

IMPLEMENTAGILITY™

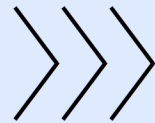
You have your strategy... And now?

Driver 7/8 – Teams' dynamic anchoring



Peter Senge in "The Fifth Discipline" emphasises that, in modern organizations, the team, not the individual, is the fundamental unit, the primary subsystem of larger organizational and societal systems.

The Board is a team, the executive committee, functional management teams, project teams, the list is endless.

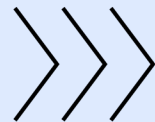


What is the place of teams
in strategy execution?



As mentioned above, teams are everywhere in the organization. This means that they are, by definition, a key player in strategy execution.

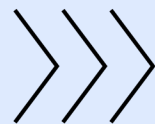
So, the pressure is on to choose the right people and then nurture them.



What do we mean with the concept of
Teams' dynamic anchoring?



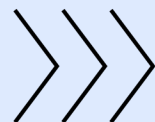
The term implies that while a team can swiftly adapt, pivot, and change direction (dynamic), it still maintains a steady connection to its core values, principles, or objectives (anchoring). Like an anchor that can be lifted and moved to different positions depending on the need, but still provides stability once it's set, a team with dynamic anchoring can realign and reposition itself while ensuring stability and groundedness.



What are the characteristics of
dynamically anchored teams?



- An extreme sense of **p**urpose
- An exceptional level of **i**ntegration
- Perfectly complementary **k**nowledge and great innovation capability
- An acute understanding of their **e**cosystem
- An elevated individual and collective **s**elf

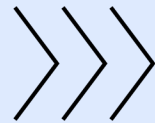


OK, Purpose, Integration, Knowledge and
Self make the acronym “PIKES”.

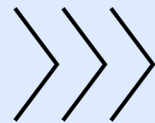
What’s so special about this combination ?



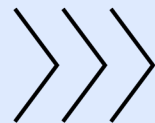
Purpose refers to the genuine and profound personal motivation of everyone to make the strategy a success. The motivation source might differ from one another, but it must be there, otherwise the risk of people dropping out when the team faces its first crisis is very high.



The second dimension addresses the degree of **integration** between team members, which is really about team maturity. In other words, the team should have a deep understanding of which tangible and intangible elements contribute to its cohesion and trust: values, behaviors, written and implicit rules etc.

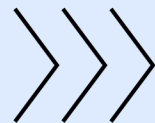


Knowledge covers the mastery of key technical competencies required for the job or the specific initiative. It also includes soft skills. In addition, knowledge is about each person's ability to bring novelty to the table. Beyond the obvious need for innovation, a team that does not have the potential for creativity runs the risk of lacking imagination when it comes to resolving complex problems.



Ecosystem relates to everyone's capacity to understand the dynamics of the broader environment (e.g., the company and, more generally, the area of business) in such a way that the team is like a set of sensors, with antennas all over the place, notably through optimal stakeholders' management.

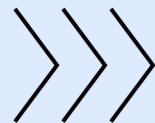
From an outcome perspective, we are looking, for example, for the ability to mobilize resources across the organization and beyond, and to obtain support from key stakeholders.



Self is probably the least discussed in strategy execution.

Yet it is vital especially in critical moments. It addresses each team member's ability to be in control of his or her own emotions.

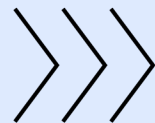
Uncontained stress has the potential to derail all the other dimensions. It is therefore crucial that teams have stress management as a core competency and are fully aware of where weaknesses lie to be able to anticipate stress-related challenges.



Can the teams' health be symptomatic of
an organization's functioning?



Teams are like mirrors. If they can't function well in a toxic environment, they thrive in a positive institutional culture.



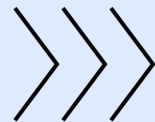
That's it?



Not exactly. Coordination between teams is key.

One way to make it happen is to put, across the organization, some individuals in charge of strategy execution monitoring.

They would form a kind of network of experts, who would share progress status and insights

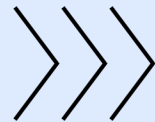


Why are dynamically anchored teams
important for Implement*agility* ?



Because they are the engine.

They are the tangible translation of what a strategy execution should be. Anchored on values, focused on the end goal, whilst dynamic to harvest opportunities created by context alterations.



IMPLEMENTAGILITY™

You have your strategy... And now?

Stay tuned! Coming soon...

Driver 8/8 – Surprise !

Marco Mancesti

