Create a solid development platform

Workshop format

Download # 24: Create a solid development platform

Pre-workshop assignment

— Explain why you want to improve management development, why you chose them to participate in a workshop and what you expect of them

— Ask attendents to read pages 21 to 28 and 176 to 189 of *Strategy Execution Heroes*

— All attendents should understand the competitive advantage based on execution capabilities and the fundamentals of a solid development platform

Typical workshop agenda

Agendapoint	Time
— Explain background & objectives	— 15'
— Inform attends on groundrules	— 5'
— Brainstorm on management development	— 60'
— Discuss on priority items	— 30'
— Define an action plan	— 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 management develpment

— Start with the list of tips from download #23

— 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
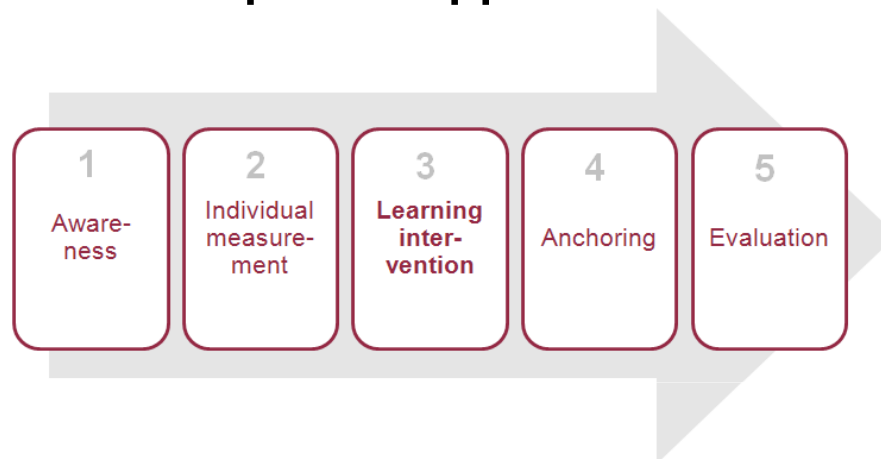
Discuss on priority items

— For all items that were ranked

  ı Discuss their relative priority

  ı Create consensus on what should be top priorities

— Estimate with the group for each identified top priority

  ı What estimated workload would be

  ı To what degree it is in our influence to improve it

  ı Who should be involved as well

  ı Whether it depends on other actions to be take first

  ı ...

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 development approach

1 Aware-ness	2 Individual measure-ment	3 Learning inter-vention	4 Anchoring	5 Evaluation

1. We start with an awareness phase to explain to the participants why there is a need for development and why it has a significant impact on business performance. This awareness creation can be done by means of communication actions, workshops, management road shows, audiovisual presentations, animation sessions or business theater.

2. We ensure that participants can evaluate themselves via an individual measurement instrument. The goal is for participants to clarify the starting position and identify the biggest development needs. To this purpose many tools can be used: a test, a self-assessment, a 180° or 360° feedback, re-using elements of the evaluation cycle, …

3. The learning intervention itself is kept short and is characterized by an action-oriented approach during which we take into account the profile of the target group. The approach can be modular to respond to individual needs. We typically briefly present the theoretical background and spend the majority of the time in work session-style exercises. A learning intervention typically takes no more than three hours to complete. After the learning intervention we regularly coach participants – sometimes even by telephone – based on a "credit' system.

4. Anchoring the desired behavior or knowledge can be done using project work, through involvement of the hierarchical managers, through specifically designed interactions between participants or by inclusion of the personal goals in the individual objectives.

5. We systematically evaluate the results via: post-session feedback, testing, self-evaluation, feedback from peers or supervisors or reviews by the management after a few weeks back on the job.

Annex 2: 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