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#15

STRATEGY EXECUTION HEROES

Boost your Strategy Execution process

Workshop format

This document is part of a set of supporting material available for download upon purchase of *Strategy Execution Heroes* by Jeroen De Flander (ISBN 978-908148731-3).

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Pre-workshop assignment

- Explain why you want to improve the Strategy Execution process, why you chose them to participate in a workshop and what you expect of them:
 - | Read pages 13 to 15 to get inspiration on the importance of Strategy Execution
- Ask attendants to read pages 21 to 28 and 121 to 136 of *Strategy Execution Heroes*
- All attendants should:
 - | Understand what the Strategy Execution process entails
 - | Reflect on possible actions to boost the Strategy Execution process



Typical workshop agenda

Agenda points

- Explain background and objectives
- Inform attendants of ground rules
- Brainstorm on process improvement
- Break
- Discussion of priority items
- Define an action plan

Time

- 15'
- 5'
- 60'
- 15'
- 30'
- 30'

Example ground rules

- Help the facilitator
- Listen to understand:
 - | Let go of your assumptions
 - | Consider possibilities
 - | Don't take anything for granted
- Be concise:
 - | Say it once and with precision
 - | Beware of war stories
 - | Do not take more air time than required
- Take a stand when you believe deeply in something:
 - | Silence is agreement and commitment
 - | Ask questions if you don't understand
- Reach out to people you don't know
- View differences as helpful:
 - Respect others' opinions
 - Provide only constructive feedback
 - Think out of the box
- All discussions should contribute to moving agreed objectives:
 - Speak one at a time
 - No justification, remain focussed
 - Use parking lot
- Be here (mentally) when you are here (physically):
 - Limit external distractions (be on time, phone policy...)
- Have fun
- Anybody can ask for a time out when meeting focus and ground rules are not adhered to



Brainstorm on process improvement

- Start with the list of guidelines from download #14
- With the group, brainstorm on:
 - | The importance of each guideline for your organisation
 - | How well you score your current performance
- Use the group to identify possible other improvement areas and judge importance and current performance for each of them



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During the break

- Prepare an overview that multiplies importance and – on an inverse scale – current performance so that the product of both is the mathematical priority

Discussion of priority items

- For all items that were ranked:
 - | Discuss their relative priority
 - | Create consensus on what should be top priorities
- Estimate with the group for each identified top priority:
 - | What estimated workload would be
 - | To what degree it is under our influence to improve it
 - | Who else should be involved
 - | Whether it depends on other actions to be taken first
 - | ...



Define an action plan

- Based on the input of the previous step, start detailing the task at hand in a concrete action plan that identifies:
 - | The objective of all actions
 - | When to start and when we estimate we will finish it
 - | Who will take what role in the execution of the improvement action
 - | How we will measure the success of the action in the longer term and who will take ownership for it

Annex: tips and tricks for a brainstorm session

- Productivity checklist:
 - | Be prepared: set a goal, provide background information
 - | Location: pleasant environment, no interruptions
 - | Invite all key people
 - | Choose moderator/facilitator: keeps group on track, watches over ground rules
- Ground rules:
 - | Criticism is ruled out, be polite, be positive, judge later
 - | Quantity wanted over quality, look for lots of right answers
- The wilder, the better
 - | Improvement sought, build upon brainstorming lists
 - | Have fun
- Overcoming writer's block:
 - | Look at the problem from a different viewpoint
 - | Use analogies, metaphors, what ifs, past parallels, copy from...
- Idea evaluation:
 - | Avoid the rhetoric of no
 - | Funnel, weigh ideas in positive/negative, interesting etc., then sort
 - | Simplify, reformulate
- Idea acceptance:
 - | Communicate
 - | Be action driven