

Part 3.1

Leading with Outcomes – Exploration Workshop



Agendashift™ Academy

Leadership and strategy in the transforming organization

Leading with Outcomes

Conversation

- Dialogue
- Engagement
- Invitation
- Participation
- Trust building

Strategy

- Purpose
- Obstacles
- Outcomes
- Options
- Priorities
- Solutions



- Signs of emergence
- Indicators of progress
- Measures of success
- Goals and aspirations

Organisation

- People
- Scope
- Belonging
- Identity
- Relationships

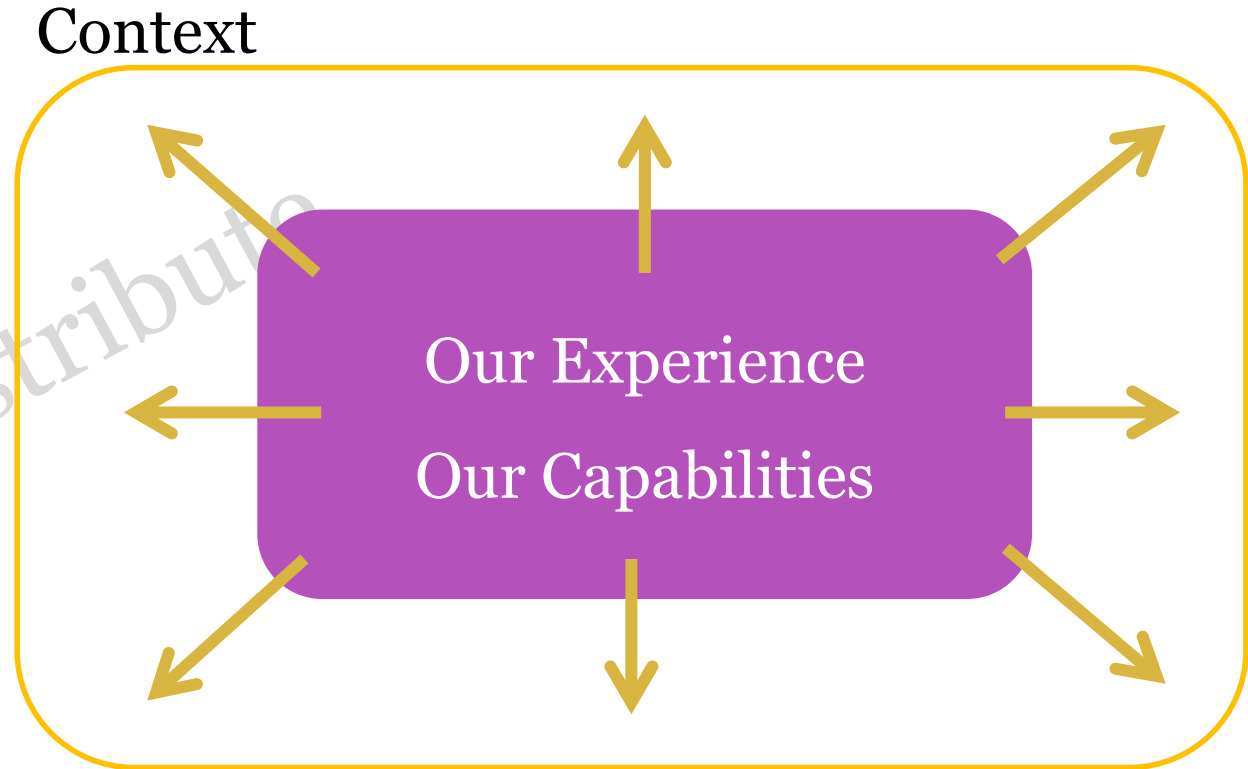
What is Inside-Out Strategy?

- Inside:

Any approach to strategy that **starts with us**; our experience and capabilities

- Out:

Looking at **how it fits its context**; how well we meet its **needs**, or make an **impact**, do we have that level of capability to achieve is **needed**



Not Inside-Out Strategy (1): Outside-In Strategy

- Start not with our experience and capabilities, **but with somebody else's**; like our customers, how we are going to help them better, achieve what they want to achieve
- Look at our competitors, market, ...

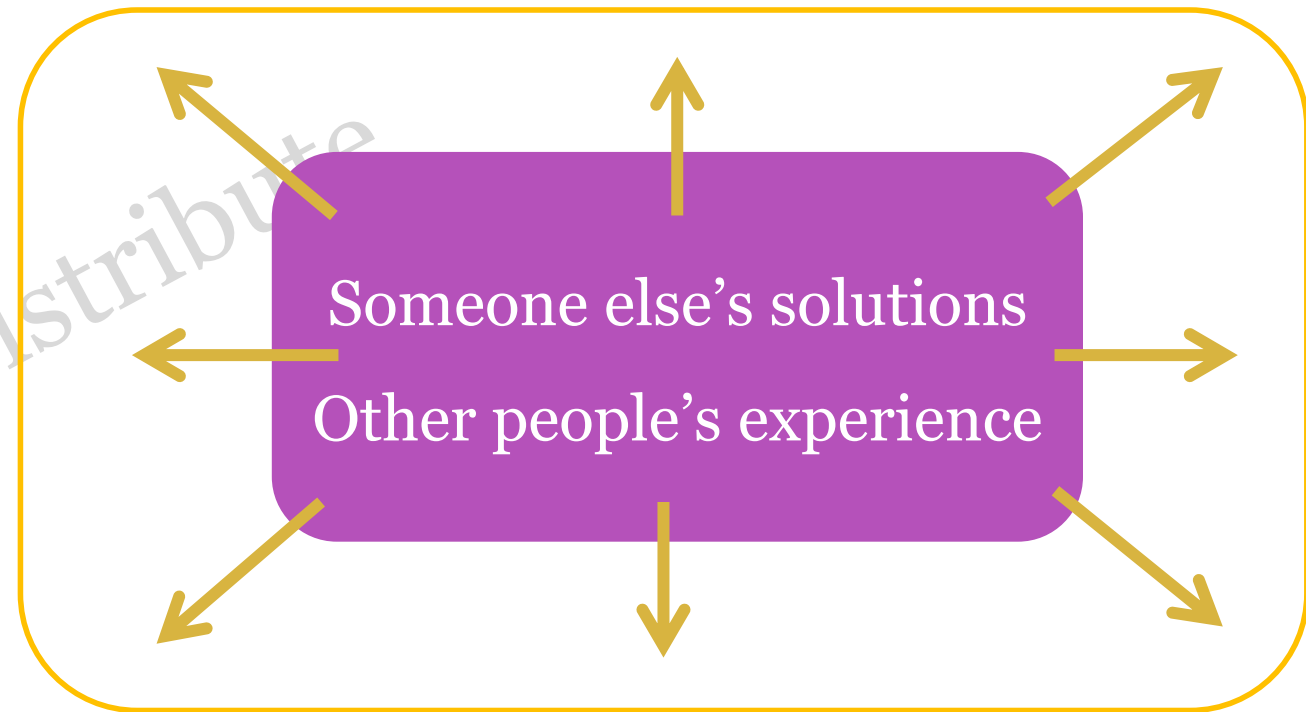
Context



Not Inside-Out Strategy (2): Rollout /Adoption /Implementation...

- May be **red** sold as Inside-Out
- The solution has **blue** already been **blue** decided and now we roll it up
- When there is proven solutions, no need for learning and adaptation and transformation, where challenge can be fully understood

Context



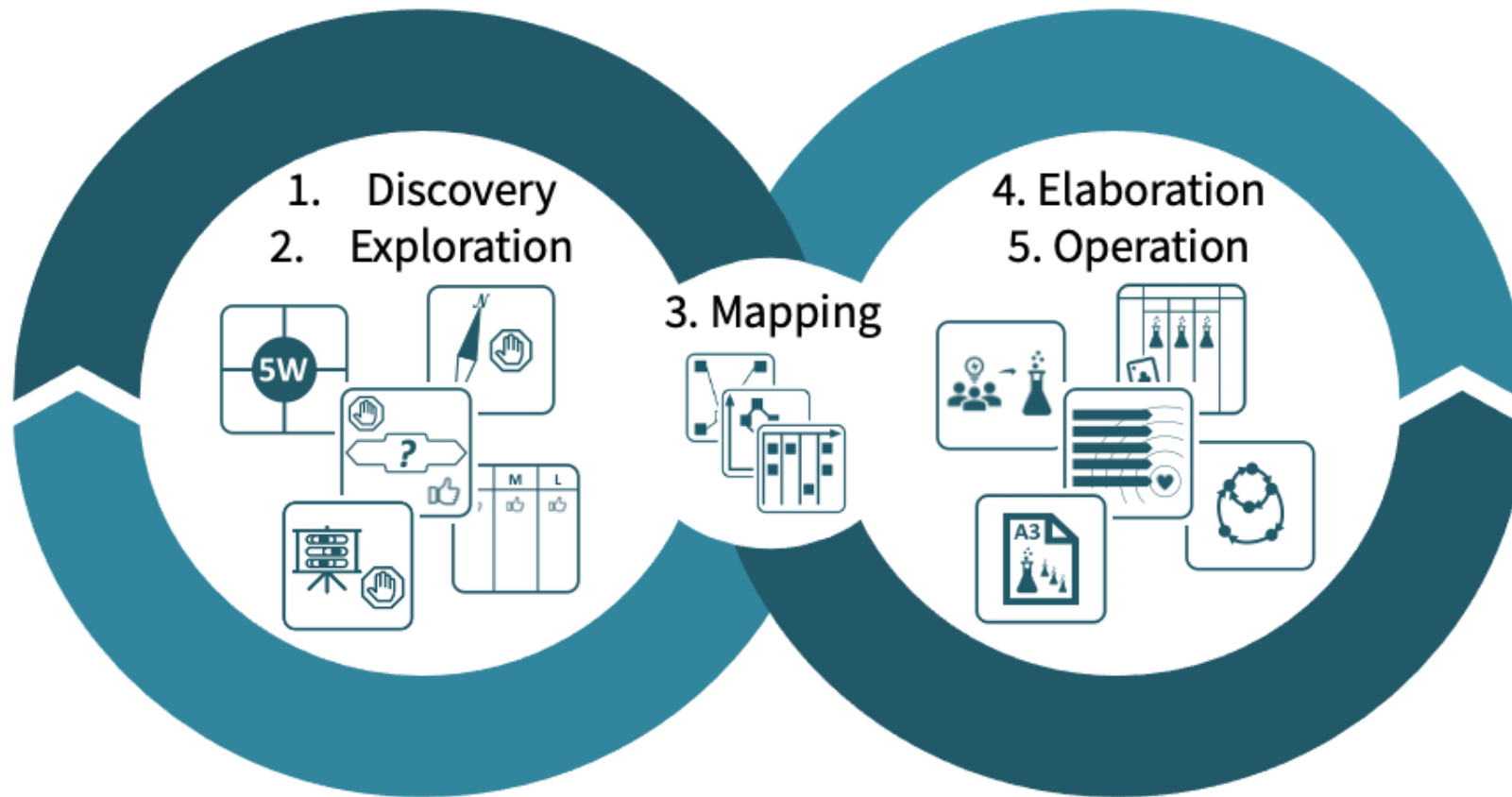
Strategy's virtuous circle



Fit, positioned, purposeful, successful!

Core activities

Participatory strategy in workshop form



Discovery

Exploration

Mapping

Elaboration

Operation

Where we'd like to get to

Additional material /
exercises may cover:

- Adaptive challenges
- X-Matrix / TASTE



Celebration-5W



Business context



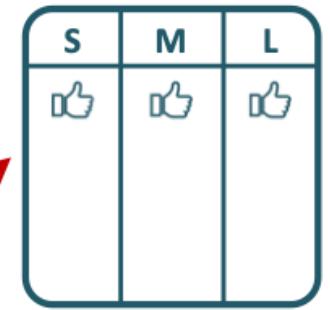
True North /
Obstacles



Pattern: Ideal, Obstacles, Outcomes (IdOO)



15-minute FOTO



Plan on a Page



Part 3.1

Exploration

Assessment

Assessment Debrief & Obstacles

FOTO

Discovery

Exploration

Mapping

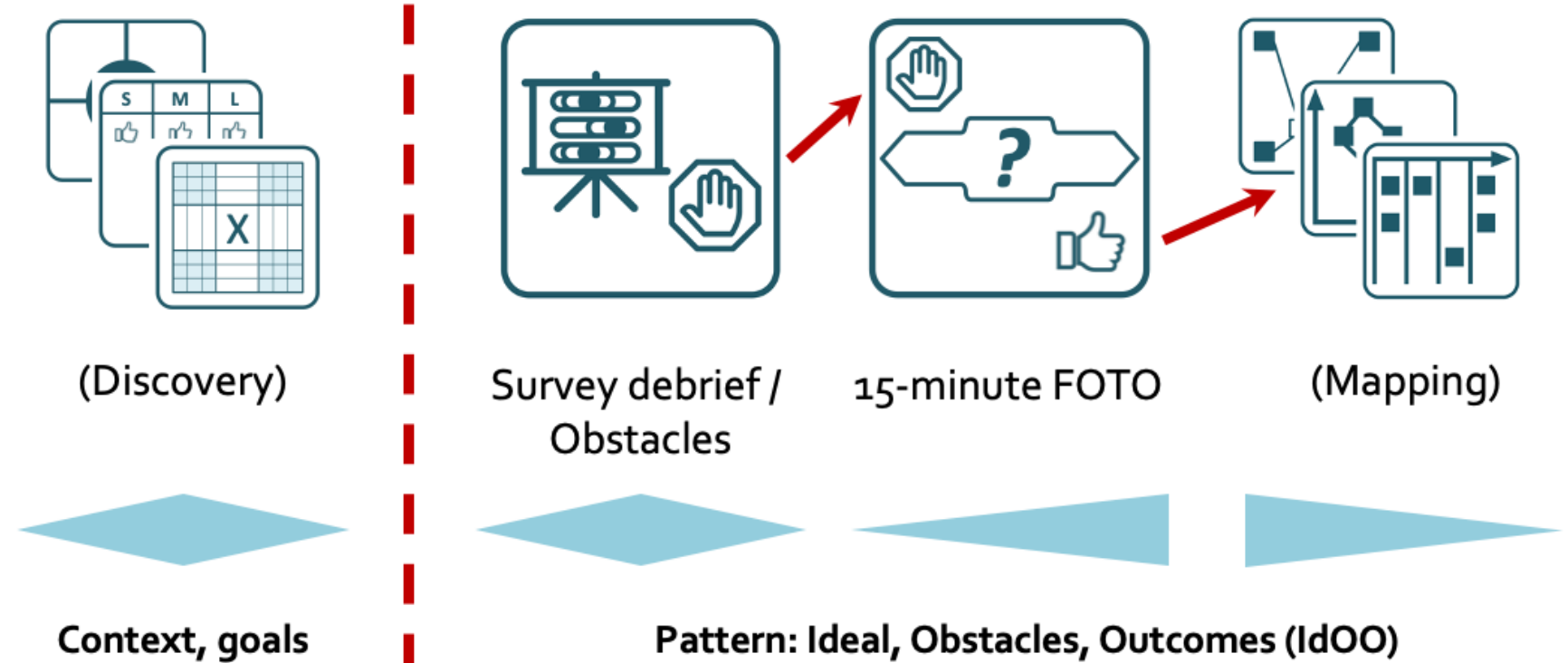
Elaboration

Operation

Prospecting for opportunities

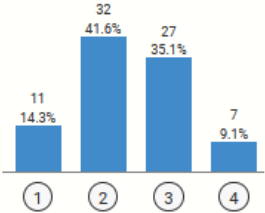
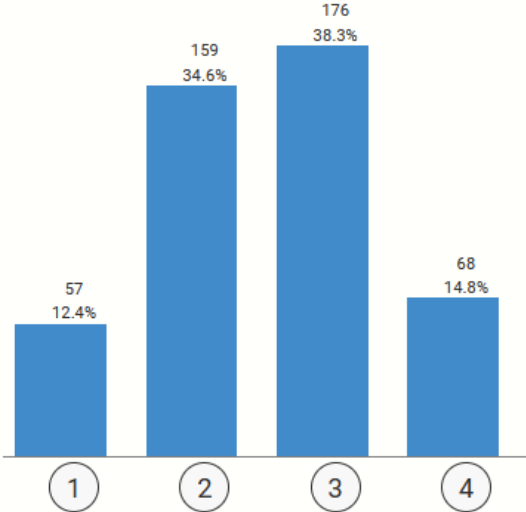
Additional material /
exercises may cover:

- Challenge Mapping
- Culture & Systems Thinking
- Empathy & framing
- Applicability

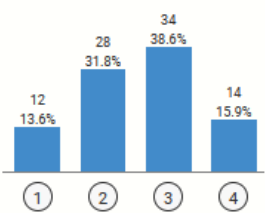


Agendashift Delivery Assessment

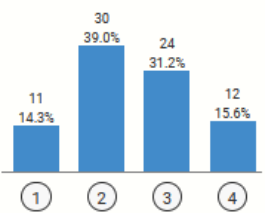
Score distributions



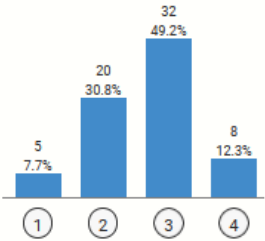
1. Transparency



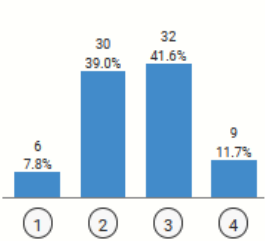
2. Balance



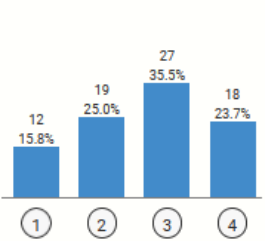
3. Collaboration



4. Customer Focus



5. Flow



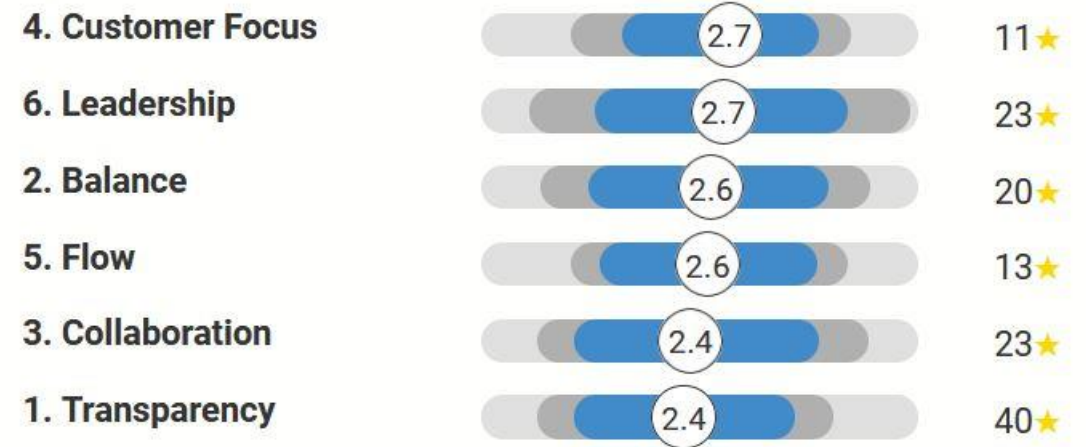
6. Leadership

Categories

Survey order



Strongest first



Categories and prompts with the narrowest spread of scores

Categories and prompts with narrowest spread of scores, measured by the smallest differences in half and quartile means

Categories

5. Flow



4. Customer Focus



1. Transparency



Prompts

4.3 We take care to understand the context into which our work will be delivered Customer Focus



1.1 Our work, its status, and where it is in our process are easily visible to everyone interested



Transparency

5.6 We proactively identify and address dependencies, bottlenecks and other causes of delay Flow



3.4 We collaborate across our whole operation to ensure that work progresses smoothly towards customer success Collaboration



3.1 Our policies and structure promote effective collaboration across the organisation Collaboration



1.3 We can always see what work is blocked and why Transparency



4.5 We incorporate customer feedback into our work throughout the delivery process Customer Focus



4.6 We treat work as unfinished until we can confirm that customer needs have been met Customer Focus



3.3 We explore needs with our customers before we make delivery commitments Collaboration



2.2 We know how much work we can accommodate before our effectiveness is compromised Balance



Strongest categories and prompts

Categories and prompts strongest in absolute terms, highest aggregate scores first

Categories

4. Customer Focus



11★

6. Leadership



23★

2. Balance



20★

Prompts

6.6 We treat each other with respect regardless of role, position, or seniority **Leadership**



6★

2.8 We have the range of skills we need to achieve meaningful results independently of other teams

Balance



4★

6.4 We recognise improvement areas, take action, and follow through **Leadership**



2★

3.7 We often work together in small groups, focussing our efforts and developing our knowledge and skills together **Collaboration**



1★

4.3 We take care to understand the context into which our work will be delivered **Customer Focus**



3★

4.6 We treat work as unfinished until we can confirm that customer needs have been met **Customer Focus**



2★

5.5 We understand our performance well enough to make decisions, set expectations, and focus improvement efforts **Flow**



4★

1.4 We sequence our work to minimise dependencies **Transparency**



3★

4.5 We incorporate customer feedback into our work throughout the delivery process **Customer Focus**



2★

6.3 We all share responsibility for how we work and how our work is organised **Leadership**



2★

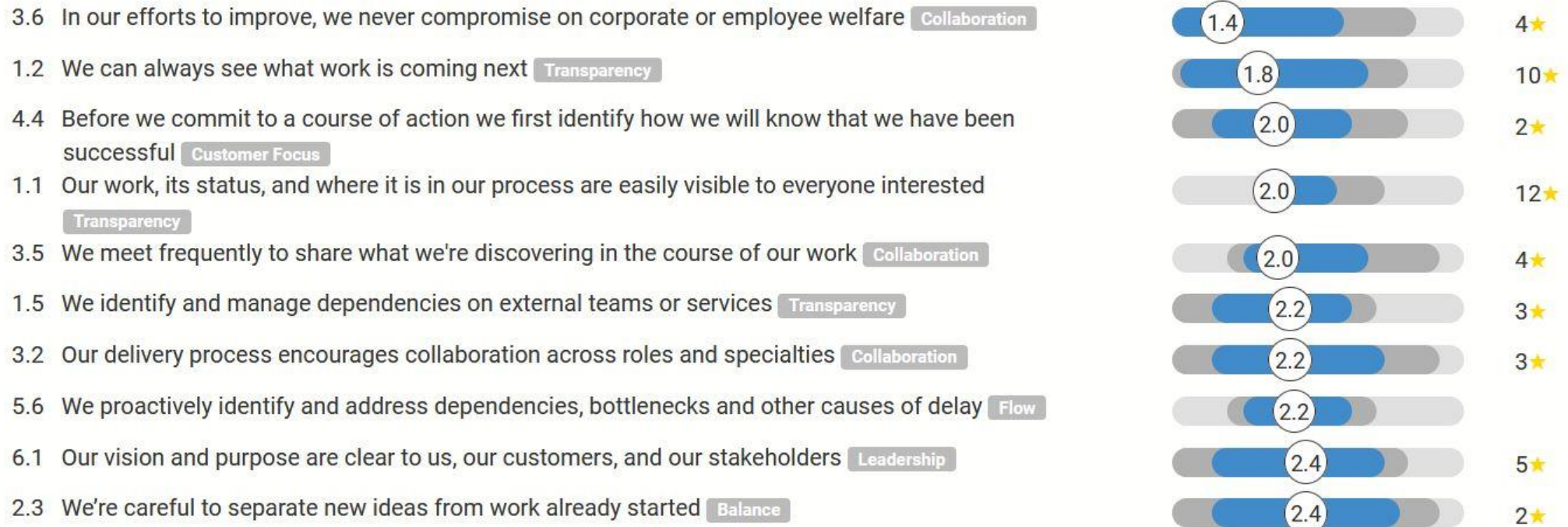
Weakest categories and prompts

Categories and prompts weakest in absolute terms, lowest aggregate scores first

Categories



Prompts



Categories and prompts with the widest spread of scores

Categories and prompts with widest spread of scores, measured by the biggest differences between half quartile means

Categories

6. Leadership



3. Collaboration



2. Balance



Prompts

6.7 We regularly seek, provide, and act on feedback **Leadership**



2.8 We have the range of skills we need to achieve meaningful results independently of other teams



Balance

6.2 We strike an appropriate balance between meeting customer needs, improving our delivery process, and developing new capabilities **Leadership**



2.3 We're careful to separate new ideas from work already started **Balance**



3.2 Our delivery process encourages collaboration across roles and specialties **Collaboration**



3.6 In our efforts to improve, we never compromise on corporate or employee welfare **Collaboration**



2.6 There is a healthy variety to our work – different types of work and a range of timescales **Balance**



1.2 We can always see what work is coming next **Transparency**



6.1 Our vision and purpose are clear to us, our customers, and our stakeholders **Leadership**



4.4 Before we commit to a course of action we first identify how we will know that we have been successful **Customer Focus**



Most starred

Starred categories and prompts, most stars first

Categories

1. Transparency		40★
3. Collaboration		23★
6. Leadership		23★
2. Balance		20★
5. Flow		13★
4. Customer Focus		11★

Prompts

1.1 Our work, its status, and where it is in our process are easily visible to everyone interested Transparency		12★
1.2 We can always see what work is coming next Transparency		10★
3.1 Our policies and structure promote effective collaboration across the organisation Collaboration		8★
6.6 We treat each other with respect regardless of role, position, or seniority Leadership		6★
1.6 We share progress on our work frequently, so that opportunities for collaboration are quickly identified Transparency		5★
6.1 Our vision and purpose are clear to us, our customers, and our stakeholders Leadership		5★
1.7 Seeking to improve its effectiveness, we regularly review our whole operation end to end Transparency		4★
2.5 We consciously balance the needs of all our stakeholders, both internal and external Balance		4★
2.8 We have the range of skills we need to achieve meaningful results independently of other teams Balance		4★

Part 3.1

Mapping

Option Approach Mapping

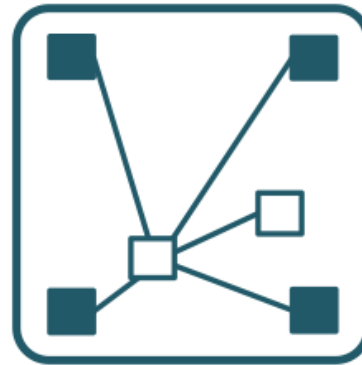
Option Relationship Mapping

Pathway Mapping

Plans and priorities visualised

Additional material / exercises may cover:

- Complexity theory and its application
- Other mapping and strategy tools
- Strategy model reconciliations

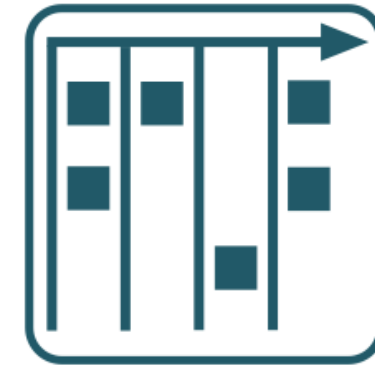


Option Approach Mapping*

*not its real name



Option Relationship mapping



Pathway mapping

