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# STRATEGY EXECUTION HEROES

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## Define your future capabilities

*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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Download #25: Define your future capabilities

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## Prerequisites to the workshop

- For the workshop, we assume you have a defined set of competences
- If needed, make sure you have boiled the list of competences down to a workable size

## Typical workshop agenda

### Agenda points

- Explain background and objectives
- Inform attendants of ground rules
- Discuss competences
- Discuss development strategy

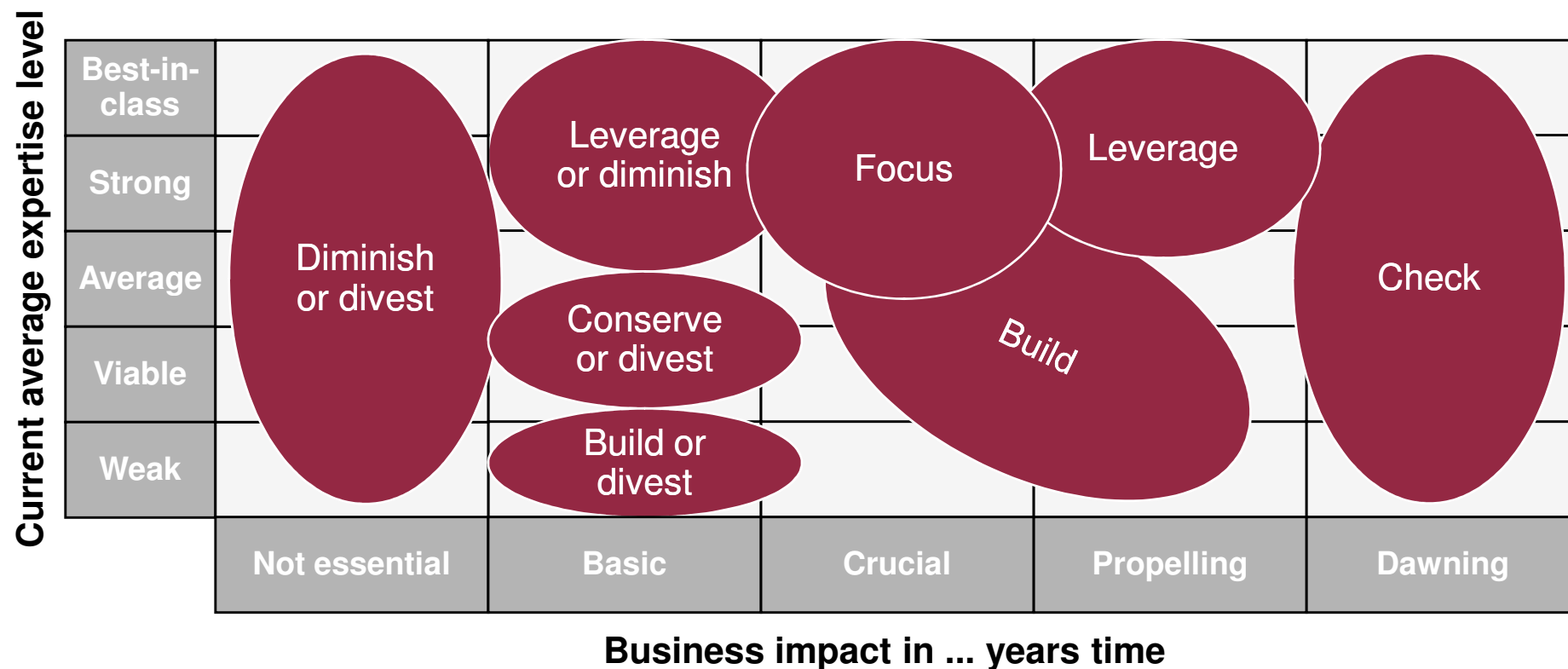
### Time

- 15'
- 5'
- 90' (limit competencies to 15 max)
- 60'

## 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

## Discuss competences



## Description of impact levels

Impact Level	Descriptions
1 - Not essential	<ul style="list-style-type: none"> <li>- Does not contribute to reduce costs over time</li> <li>- Does not add real value (or very little) to the business</li> <li>- Does not help to increase customer service/customer satisfaction</li> <li>- No or very little risk of not investing in competency</li> </ul>
2 - Basic	<ul style="list-style-type: none"> <li>- Essential competency that always has to be kept within the organisation, regardless of market evolutions</li> <li>- Adds little value to the business/small impact to the business</li> <li>- Contributes to a certain extent to increase customer service/customer satisfaction</li> <li>- Little risk of not investing in competency/competency which is largely applied within the organisation</li> </ul>
3 - Crucial	<ul style="list-style-type: none"> <li>- Adds real value to the business</li> <li>- Contributes to differentiate in the actual situation/creates a competitive advantage</li> <li>- Contributes to reduce costs/will continue to contribute to cost reduction</li> <li>- Helps fundamentally to increase customer service</li> <li>- Some risk involved if not investing in competency</li> </ul>
4 - Propelling	<ul style="list-style-type: none"> <li>- Competency which will probably add significant value to the business</li> <li>- Will probably create significant competitive advantage</li> <li>- Will probably have a big impact on cost reduction</li> <li>- Will probably be important for the international character of the business</li> <li>- Will probably have big impact on customer service</li> <li>- Probably high risk level if not investing in competency/competency in full development</li> </ul>
5 - Dawning	<ul style="list-style-type: none"> <li>- Could create a big competitive advantage</li> <li>- Could be a high risk if not investing in competency/very few people actually involved</li> <li>- Could be essential to the international character of the business</li> <li>- Could be of big added value to the business</li> <li>- Could have a big impact on cost reduction</li> <li>- Could be important to customer service</li> </ul>

## Discuss development strategies per competence

Divest

What actions do we consider appropriate? What will we concretely do?

Diminish

...

Leverage

Conserve

Build

Focus

Check