

IMPLEMENT **AGILITY**™

You have your strategy... And now?

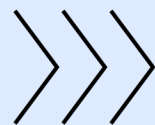
Driver 3/8 – Strategic storytelling

Marco Mancesti



I know...We've learned that the success of strategy execution is about detailed planning.

We've all somehow been measured against achieving milestones and... it was working!

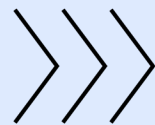


So, what is wrong with it ?



A plan is not a strategy. Both are very much linked together, but they aren't the same thing.

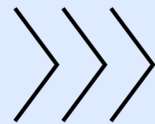
The strategy is the choice, the plan is the expression of that choice, its translation into concrete projects, initiatives, explorations.



So, what is a strategy ?



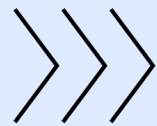
A strategy describes the approach that an organization chooses to achieve its vision and goals. This intent is specific and is the result of a thorough analysis of the context, competitors, trends, risks and opportunities, as well as the most likely prospective scenario.



How does it sound like ?



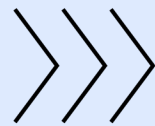
“Given our aspirations, our assessment of the context, and our projection of the most likely future scenario, we believe that the most promising approach is...”



That's it ?



The strategic intent is the 1st part of the story, an informed executive summary. The 2nd part of the story is composed of 6 to 8 drivers. These headers describe how the company will reach success.



Is detailed planning obsolete ?



Detailed planning keeps an important role.

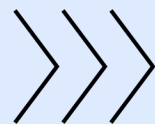
The 6 to 8 drivers come to life through projects and initiatives.

Once a project is decided, then detailed planning kicks-in.

And that detailed planning is valid until...it isn't anymore !

In other words, until the evolution of the situation tells differently.

Volatility doesn't mean that we should not have a plan anymore, or that it should change all the time, just that its shelf-life is shorter.



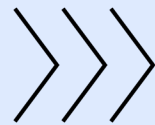
“Strategic storytelling”

Why?



We remember stories, not task lists.

We are excited about transversal endeavours,
not silos-based, “kingdoms protecting” plans.

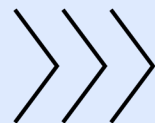


Why is it so important that everyone remembers the strategy ?



Because a well explained strategy also means having everyone understand the parameters used to make the strategy decision. So, naturally people will start looking for the context alterations that might trigger a change of strategy.

This is called integrated alertness. Not only employees could catch a weak signal that may have been missed by top management, they also become an actor of change

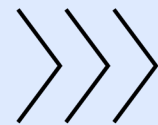


Why is **strategic storytelling**
important for Implement**agility** ?



In a volatile environment, command & control is obsolete; we need to be as bottom-up as possible on execution. To allow this, both the destination and the high-level way there must be crystal clear.

This is what strategic storytelling does.



IMPLEMENT **AGILITY**™

You have your strategy... And now?

Stay tuned! Coming soon...

Driver 4 – Accountability

Marco Mancesti

