

Strategic Thinking & Agility

Advantage

LeaderFactor

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.

The ADAPT Cycle™

Strategic Thinking & Agility™ is a one-day workshop in which participants learn the five-step ADAPT Cycle™ and tools. In the process, they learn to apply five critical skills:

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

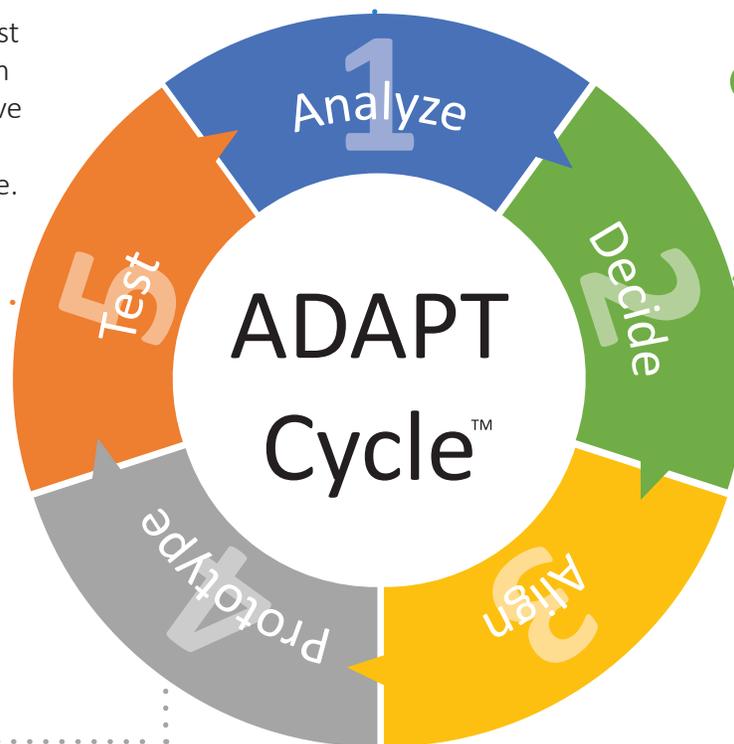
- Decide on a course of action based on the way value is created relative to cost, time, and risk as well as intended and unintended consequences. Impose trade-offs based on priorities, scarce resources, and focus, as well as the systematic elimination of tangible and intangible organizational assets that create complexity and no-longer add value.

Step 3: Align

- Align people mentally and emotionally behind a course of action. Identify and align critical resources. Identify key opportunities to strengthen personal, operational, and strategic networks.

Step 4: Prototype

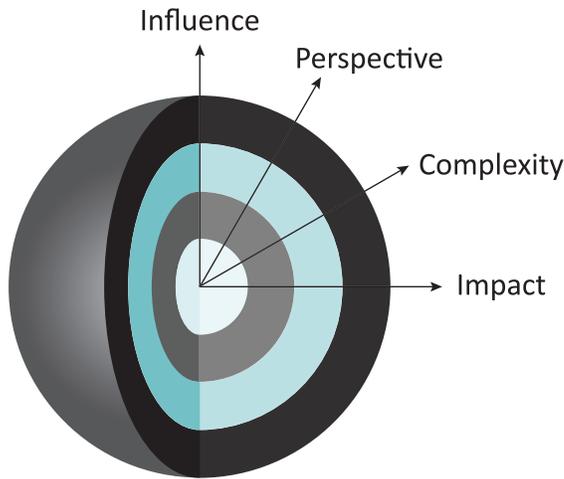
- Create a hypothesis-driven prototype, or model, of a solution based on the concept of minimum viable product (MVP).



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.

The Shift from Tactical to Strategic



Objectives

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

Key Concepts

- Deliberate vs. emergent strategy
- Path dependency
- Adaptive challenge categories: Opportunity, threat, crisis
- Systems thinking as analysis + synthesis
- First, second, and third-order consequences
- Competitive advantage based on value and cost combinations
- The test of obviousness
- Execution capacity based on trade-off discipline and load balancing
- Organizational proliferation and disabling complexity
- Perishability and the temporary nature of value
- Agility in speed, direction, and recovery
- Career, operating, and strategic networks

Tools

1. Value/Cost Matrix
2. Consequence Map
3. VCTR Model
4. Top-10 Decision Bias Traps
5. Alignment Analysis
6. Prototyping/MVP Framework

Quick Facts

- Designed by the LeaderFactor research team
- Target audience: individual contributors and all levels of management
- One-day applied workshop
- Intact or cross-functional teams
- Practical and applied
- Highly interactive
- Participants apply skills to a current adaptive challenge
- Participants receive a post-training “drip-feed” of curated world-class development resources

Select Clients

- Accenture
- Dow
- FBI National Academy
- Genentech
- Honeywell
- Idaho National Laboratory
- Intel
- Lockheed Martin
- PG&E
- Pfizer
- Stanford University
- US Treasury

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