

IMPLEMENT **AGILITY**™

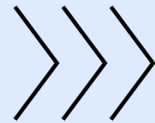
You have your strategy... And now?

Driver 2/8 – Guidance

Marco Mancesti



When we're lost in nature, we look for high points
in the landscape to understand where we are
and the direction to reach our end destination



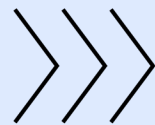
In doubt, do the right thing...

Yes, but how do we know ?



In an organization, we do have the equivalent of peaks in nature:

1. The mission and vision
2. Values, operating principles (fundamentals)
3. Performance measures (focuspoints)



Mission and vision, frankly...
what's the difference, does it matter?

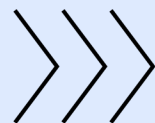


The **mission** is the “raison d’être” of an organization,
what it does and not, for whom, how, why.

It covers its operations.

A **vision** is succinct, it describes the long-term aspirations
of an organization.

It is a project with a start and an end.

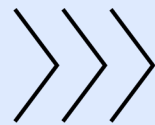


“Values” ? Pffff.....



Pfff indeed..., if we are not serious about them !

If they aren't first applied by the top team,
if values are “just for employees”, then better not
wasting time with values, as they would only create
frustration and cynicism

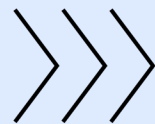


But if we are, serious about them?



The organization's values are defined on the one hand by the worst behavior tolerated without sanction, and on the other hand by the behaviors openly praised and encouraged.

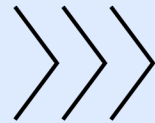
Values are thus a powerful tool for the CEO and the leadership team to build trust and a strong culture in the organization, if... they apply the values to themselves first.



Shall we do this action this way
or that way?



Whilst values describe the company's
“commandments”, operating principles describe
more operationally-oriented guidance,
”the way we do business”

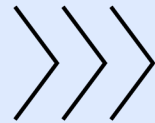


What is the impact of
operating principles?



For example, “client first”, at the very least shapes communication, marketing and customer service.

Together, values and operating principles shall impact all stakeholders of the organization.



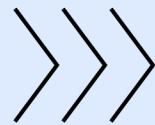
How do we know that we progress
well towards the vision?



The vision being preferably short and inspirational,
it requires some kind of “translation” to be understood.

Measures are there explain what the vision means. They are
tangible elements that tell whether we’re “getting there”.

Ex. Market share, Customer satisfaction, Top/Bottom line...

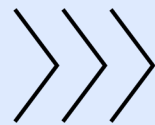


Why is guidance important for
Implement **agility** ?



One of the characteristics of a volatile environment is the need to be flexible with the plan. But this “agility” brings the risk to “get lost”, to just “go with the wind”, to lose sight of the goal.

Vision, mission, values, operating principles and measures are there to guide, to make sure that we keep the targets clear, and... stick to our behavioral commitments



IMPLEMENTAGILITY™

You have your strategy... And now?

Stay tuned! Coming soon...

Driver 3 – Strategic storytelling

Marco Mancesti

