

A man with short brown hair and a beard, wearing a red and black checkered button-down shirt, stands in the center of a dimly lit warehouse. He is looking directly at the camera. To his left is a metal cart overflowing with large, wrapped packages. To his right, there are racks of clothing on hangers and shelves stacked with boxes. A sign on the wall in the background reads "ENVIALIA". The word "sage" is written in green at the top center of the image.

sage

Strategy in a small organization – Part 2

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How? Vs. What Matters?



How do you do it?

What refusal have I been postponing?

How long will it take?

What is the commitment I am willing to make?

How much does it cost?

What is the value of it to me?

How do you get 'those people' to change?

What is my contribution to the problem?

How do you measure it?

What is the judgment I need to make?

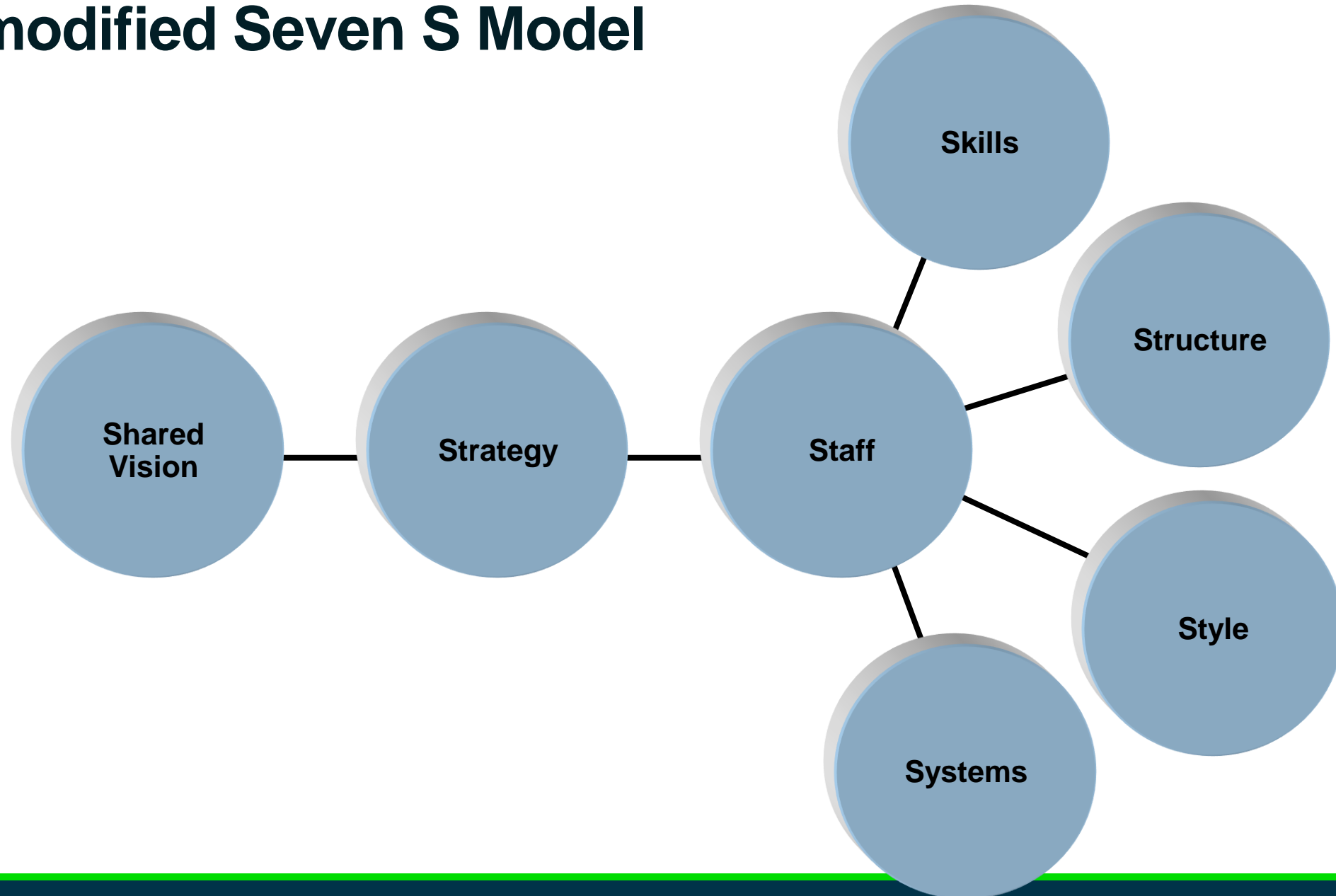
How have others done it successfully?

What do we want to create together?

Success	Vision	Skills	Incentives	Resources	Action Plan
Confusion	X	Skills	Incentives	Resources	Action Plan
Anxiety	Vision	X	Incentives	Resources	Action Plan
Slow change	Vision	Skills	X	Resources	Action Plan
Frustration	Vision	Skills	Incentives	X	Action Plan
False starts	Vision	Skills	Incentives	Resources	X

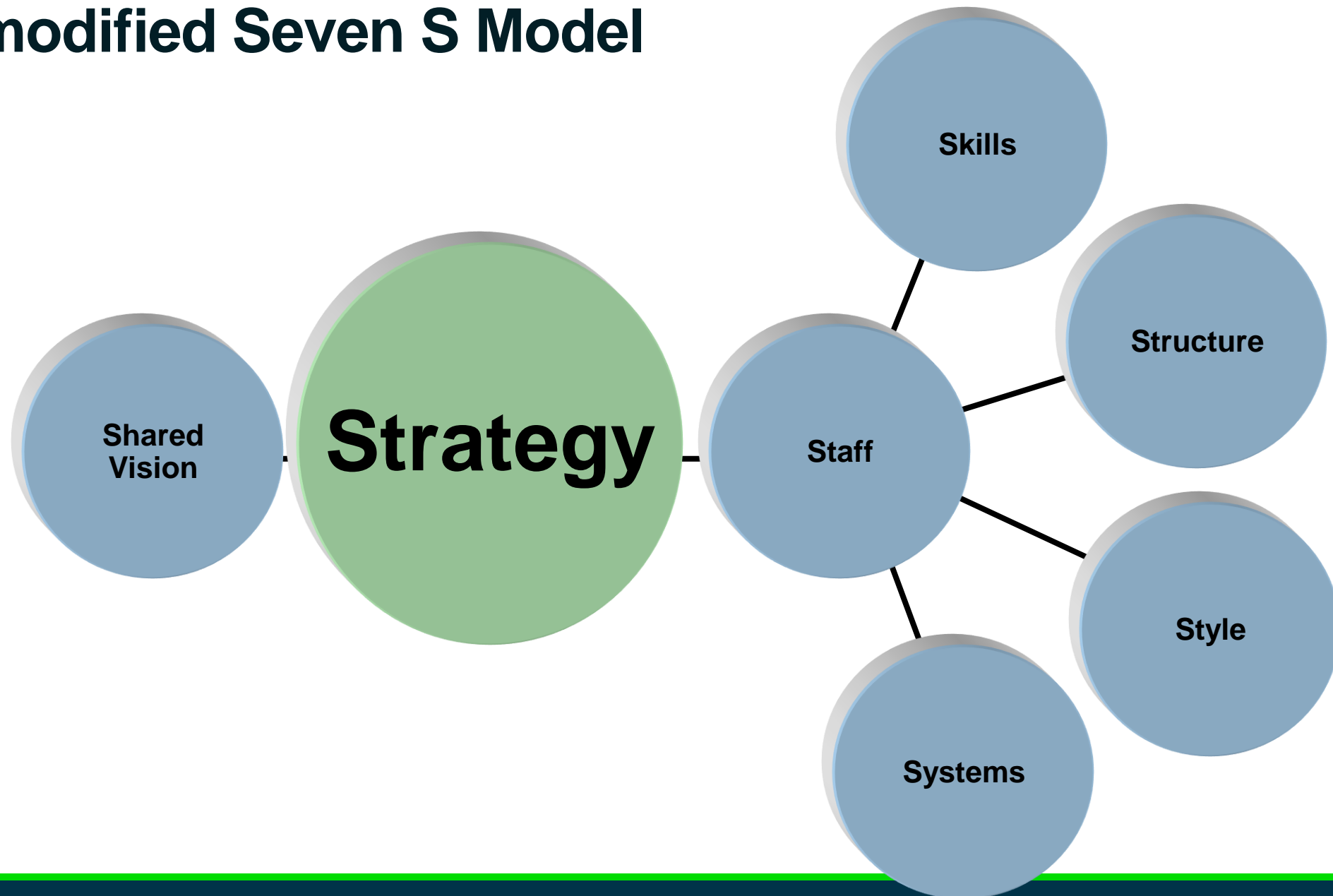
The modified Seven S Model

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The modified Seven S Model

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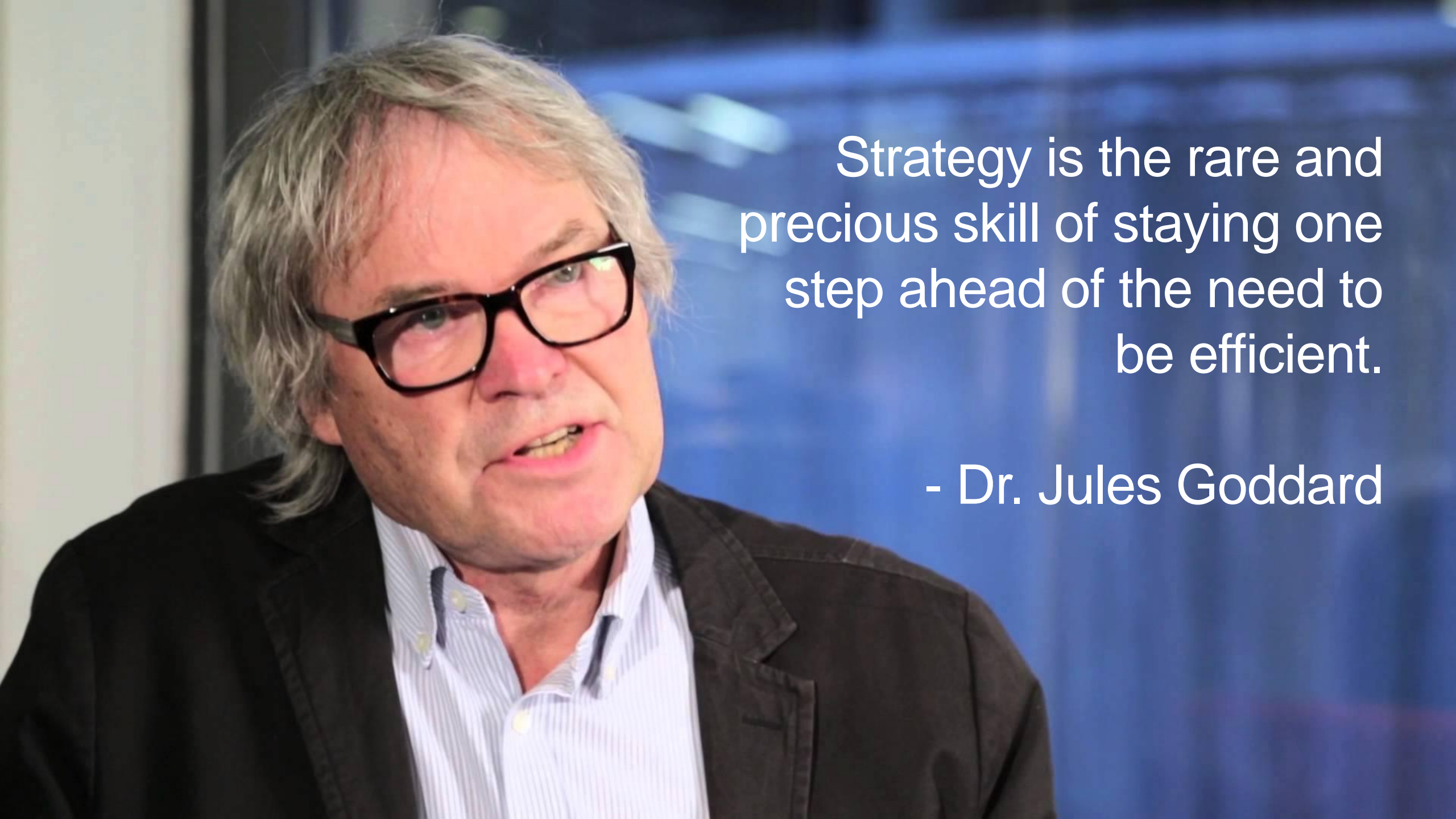


Strategy beliefs versus realities



- Strategy is about analyzing your situation
- Strategy is planning
- Strategy is about what to do
- Strategy is more creative than analytical
- Strategy is execution
- Strategy is more about what to say “no” to

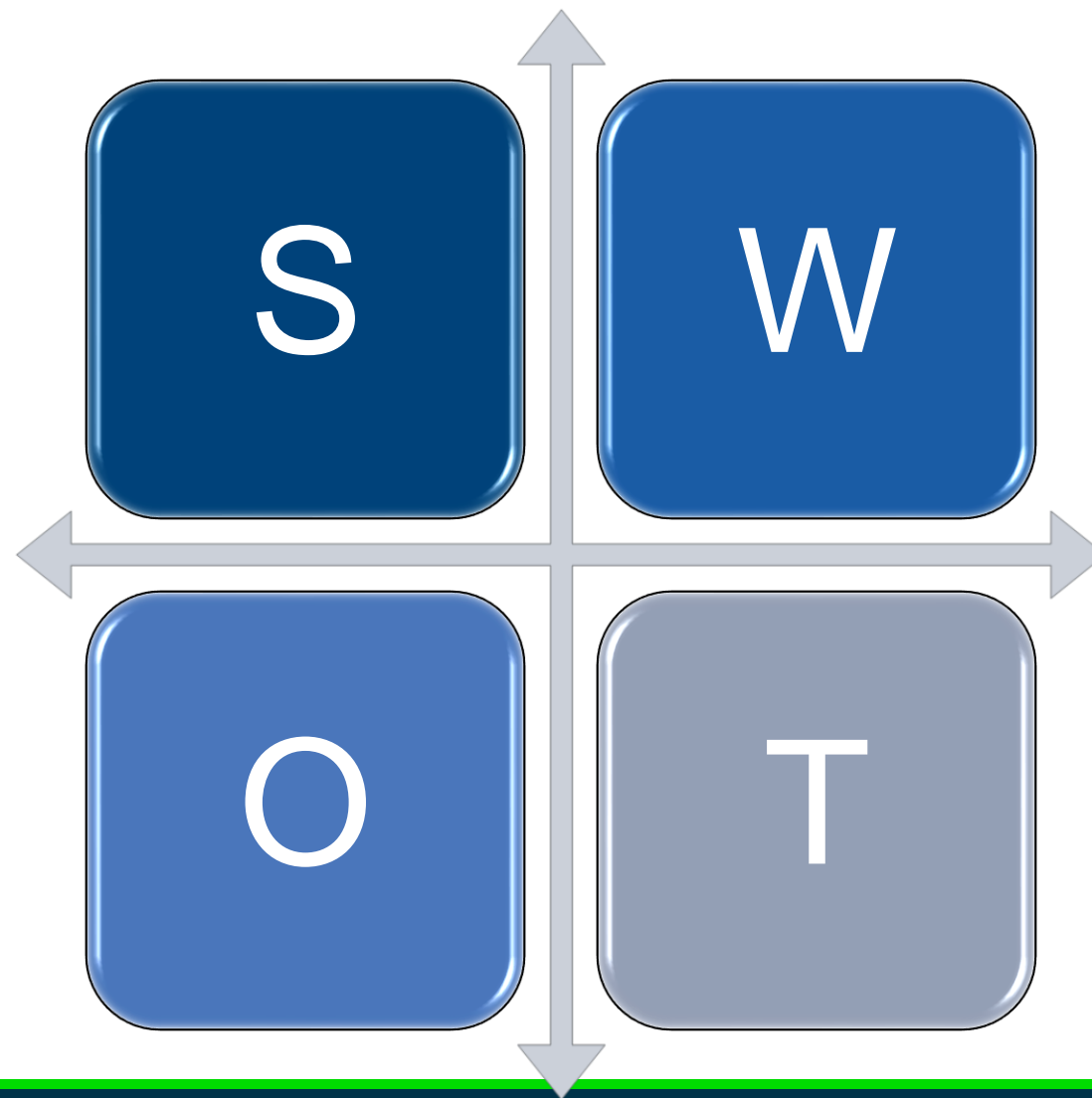
How much value are we going to create
for our constituents (in the period) and
how are we going to do that?



Strategy is the rare and
precious skill of staying one
step ahead of the need to
be efficient.

- Dr. Jules Goddard

The oldest and most basic strategic tool



Another simple, but better tool

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We have known for years that:



Some questions for strategic planning



1. How can we educate our people better than others in our space in both technical and people skill areas so that they will be more valuable than their counterparts at other non-profits?
2. How can we become more valuable to our constituents by listening to the them and understanding their needs, and applying the two together?
3. What three things should we change about our internal practices and policies?

Marcus Buckingham's 12 Statements

- I know what is expected of me at my job.
- I have the materials and equipment I need to do my job right.
- I have the opportunity to do what I do best every day.
- In the last seven days, I have received recognition or praise for doing good work.
- My supervisor seems to care about me as a person.
- There is someone at work who encourages my development.
- At work, my opinions seem to count.
- The mission/purpose of my company makes me feel my job is important.
- My co-workers are committed to doing quality work.
- I have a best friend at work.
- In the last six months, someone has talked to me about my progress.
- In the last year, I have had opportunities to learn and grow.

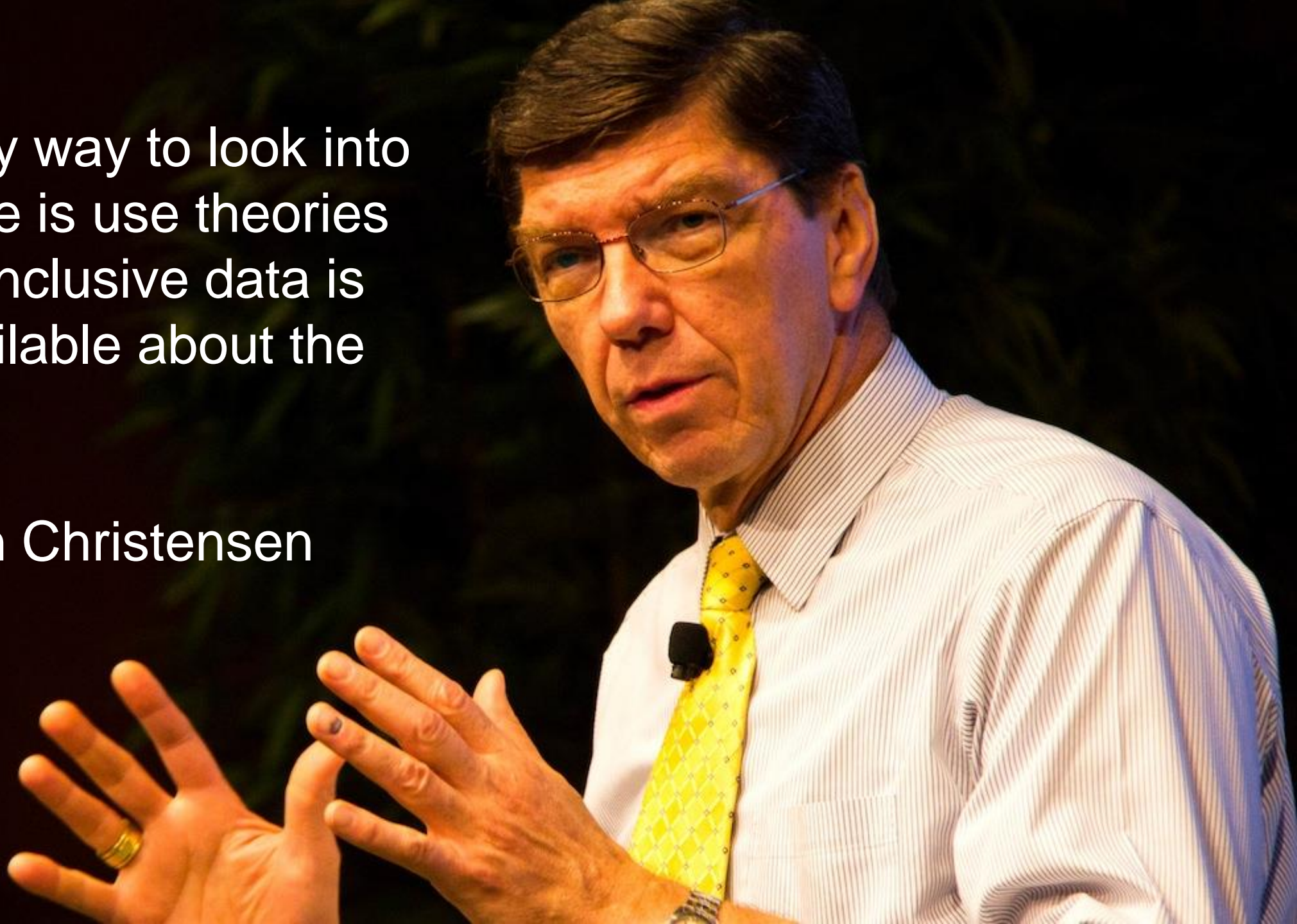
What is the likelihood that you would recommend our product/service to a friend or colleague?

Stuff we have done in the past month	Automated?	How will it be automated?
	✓	
	✓	
	✓	
	✓	
	✓	
	✓	
	✓	
	✓	
	✓	



“The only way to look into the future is use theories since conclusive data is only available about the past.”

—Clayton Christensen



Constructing a Theory

- Observation (How do you know?)
- Categorization (Rank what's important - Occam's Razor)
- Prediction or Explanation (So what?)
- Confirmation/Falsification (If not, revise, start over)

Gedankenexperiment





am:

Satisfied

Dissatisfied

th my experience



- On Time Performance
- Lost Luggage
- Customer Complaints

Predictive indicators define success the same way the **customer** defines success

sage

**The value of measurement is
inversely proportional to its ease of
measurement.**

What to Do Next



- *If you are not going to commit to something, do nothing*
- Research various strategic planning tools and decide to which one you can commit
- Commit! Commit! Commit!



Thank you

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