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# STRATEGY EXECUTION HEROES

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## Spice up your strategy 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 development process, why you chose them to participate in a workshop and what you expect of them
- Ask attendents to read pages 240 to 248 of *Strategy Execution Heroes*
- All attendents should understand the concepts of strategy and competitive advantage

## Typical workshop agenda

### Agendapoint

- Explain background & objectives
- Inform attends on groundrules
- Brainstorm on strategy process
- 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 strategy process

- Start with the list of tips from download #37
- 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 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