OVERVIEW
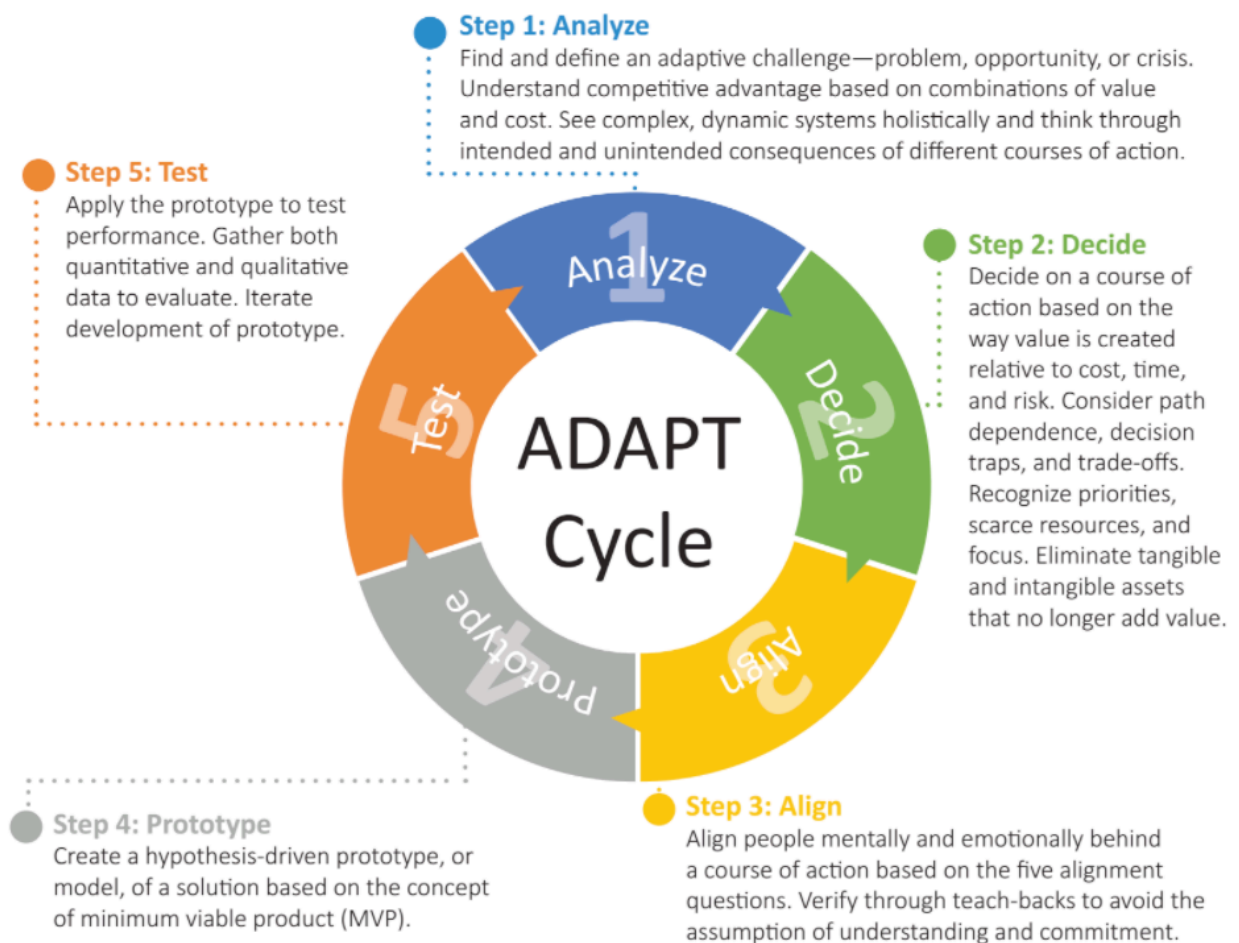
In today's dynamic and hyper-competitive environment, organizations can't afford to have their employees stuck in a tactical mindset. At every level, employees must understand the perishable nature of value and how it is created and captured, analyze different courses of action, and move with greater speed and agility in execution. In short, we have entered an era in which all employees must develop the skills to create and maintain competitive advantage within their roles.

THE ADAPT CYCLE

ADAPT Strategic Agility™ is a one-day workshop in which participants learn the five-step ADAPT Cycle, an iterative process for refining strategy, creating alignment, and improving execution.

Step 1: Analyze
Find and define an adaptive challenge—problem, opportunity, or crisis. Understand competitive advantage based on combinations of value and cost. See complex, dynamic systems holistically and think through intended and unintended consequences of different courses of action.

Step 5: Test
Apply the prototype to test performance. Gather both quantitative and qualitative data to evaluate. Iterate development of prototype.

Step 2: Decide
Decide on a course of action based on the way value is created relative to cost, time, and risk. Consider path dependence, decision traps, and trade-offs. Recognize priorities, scarce resources, and focus. Eliminate tangible and intangible assets that no longer add value.

ADAPT Cycle

Analyze 1
Decide 2
Align 3
Prototype 4
Test 5

Step 4: Prototype
Create a hypothesis-driven prototype, or model, of a solution based on the concept of minimum viable product (MVP).

Step 3: Align
Align people mentally and emotionally behind a course of action based on the five alignment questions. Verify through teach-backs to avoid the assumption of understanding and commitment.

RESEARCH BACKGROUND

Drawing on a comprehensive review of the research and practitioner literature, as well as our accumulated client experience, the LeaderFactor research team has distilled out essential concepts and decision-support tools that give participants the ability to apply the ADAPT Cycle immediately upon completion of the course.

OBJECTIVES

Following the completion of this course, participants will be able to apply the following tools and concepts:

TOOLS

1. Value/Cost Matrix
2. Adaptive Challenge Categories
3. Consequence Map
4. VCTR Model
5. Top 10 Decision Traps
6. The 5 Alignment Questions
7. Simple Rules Guidelines

KEY CONCEPTS

- The test of obviousness

- Deliberate vs. emergent strategy

- Path dependence

- Adaptive challenge categories: Opportunity, threat, crisis

- Systems thinking as holistic thinking, pattern recognition, and anticipation of consequences

- First, second, and third-order consequences

- Competitive advantage based on value and cost combinations

WORKSHOP SUMMARY

Introduction	60 min
Step 1: Analyze	60 min
Step 2: Decide	60 min
Step 3: Align	60 min
Step 4: Prototype	60 min
Step 5: Test	60 min
Conclusion	30 min
Post-workshop:	Drip-feed, peer coaching

- Organizational proliferation and disabling complexity

- Perishability and the temporary nature of value

- Agility in speed, direction, and recovery

- Execution capacity based on trade-off discipline and load balancing

SELECT CLIENTS

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