

Building a Consistently Innovative and Successful Organization

The Starting Point:

VISION / VALUES “TEMPLATE”

- Core Purpose
- Core Values
- BHAG (Big Hairy Audacious Goal)
- Vivid Description

A. STRATEGY (Formula for Success)

MARKETS: Who are our customers?

CORE COMPETENCIES AND OFFERINGS: What do we offer them?

UNIQUE VALUE PROPOSITION: What sets us apart in ways that deliver greater value?

BUSINESS MODEL: What is our “formula” for making money?

PRIORITIES AND METRICS: What actions, staging and measurement are essential?

B. STRUCTURE (Organization for Success)

STRATEGIC OPTIONS: By Markets or Industries, Customers, Offerings, Competencies, Processes, Geography—or the most appropriate combination?

FUNCTIONS: Product/Service Development, Marketing and Sales/BD, Delivery and Program Management, Customer Satisfaction, Quality, Human Resources, I.T., Innovation, Collaboration (Internal/External), Finance and Administration, Contracts, Communication (Internal/External)

ELEMENTS: Alignment, Authority, Span of Control, Expertise, Collaboration and Leverage

C. PROCESSES (Operation for Success)

RESOURCE ALLOCATION: Planning, Budgets, People Processes, Investment

WORK FLOW: Fulfilling an Order, Service/Support, Supply Chain, Product Development

D. PEOPLE (Talent for Success)

Human Capital and Leadership Requirements, Skills and Policies that support success.

E. REWARDS (Incentives for Success)

Aligning individual goals with organizational goals and desired results.

F. CULTURE (Environment for Success)

What “culture” will enable us to deliver on our promise to customers and employees?

The Essential Steps:

ENVISION FUTURE ORGANIZATION

Based on Vision, Strategy, Goals and Market Realities

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“AUDIT” EXISTING ORGANIZATION

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DEVELOP GAMEPLAN TO CLOSE THE GAP

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IMPLEMENT GAMEPLAN