



## Introduction to Agile Strategy Execution

### Benefits of effective strategy execution

- Increase market competitiveness
- Develop people for the future
- Grow the business

### Costs of poor strategy execution

- Fall behind in the market
- Wastes time, talent, and other resources
- Stimulates growth

### Why companies struggle

- Waterfall approach
- Too much disruption

- Lack of focus
- Low sense of urgency

## What is Agile Strategy Execution?



- Iterative approach to improvement
- Created in the software industry
- Increases adaptability to change
- Promotes accelerated learning

### How Agile Strategy Execution Works

- Creates flow of Goals
- Decentralized strategy management

- Leaders behave like coaches

#### Benefits of Agile Strategy Execution

- Increases adaptivity to market changes
- Enables faster learning and growth
- Sharpens competitive advantage

## Key Components of Agile Strategy Execution



#### Goal Setting and Alignment

- Each person has one Goal at a time
- Each Goal has a shorter deadline
- Follows 3D Goal setting format
- Teams align horizontally and vertically

### **Routine Iteration and Coaching**

- Scientific approach
- Learn as you go
- Makes Continuous Improvement a habit
- Leader-as-coach

### **Tracking Progress**

- Validate achievement
- Stay grounded in reality
- Capture the “story” of the journey

## **Goal Setting and Alignment**



**Benefits of effective Goal setting and alignment**

- Provides direction for improvement
- Sets the priority for resource allocation
- Gain commitment for improvement

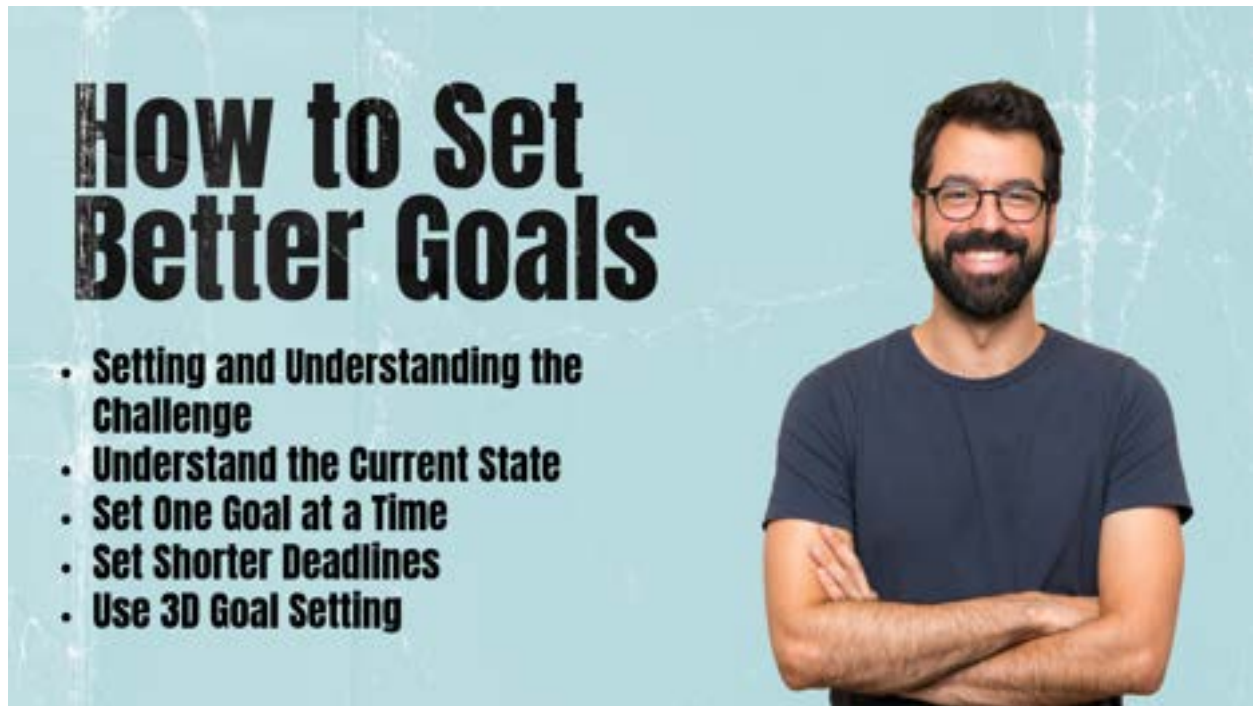
**Costs of poor Goal setting and alignment**

- Infighting and dysfunction
- Increased waste and random improvement
- Low sense of urgency for improvement

**Why companies struggle**

- Fear of commitment
- Unable to prioritize
- Stuck in a firefighting mindset

## How to Set Better Goals



### Setting and understanding the Challenge

- Set a Challenge that prepares the organization to win
- Select a Challenge that requires the contribution of all
- Understand the Challenge and how your domain is affected

### Understand the Current State of Operations

- Set a baseline for current performance
- Develop a sense of issues and obstacles
- Understand current standard procedures

### The power of setting one Goal at a time per person

- Increases focus on what's most important to improve
- Enables alignment of priorities
- Promotes more effective coaching

### **Setting shorter deadlines**

- Creates a sense of urgency for action
- Enables agility for changing directions
- Accelerates learning and results

### **Using the 3D Goal setting**

- Set the direction, distance, and deadline
- Go beyond base work
- Ensure alignment

# Gaining Goal alignment

## Assessing what's most important to improve

- Understand the priorities of key stakeholders
- Determine what one achievement makes all others easier
- Evaluate the most viable path to success

## Gaining horizontal alignment

- Gain commitment through catch ball
- Setting mutually exclusive Goals
- Setting completely exhaustive Goals

## Gaining vertical alignment

- Each leader facilitates horizontal alignment
- Consider the company and team Challenge
- Set Goals based on the domain of ownership



# Routine Iteration and Continuous Improvement



## Why Routine Iteration Matters

### Benefits of Effective Routine Iteration

- Maximizes learning at each step
- Increases ability to pivot if needed
- Conditions people to change

### Costs of poor Iteration

- Slower and harder learning
- Delayed results
- Wasteful and expensive execution

### Why companies struggle

- Waterfall is too easy for the leader, too difficult for everyone else

- Fear of negative feedback
- Performance is measured on inputs, not outcomes

## Measuring Success

### Why Measuring Success Matters

#### Benefits of Measuring Success

- Establishes a connection between change and results
- Enables better prediction
- Allows for improved problem-solving

#### Costs of poor measurement of progress

- Lose historical reference
- Inability to tie actions to outcomes
- Lack of objectivity of actual performance

#### Why companies struggle

- Lack of clarity of direction
- Already tracking too many things
- Not willing to invest in performance measurement

## How to measure progress effectively

#### Selecting the right metric

- Choosing a lead indicator
- Ensuring the right frequency of feedback
- Tracking progress to your Goal

**Capturing the data**

- Using existing data sources
- Manual data collection
- Sanity-checking the data

**Making data visual**

- Choosing the right data display
- Selecting tools for communicating results
- Keeping it simple

## **Using the data to improve performance**

**Connecting the Goal to the Measure of Success**

- Measuring progress to the Goal
- Tightening the feedback loop
- Embracing the need for improvement

**Connecting the Measure of Success to Iteration**

- Separating the signal from the noise
- Getting to process behaviors
- Measuring between each iteration

**Validating achievement**

- Determining if success is achieved
- Ensuring process stability
- Standardizing for sustainment

## Making Agile Strategy Execution Work for You



### What makes ASE special?

#### Become unstoppable

- Build a foundation for growth
- Embrace disruption
- Develop strength and agility

#### Accelerate transformation

- Innovate faster
- Learn to navigate
- Create a culture of high achievement

#### Develop a pipeline of internal leadership talent

- Adopt a consistent framework for growth

- Develop leaders as coaches
- Release untapped potential

## Making ASE work for you

### Reach for the stars

- Stretch people and processes beyond current capability
- Create demand for Continuous Improvement
- Accelerate transformation

### The power of one at a time

- Increasing focus
- Increasing sense of urgency for the important
- Maximizing learning from doing

### Systematically engaging everyone

- Standardize a coaching routine
- Create a Flywheel effect
- Engage everyone in improving something important every day

**RESOURCE: Find the FIT Book by Calvin L. Williams on Amazon.com**

