



## ***Making Strategy Happen***

Forging a clearer path for leaders in challenging times.

**Given the ever-changing environment, shocks and disruptors, the ability to adapt quickly and re-focus is a key determinant of success.**

**To be agile, one must be prepared. That is the essence of Strategy.**

# HOW AGILE IS YOUR ORGANISATION?

## Characteristics

Structured	Dynamic
Assumption: strategic advantages will persist	Assumption: existing advantages will come under pressure
Conversations that reinforce existing perspectives	Conversations that candidly question the status quo
Relatively few and homogenous people involved in strategy	Broader constituencies involved in strategy process and with diverse input
Inputs are precise but slow	Inputs are fast and roughly right
Structure: People focus on their own responsibilities to ensure that the work gets done but may provide input / advise to others	Networks of eco-systems: People sometimes switch responsibilities as their talents and expertise are leveraged where it is needed
Prediction oriented	Discovery driven. Solves problems collectively
NPV oriented	Options oriented
Internally focused on optimization	Aggressively focused on the external world
Talent directed to solving problems Success is based on the ability to improve quality and lower costs	Talent directed to identifying and seizing opportunities. Success is based on the ability to explore the new
Extending a trajectory	Promoting continual shift
Accepting a failing trajectory	Picking oneself up fast

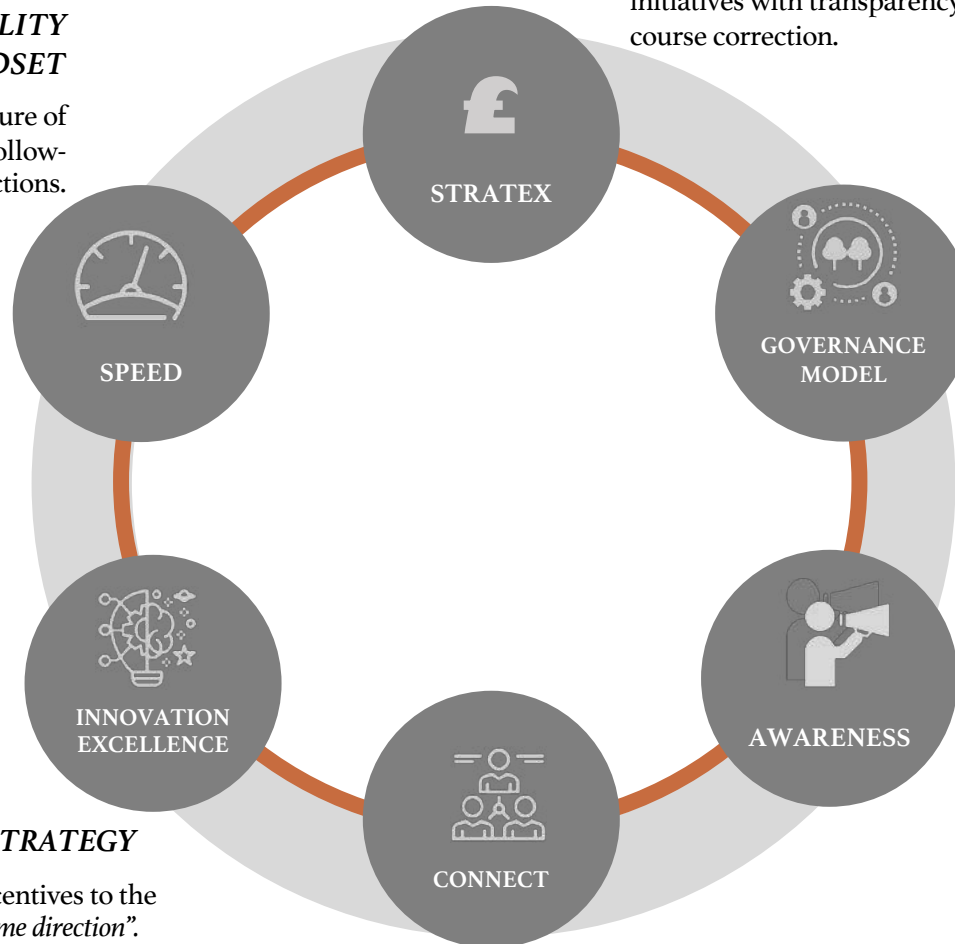
# STRATEGIC AGILITY REQUIRES ALIGNMENT AND FOCUS

## **FOSTER STRATEGIC AGILITY MINDSET**

Be structured and foster a culture of collaboration, coordination and fast follow-through on agreed actions.

## **ALIGN BUDGET**

Ensure resources are allocated to the strategic actions and selected initiatives with transparency to enable reallocation as required for course correction.



## **EMBED AN EXECUTION GOVERNANCE MODEL**

A simple and structured process to ensure timely monitoring, reporting and review for adaptation.

## **ENABLE EXPERIMENTATION**

Create a safe place to test new things fast and create a launch pad to go beyond the value gap.

## **COMMUNICATE & ENGAGE**

Keep everyone involved and engaged with timely and frequent communication.

## **CONNECT PEOPLE with THE STRATEGY**

Aligning personal objectives and incentives to the strategy and ensure all "row in the same direction".

# STRATEGIC AGILITY

In the long-term, the ability to make confident, bold and opportunistic choices will separate the winners from the others. ***Some considerations in challenging times:***

- ✓ With a fundamental shift in consumer dynamics, how quickly can the business operating model be transformed to meet the evolving needs of the new reality and reduce cost to serve becomes paramount for long-term competitiveness.
- ✓ Immediate focus – ensuring the continuity of operations such that the day-to-day activities of the business are not adversely disrupted.
- ✓ Balance the immediate with long-term survival needs.
- ✓ It is crucial to balance cost optimization with ensuring preparedness for a fast and stronger turn-around to emerge competitive again.
- ✓ Frequent interactions with shareholders to demonstrate clarity and agility of strategies and demonstrate speed of execution that places the company at an advantage over its competitors is even more important.
- ✓ In the face of intense pressure and uncertainty, coupled with new ways of working, the ability to engage in a manner that promotes a strong culture of one team working together to navigate challenges & achieve a common purpose will deliver immeasurable advantage.
- ✓ Preparedness is about quick response with new options and adjustments, allowing innovation with consistency of purpose. It increases a company's resilience to crisis and uncertainties. It is a necessity as the unpredictability, frequency, complexity and scale of shocks increases.

# Transformation & Growth STRATEGY

Connect with Us to discuss  
your strategy formulation  
and refresh needs.

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