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# STRATEGY EXECUTION HEROES

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## Best-in-class initiative management

*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 initiative management, why you chose them to participate in a workshop and what you expect of them
- Ask attendants to read pages 21 to 28 and 145 to 166 of *Strategy Execution Heroes*
- All attendants should understand what the Strategy Execution process entails and what crucial role initiative management plays



Download # 19: Best-in-class initiative management

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## Typical workshop agenda

### Agendapoint

- Explain background & objectives
- Inform attends on groundrules
- Brainstorm on initiative management
- Discuss on priority items
- Define an action plan

### Time

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

## 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 initiative management

- Start with the list of tips from download #18
- With the group, brainstorm on
  - | The importance of each tip for your organisation, and on
  - | 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

## Discuss on priority items

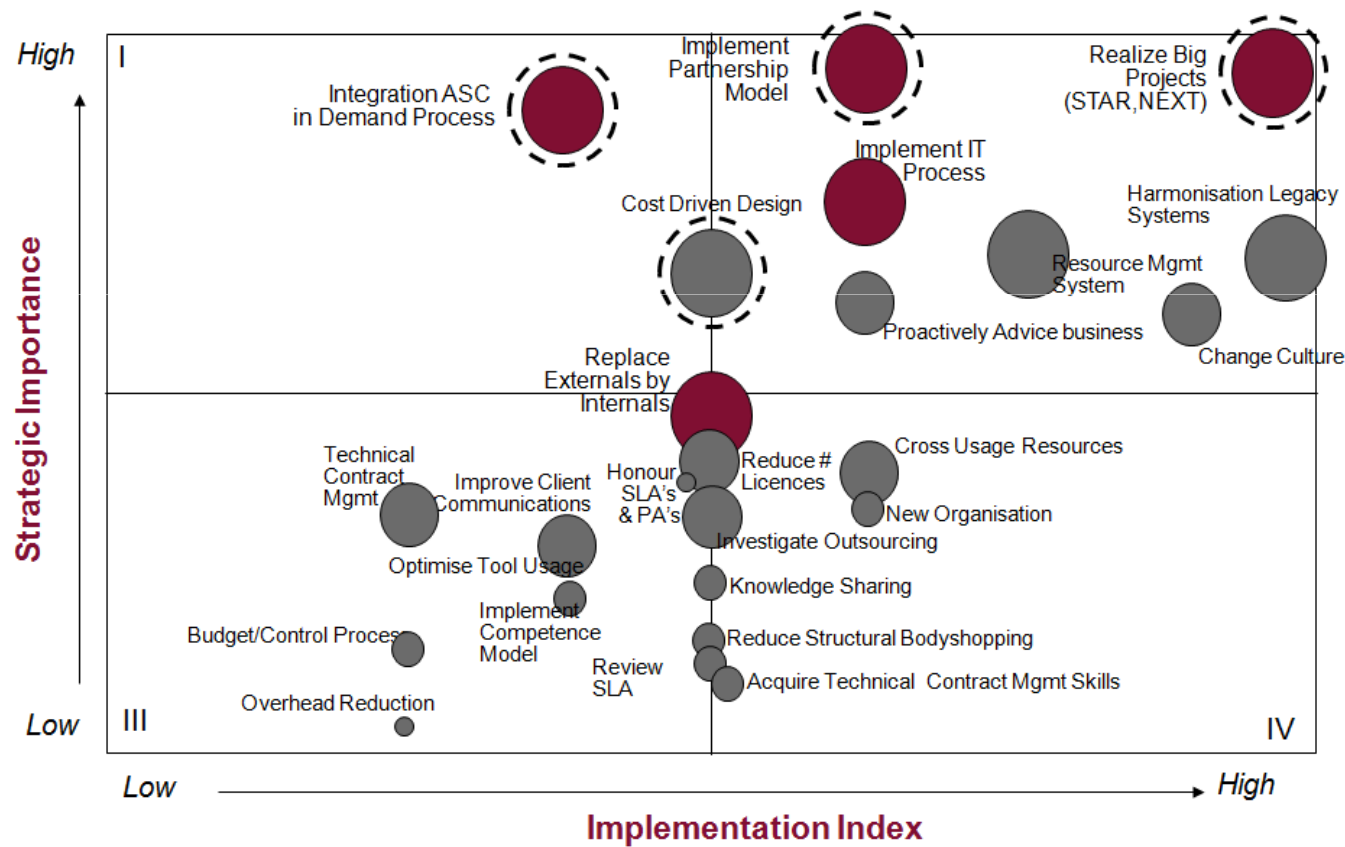
- For all items that were ranked
  - | Discuss their relative priority
  - | Create consensus on what should be top priorities
- Estimate with the group for each identified top priority
  - | What estimated workload would be
  - | To what degree it is in our influence to improve it
  - | Who should be involved as well
  - | Whether it depends on other actions to be take 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 to finish it
  - | Who will take what role in the execution of the improvement action
  - | How we will measure the success of the action on the longer term and who will take ownership for it

# Annex 1: example strategic portfolio





## Annex 2: dashboard strategic projects

Steering #14	Program status														
	Project perception	PMO perception	Reason for different perception												
01. Project Improvement	G	G													
02. Service Improvement	G	G													
08. Contract optimisation ASC	on hold	on hold													
15. Implement new organisation ASC	G	G													
32. UNITS III	G	O	UNITS III - RFM & UNITS TM are in production environment but not used by ITS!												
ASC															
06. ISC Infrastructure consolidation	G	G													
09. Contract Optimisation ISC	G	G													
16. Implement new organisation ISC	G	G													
ISC															
Steering #14	Evolution														
	May 19th - Steering #13				June 16th - Steering #14				Evolution						
	Total number	Year to date	Achieved	Overall perf	Total number	Year to date	Achieved	Overall perf	New	Deleted	Moved	Achieved	Overall perf		
03. BF Value chain improvement	G														
BF															
24. Resource management and competence development	G	01. Project Improvement	8	4	4	100%	8	5	5	100%	0	0	0	1	0%
25. Performance Management	W	02. Service Improvement	15	2	2	100%	15	3	3	100%	0	0	0	1	0%
27. Change Management & Culture	G	08. Contract optimisation ASC	on hold			on hold									
35. Career Management	G	15. Implement new organisation ASC	6	4	3	75%	6	4	4	100%	0	0	0	1	25%
		32. UNITS III	4	1	1	100%	4	3	3	100%	0	0	0	2	0%
		ASC Total	33	11	10	91%	33	15	15	100%	0	0	0	5	9%
		06. ISC Infrastructure consolidation	4	0	0		4	0	0		0	0	0	0	0%
		09. Contract Optimisation ISC	12	4	4	100%	13	5	5	100%	1	0	3	1	0%
		16. Implement new organisation ISC	1	0	0		1	0	0		0	0	0	0	0%
		ISC Total	17	4	4	100%	18	5	5	100%	1	0	3	1	0%
		03. BF Value chain improvement	39	9	9	100%	39	11	11	100%	0	0	0	0	0%
		BF Total	39	9	9	100%	39	11	11	100%	0	0	0	0	0%
		24. Resource management and competence development	13	7	7	100%	11	7	7	100%	0	2	0	0	0%
		25. Performance Management	3	3	2	67%	3	3	3	100%	0	0	0	1	33%
		27. Change Management & Culture	21	9	8	89%	21	12	11	92%	0	0	0	3	3%
		35. Career Management	2	0	0		2	0	0		0	0	0	0	0%
		HR Total	39	19	17	89%	37	22	21	95%	0	2	0	4	6%
		11. Strategic Sourcing	11	6	5	83%	11	8	7	88%	0	0	1	2	4%
		12. Vendor Management Improvement	16	6	3	50%	14	8	6	75%	0	2	0	3	25%
		R&P Total	27	12	8	67%	25	16	13	81%	0	2	1	5	15%
		34. Basic Facilities Demand management	6	3	3	100%	6	3	3	100%	0	0	0	0	0%
		Finance Total	6	3	3	100%	6	3	3	100%	0	0	0	0	0%
		30. Project Portfolio Management	6	3	1	33%	6	3	1	33%	0	0	0	0	0%
		31. Asset Management	3	1	1	100%	3	2	2	100%	0	0	0	1	0%
		33. European Organisation Framework	4	3	3	100%	4	4	4	100%	0	0	0	1	0%
		37. IT strategic plan definition	2	0	0		2	0	0		0	0	0	0	
		38. Infrastructure guidelines review	3	0	0		3	0	0		0	0	0	0	
		Governance Total	18	7	5	71%	18	9	7	78%	0	0	0	2	6%
		Total	179	65	56	86%	176	81	75	93%	1	4	4	17	6%

## Annex 3: 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