Stream*

*Lecture 56: Analyzing for Waste, Time, Variances and Cost*

## **SECTION 10: DREAM THE IDEAL FUTURE**

**Lecture 57: Dreaming the Ideal Future**

*Lecture 58: Developing the Dream*

## **SECTION 11: DESIGN THE FUTURE SYSTEM**

**Lecture 59: Designing the Future Work System**

**Lecture 60: Social System Design – Structure**

**Lecture 61: Social System Design – Supportive Systems**

*Lecture 62: Designing the Ideal Social System*

## **SECTION 12: DEPLOYING AND DEVELOPING THE FUTURE STATE**

**Lecture 63: The Design Presentation – Advice for the Design Team**

**Lecture 64: The Design Presentation – Advice for the Steering Team**

*Lecture 65: Deploying and Developing the Design*

**Lecture 66: Agile Strategy Deployment**

**Lecture 67: The Psychology of Objectives**

**Lecture 68: MBO & The Destruction of Motivation**

