

MK

Mark Kenny

# Strategic Agility / Organizational Agility: Making a Difference



GAME  
TIME!

# Strategic Agility

Anticipates future consequences and trends accurately; brings creative ideas to market; recognizes strategic opportunities for change.

# Skilled Behaviors: Strategic Agility

- ✓ Sees ahead clearly
- ✓ Has broad knowledge and perspective
- ✓ Is future oriented
- ✓ Can articulately paint credible pictures and visions of possibilities and likelihoods
- ✓ Can create competitive and breakthrough strategies and plans

# Unskilled Behaviors: Strategic Agility

- ✓ Doesn't think or talk strategy
- ✓ Can't put together a compelling strategic plan
- ✓ More comfortable in the tactical here and now
- ✓ Lacks the perspective to pull together varying elements into a coherent strategic view
- ✓ Can't weave a vision of the future
- ✓ May reject the usefulness of strategy, considering it pie in the sky
- ✓ May try to simplify too much or be very tactical
- ✓ May lack the disciplined thought processes necessary to construct a strategic view

# Organizational Agility

Knowledgeable about how organizations work; gets things done both through formal and informal channels; effectively maneuvers through complex political situations.

# Skilled Behaviors: Organizational Agility

- ✓ Knowledgeable about how organizations work
- ✓ Knows how to get things done both through normal channels and the informal network
- ✓ Understands the origin and reasoning behind key policies, practices, and procedures
- ✓ Understands the cultures of organizations


# Unskilled Behaviors: Organizational Agility

- ✓ Doesn't get things done in organizations beyond his/her area
- ✓ May lack the interpersonal skills to get things done across boundaries
- ✓ May not negotiate well within organizations
- ✓ May be too timid and laid back to maneuver through organizations
- ✓ May reject the complexity of organizations
- ✓ May lack the experience or simply not know who and where to go
- ✓ May be too impatient to learn; may neither care to know the origins of how things work around the organization



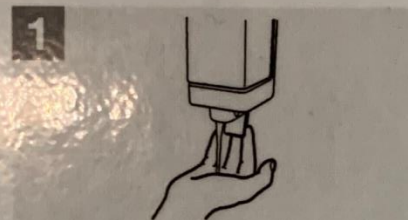
# How to Handwash?

WASH HANDS WHEN VISIBLY SOILED! OTHERWISE, USE HANDRUB

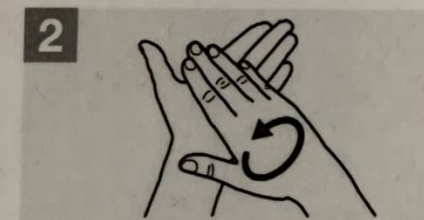
 Duration of the entire procedure: 40-60 seconds



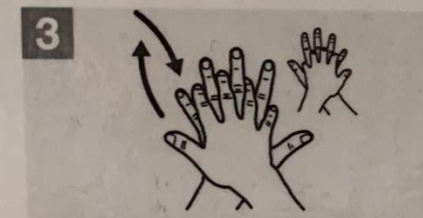
Wet hands with water;



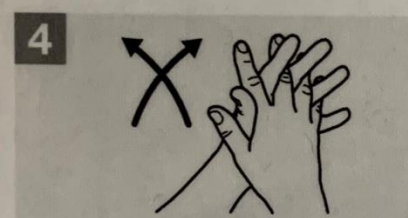
Apply enough soap to cover all hand surfaces;



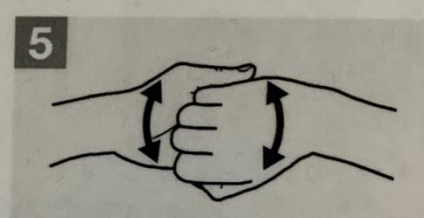
Rub hands palm to palm;



Right palm over left dorsum with interlaced fingers and vice versa;



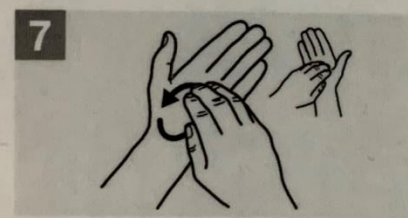
Palm to palm with fingers interlaced;



Backs of fingers to opposing palms with fingers interlocked;



Rotational rubbing of left thumb clasped in right palm and vice versa;



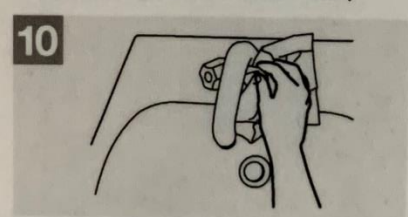
Rotational rubbing, backwards and forwards with clasped fingers of right hand in left palm and vice versa;



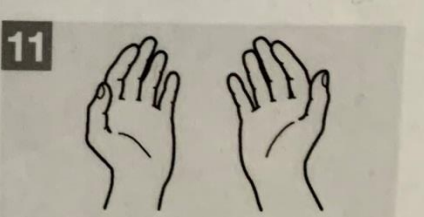
Rinse hands with water;



Dry hands thoroughly with a single use towel;



Use towel to turn off faucet;



Your hands are now safe.



World Health  
Organization

Patient Safety

A World Alliance for Safer Health Care

SAVE LIVES  
Clean Your Hands

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May 2009



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# Agenda

## Part 1

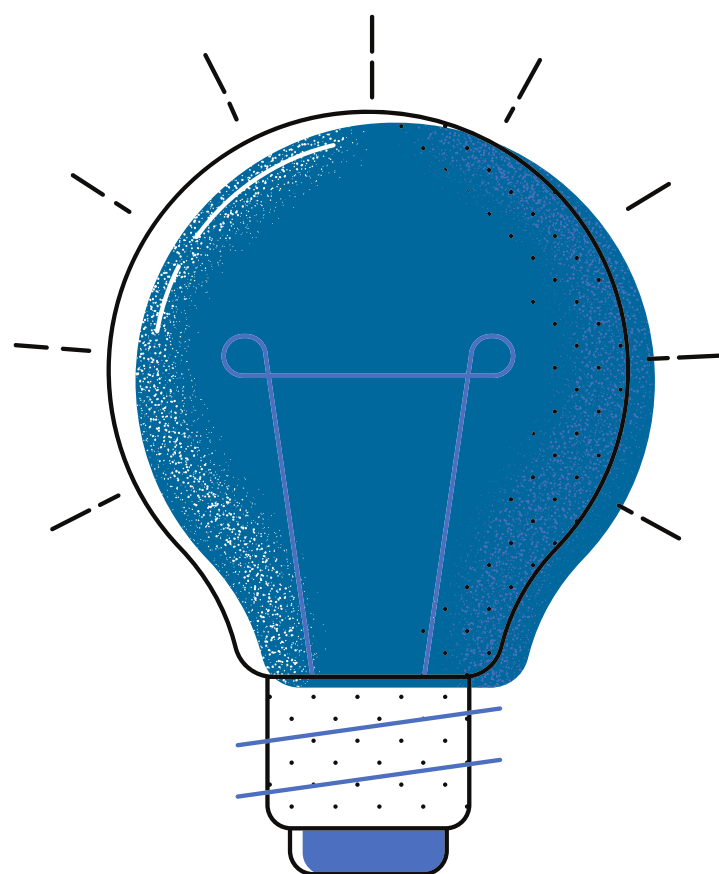
OUR PERSPECTIVE

## Part 2

HOW TO BE MORE STRATEGIC

## Part 3

HOW TO BE MORE ORGANIZATIONALLY AGILE



# Breakout Rooms

Interview each other with the questions in your handout:

1. In your opinion, what is strategy?
2. In what ways might you need to be more strategic in your thinking and actions?
3. If you could change one thing about your ability to get work done in organizations beyond your own area, what would it be?
4. What is a specific challenge or concern you have about working with others outside of your function or area?

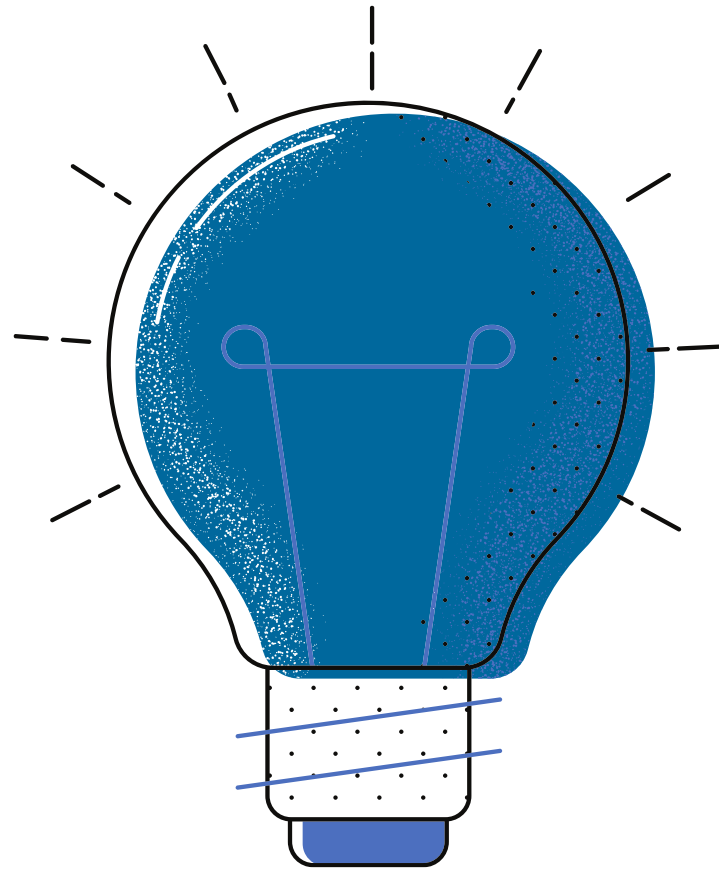


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PART 2:

# How to Be More Strategic



# What is Strategy?

# Strategy

What value you create, how you will create that value, and for whom.

# Strategic Agility

Able to consistently provide value to the right people at the right time.

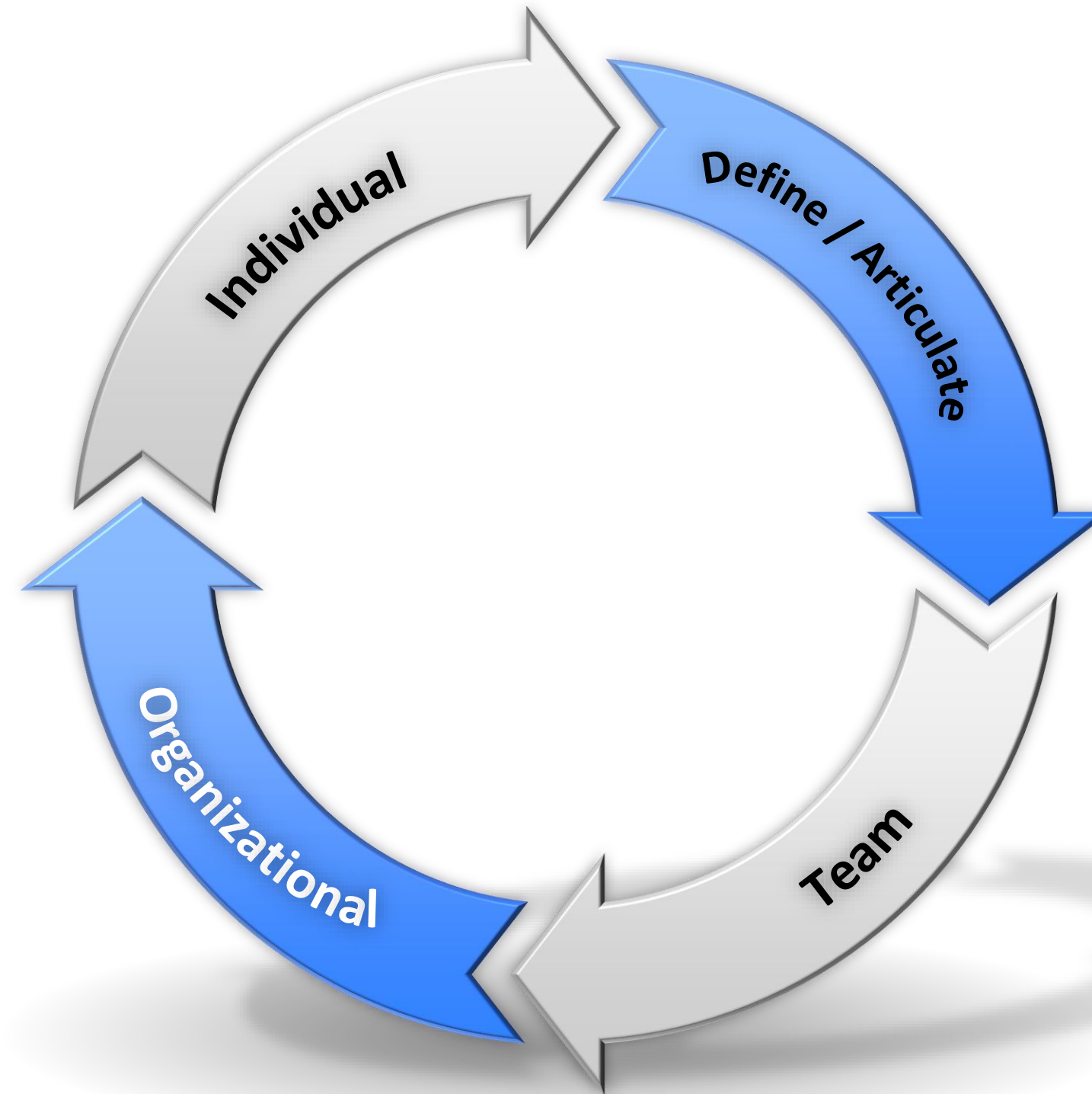
# Four Focus Areas to Be More Strategic

**1: Individual  
Behaviors**

**2: Defining and  
Articulating  
Strategy**

**3: Team  
Behaviors**

**4: Organizational  
Rhythms**





# Four Focus Areas to Be More Strategic

## 1: Individual Behaviors



# Behaviors

- Ask strategic questions
- Communicate in the language of your boss's boss
- Observe and reflect
- Think long-term
- Communicate in a future-way
- Think lead vs. lag measures
- Explain the WHY of the choices you are making
- Don't just highlight problems, offer a potential solution.
- Consider opposing ideas

# Strategic Questions

1. How can we strategically position ourselves to \_\_\_\_\_?
2. What's the direction for *more impact* for each of our products or services?
3. Where will our relevance and impact come from in the next five years?
4. How should the organization respond to the threat presented by \_\_\_\_\_?

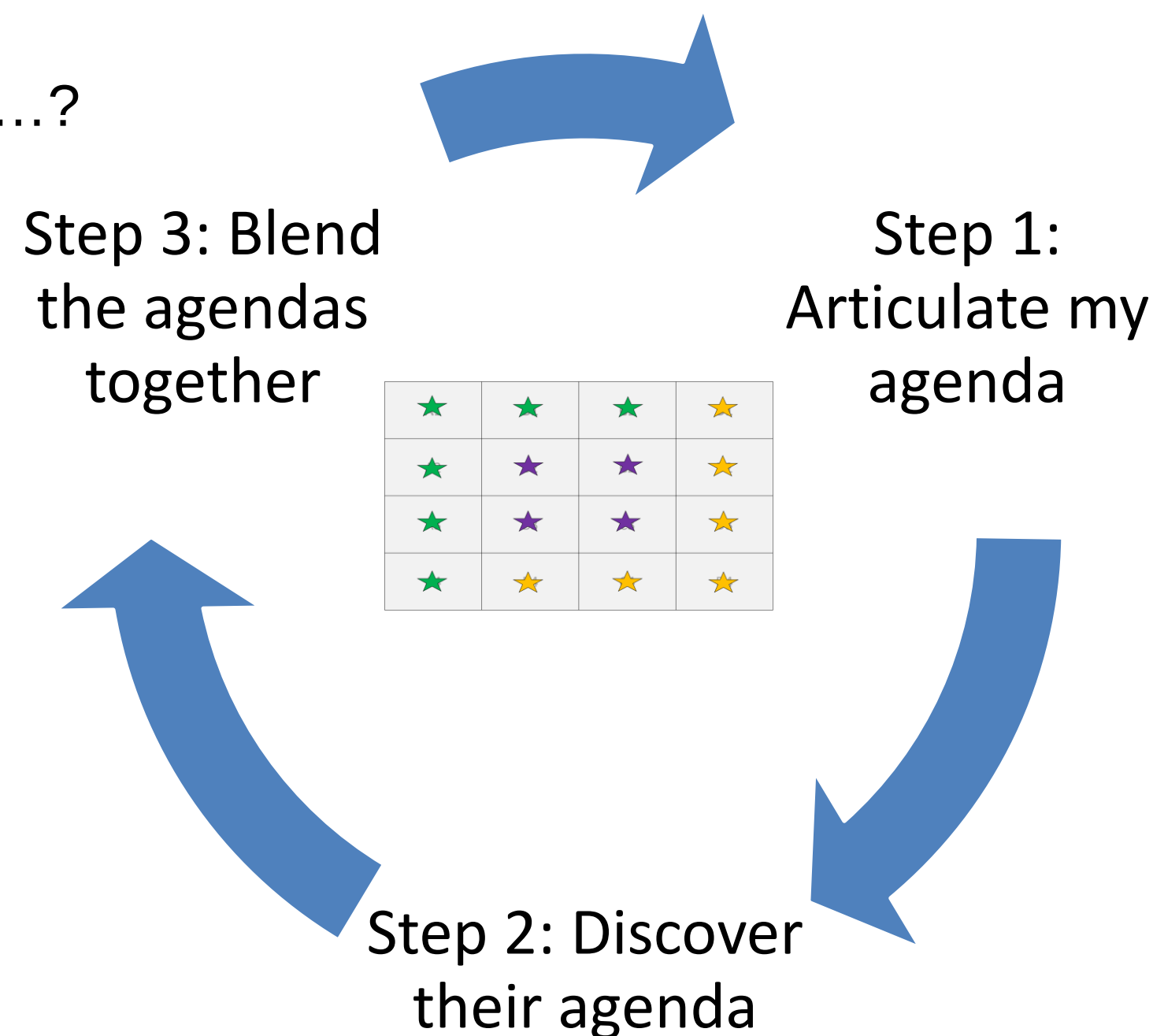
# Skip Level Meeting Questions

1. How do you think the department is going to change in the next year? 5 years?
2. What's worrying senior leadership right now?
3. What are some ideas you would like to implement in the future?
4. How does our team support the company's overall mission?
5. What is most important for our team to prioritize?
6. How can we better contribute to the department?
7. Do you have any feedback on the {last project} our team finished?
8. How best do you think I can win over team support when proposing a project?
9. What would it look like for our team / initiative to knock it out of the park?
10. Who in the company do you think I can learn the most from?

- What would it look like if ...?
- How might we work together to ...?

# Blend the Agendas

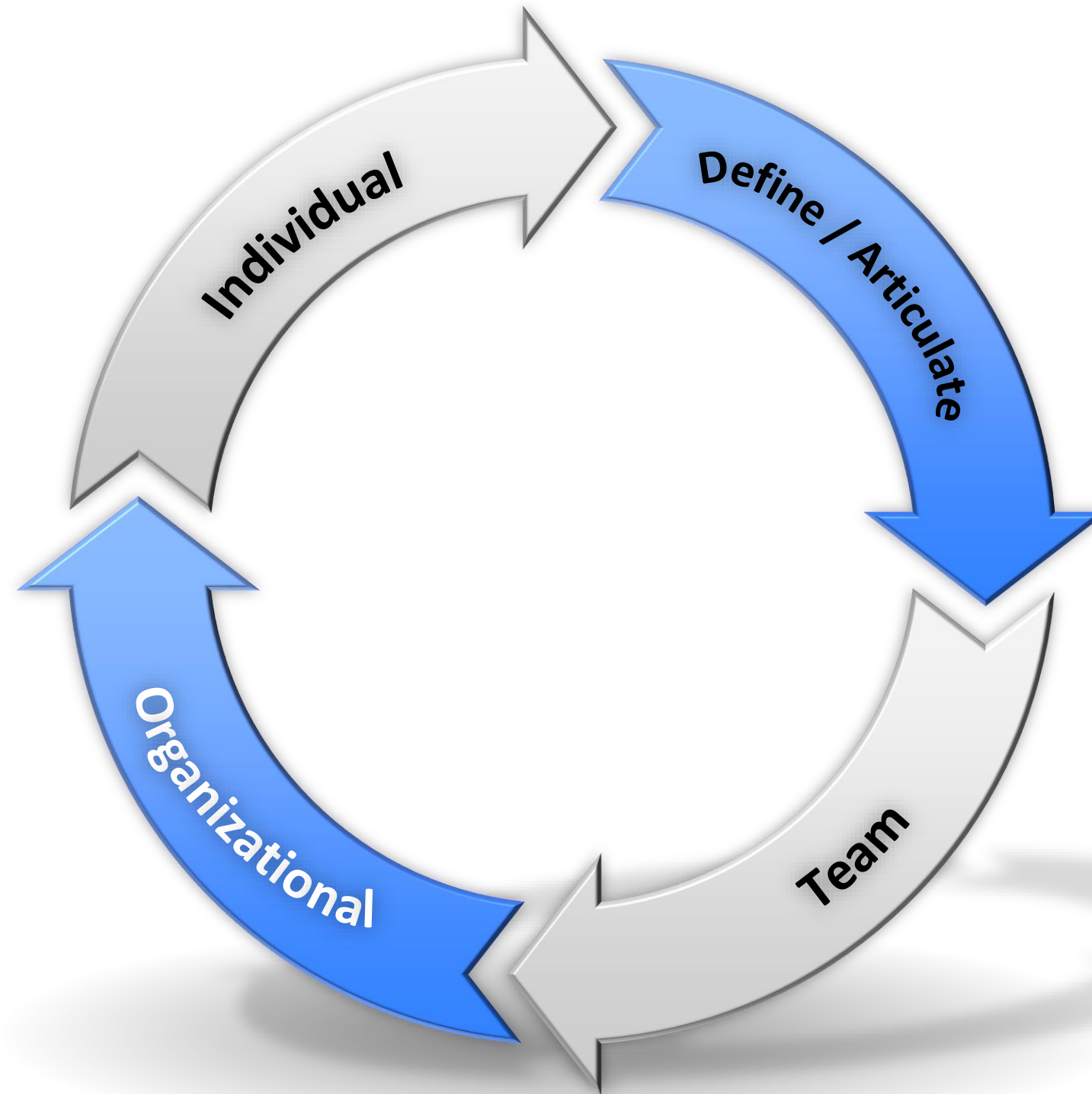
- How does this impact you?
- What would make this easier for you?
- What questions does this raise for you?

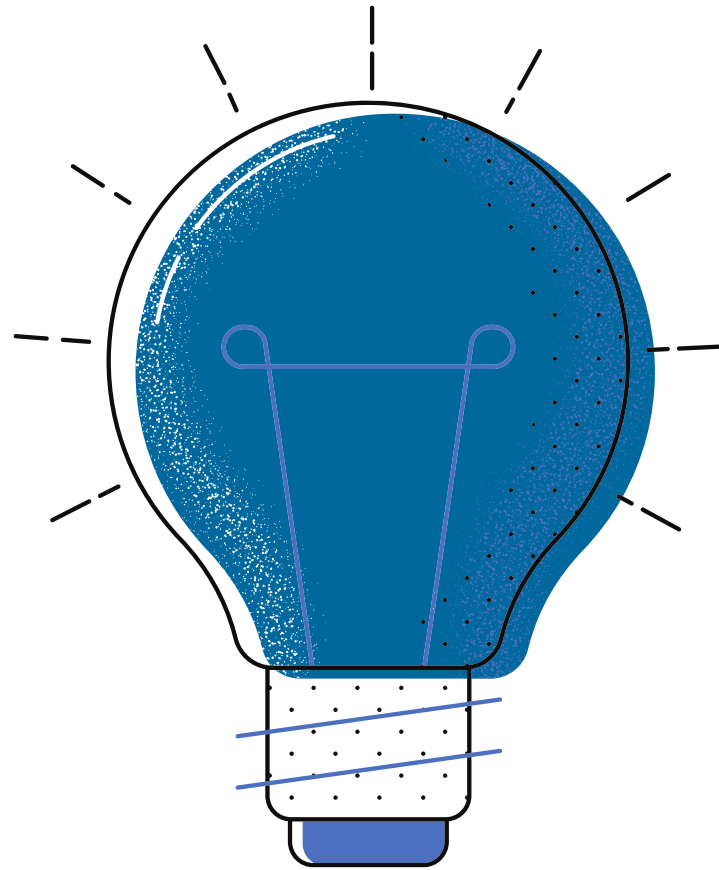


# Four Focus Areas to Be More Strategic

**1: Individual  
Behaviors**

**2: Defining and  
Articulating  
Strategy**





What are ways you have used to define and articulate a strategy?

# Strategy: 6 Clarity Questions

**1**

WHY DO WE  
EXIST?

**4**

HOW WILL WE  
SUCCEED?

**2**

HOW DO WE  
BEHAVE?

**5**

WHAT IS MOST  
IMPORTANT RIGHT  
NOW?

**3**

WHAT DO WE DO?

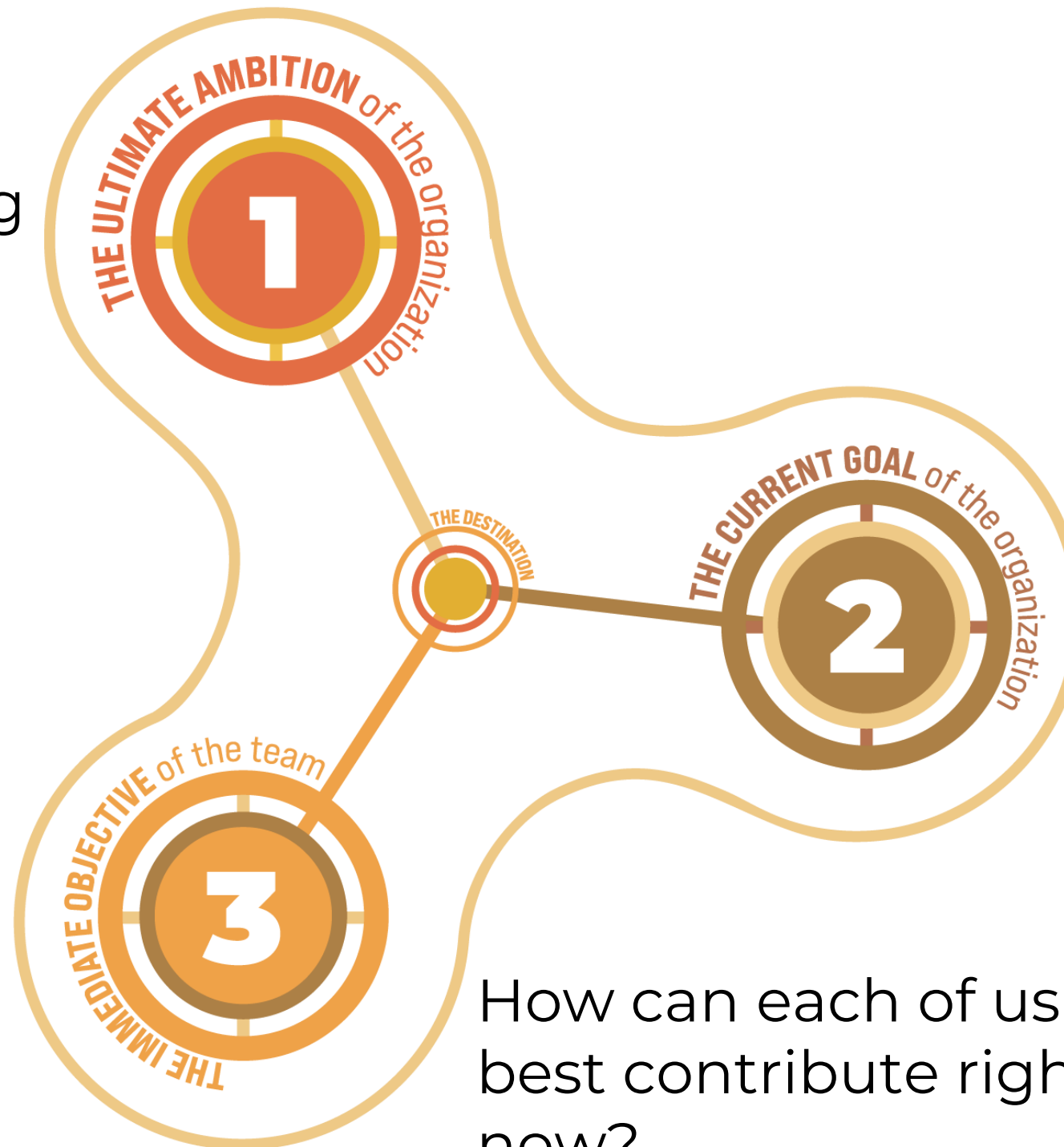
**6**

WHO WILL DO WHAT?



# Strategic Alignment

What are we ultimately trying to achieve?



What is most important for us right now?

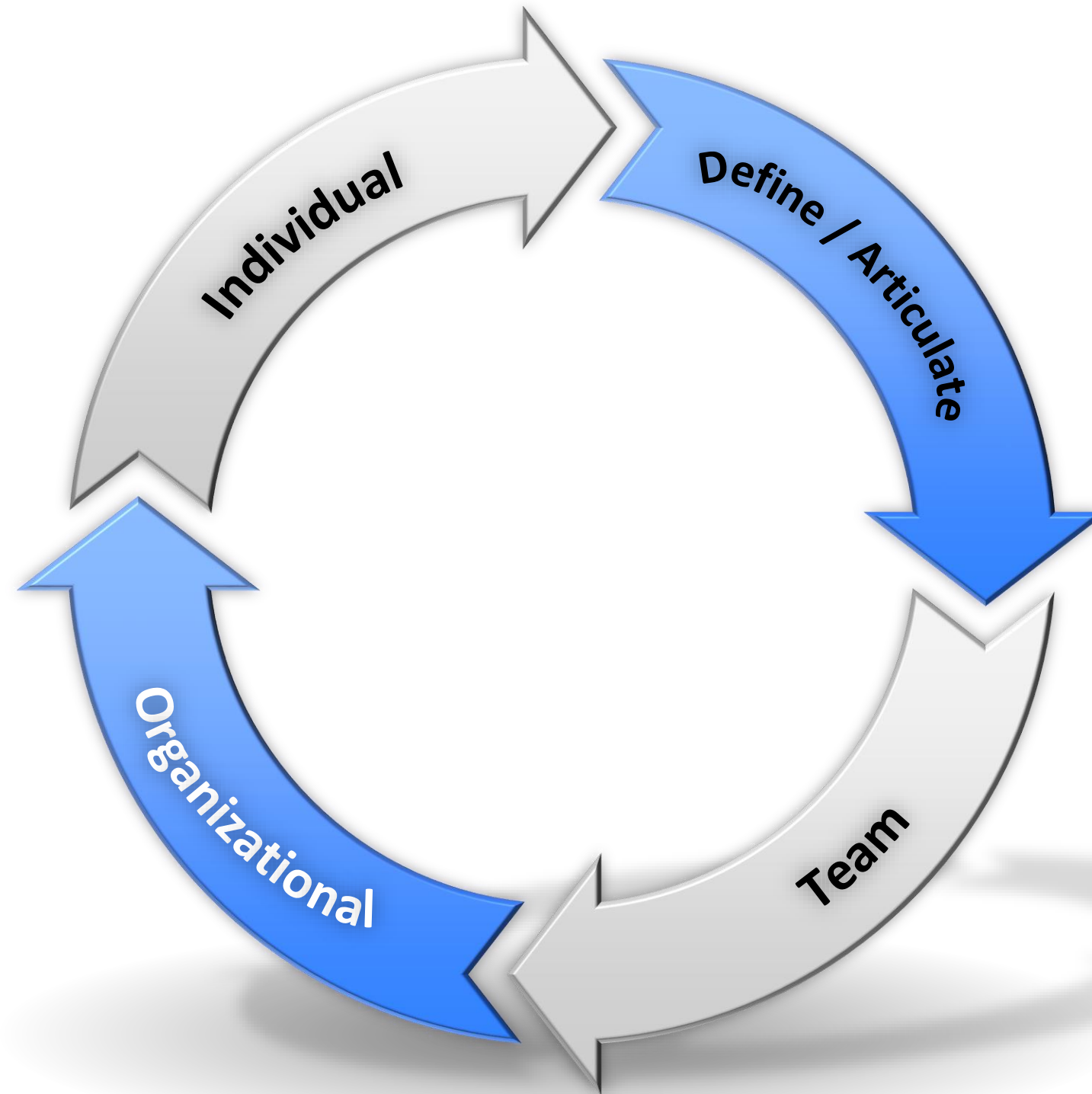
How can each of us best contribute right now?

# How to Be More Strategic

**1: Individual  
Behaviors**

**2: Defining and  
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**3: Team  
Behaviors**



# Team Behaviors



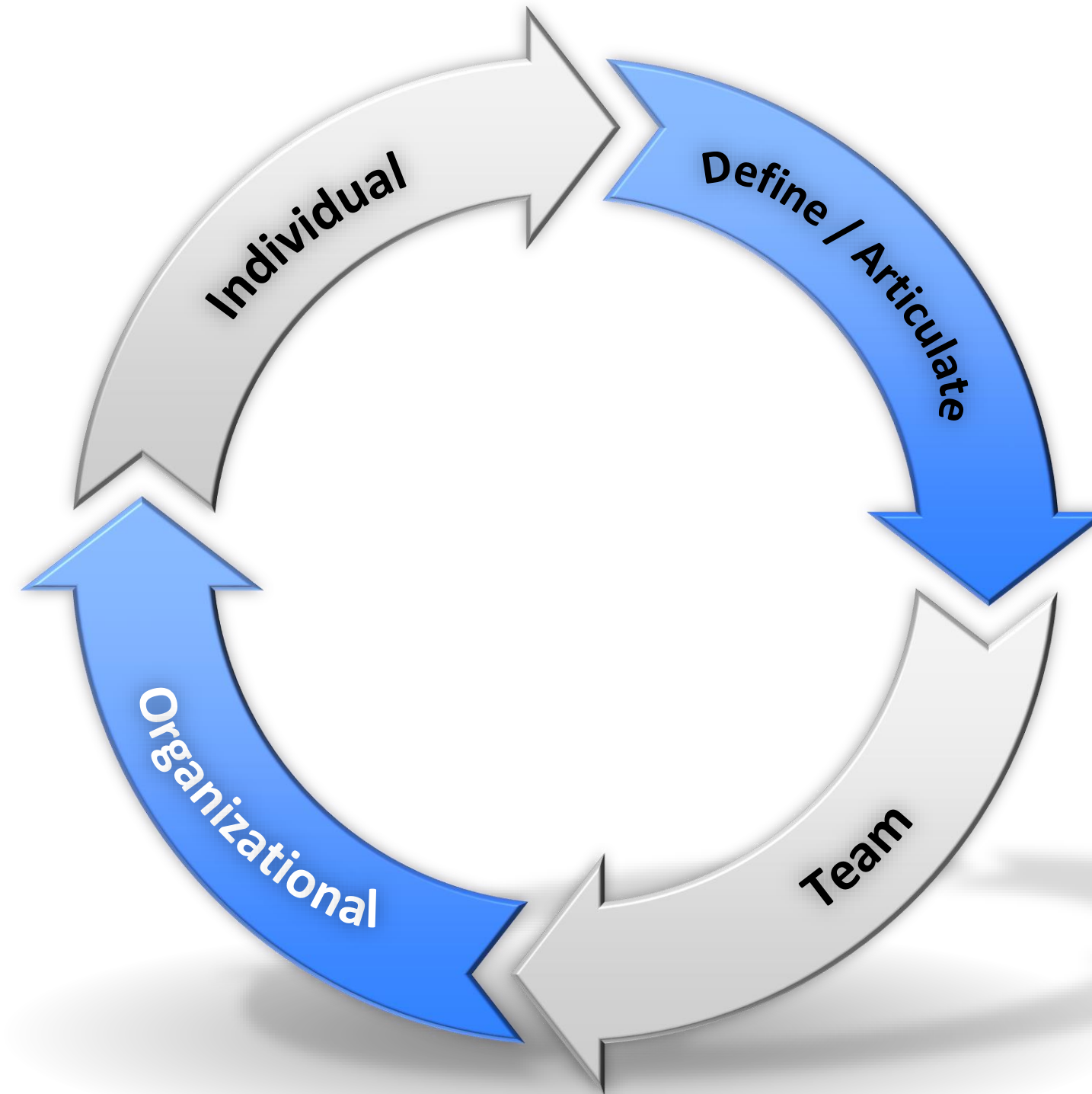
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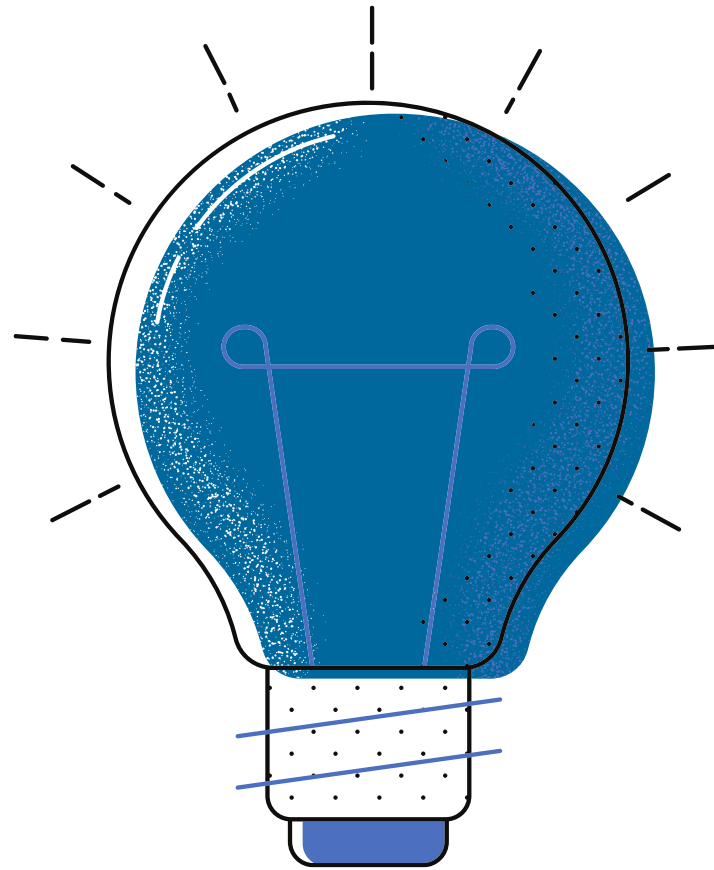
**1: Individual  
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**2: Defining and  
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**3: Team  
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**4: Organizational  
Rhythms**





# Organizational Rhythms

Read the chapter from Mark's book and be prepared to answer the following questions:

1. Which of the rhythms could you use to be more strategic when working with other functions?
2. What other rhythms come to mind that could be useful to be more strategic when working with other functions?

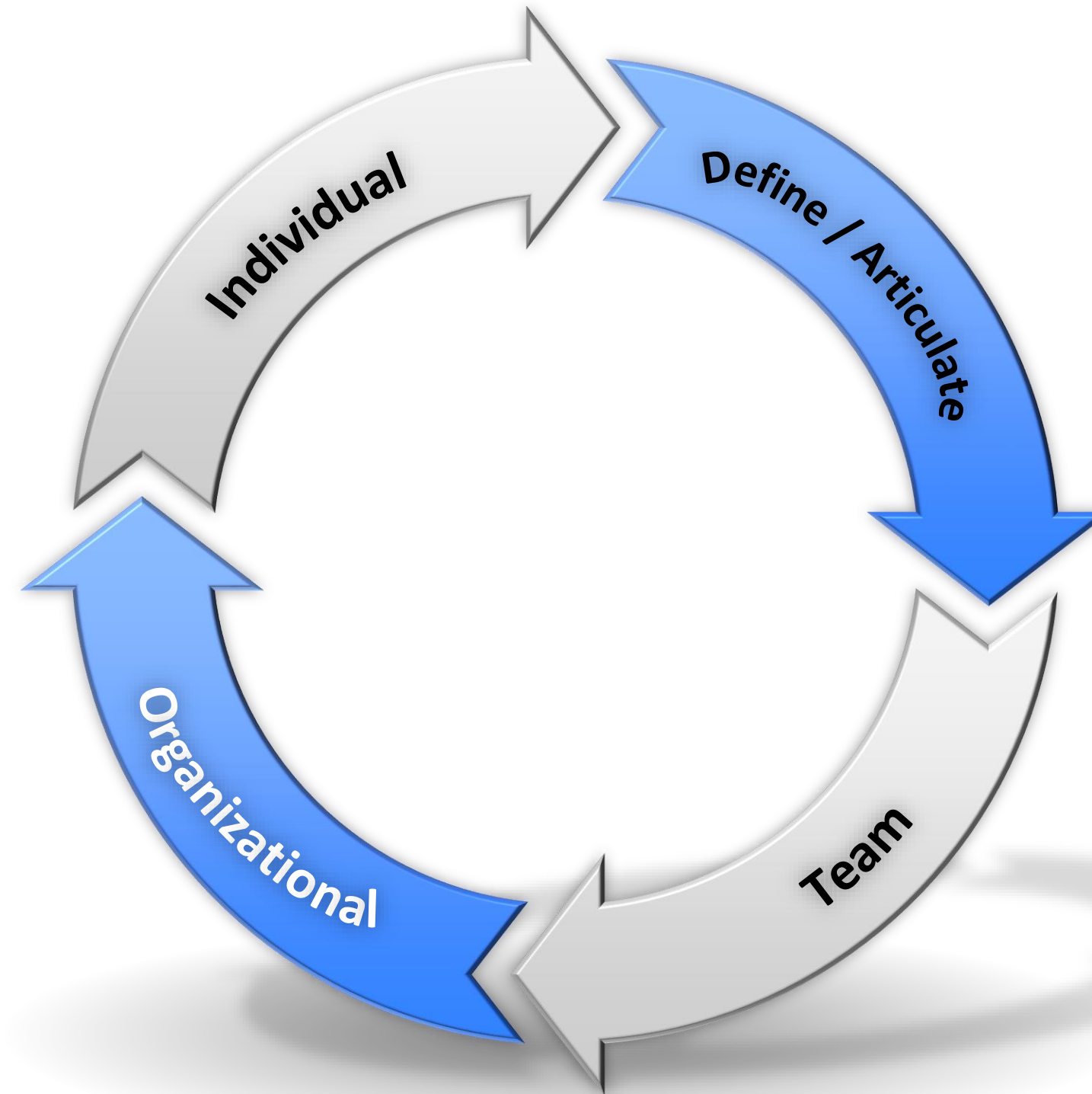
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# Agenda

## Part 1

OUR PERSPECTIVE

## Part 2

HOW TO BE MORE STRATEGIC

## Part 3

**HOW TO BE MORE  
ORGANIZATIONALLY AGILE**



The logo consists of the letters 'MK' in a bold, black, sans-serif font, enclosed within a light gray square.

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Part 3:

# How to Be More Organizationally Agile







# Organizational Agility

Building solid working relationships to influence up, down, and across the organization.

# How to Be More Organizationally Agile

Remove  
Obstacles

Implement  
Disciplines

Choose the Right  
Strategy

# Language Obstacles

- Blame others (instead of taking responsibility)
- Exaggerate
- Make up excuses
- Push your statements to the extreme to make a point.
- Too direct / say things that cause problems
- Don't speak up / stay quiet
- Overstate negative views
- Trash talk to fit in
- Use demeaning words
- Not quite telling the whole or exact truth

# Behavior Obstacles

- Cutting corners
- Viewed as a loner
- Pushing narrow / personal interests
- Don't listen
- Hedge on tough questions
- Try to make everyone happy
- Make rivals look bad
- Don't communicate
- Indicate little or no concern for others
- Nervous or freeze with upper management
- Dis-engage: reject politics
- Hot buttons

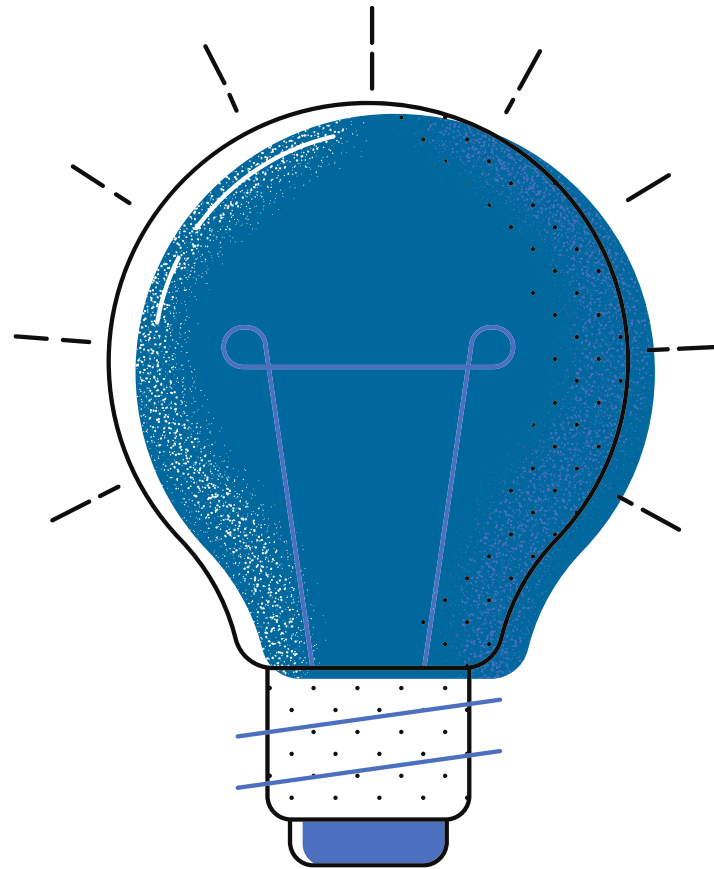
# Inconsistencies

- Don't do what I say I do
- Don't follow through on commitments
- Unpredictable responses to situations
- Express values but don't act according to values (integrity, ethics, etc.)



# Reflection

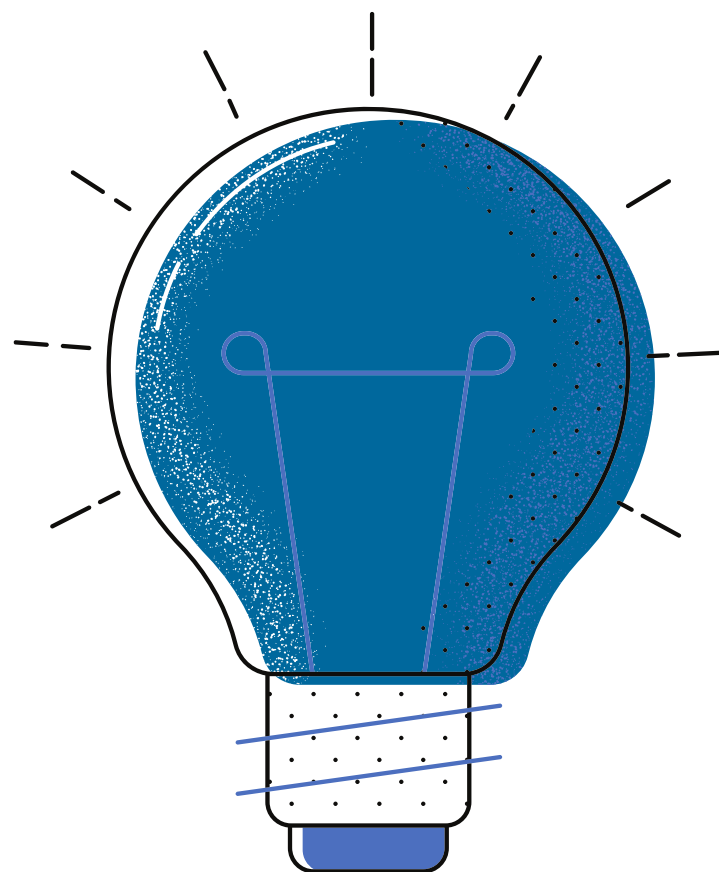
Which is one behavior (something you say or do) that you would like to change?



# How to Get Good Feedback:

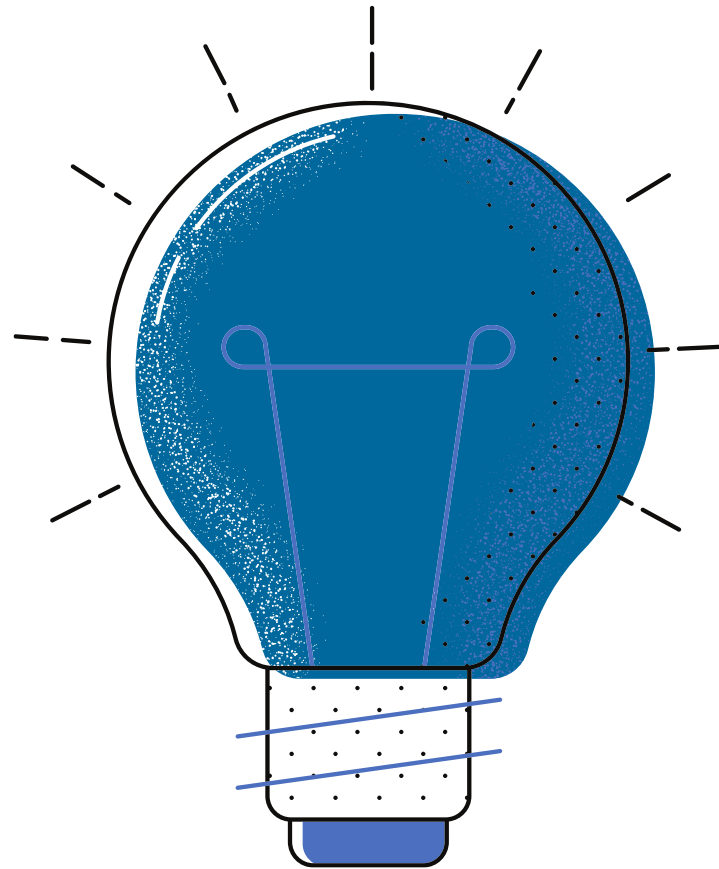
“How can I do better?”





# How to Get Good Feedback:

1. Solicit advice rather than criticism.
2. Be directed towards the future rather than obsessed with the past.
3. Couch it in a way that suggests you will act on it – you are indeed trying to get better.



# Feedforward

1. Write down one behavior that you would like to change.
2. Describe the behavior to another person.
3. Ask them for two suggestions for the future that might help you achieve a positive change in your selected behavior.

# How to Be More Organizationally Agile

Remove  
Obstacles

Implement  
Disciplines

Choose the Right  
Strategy

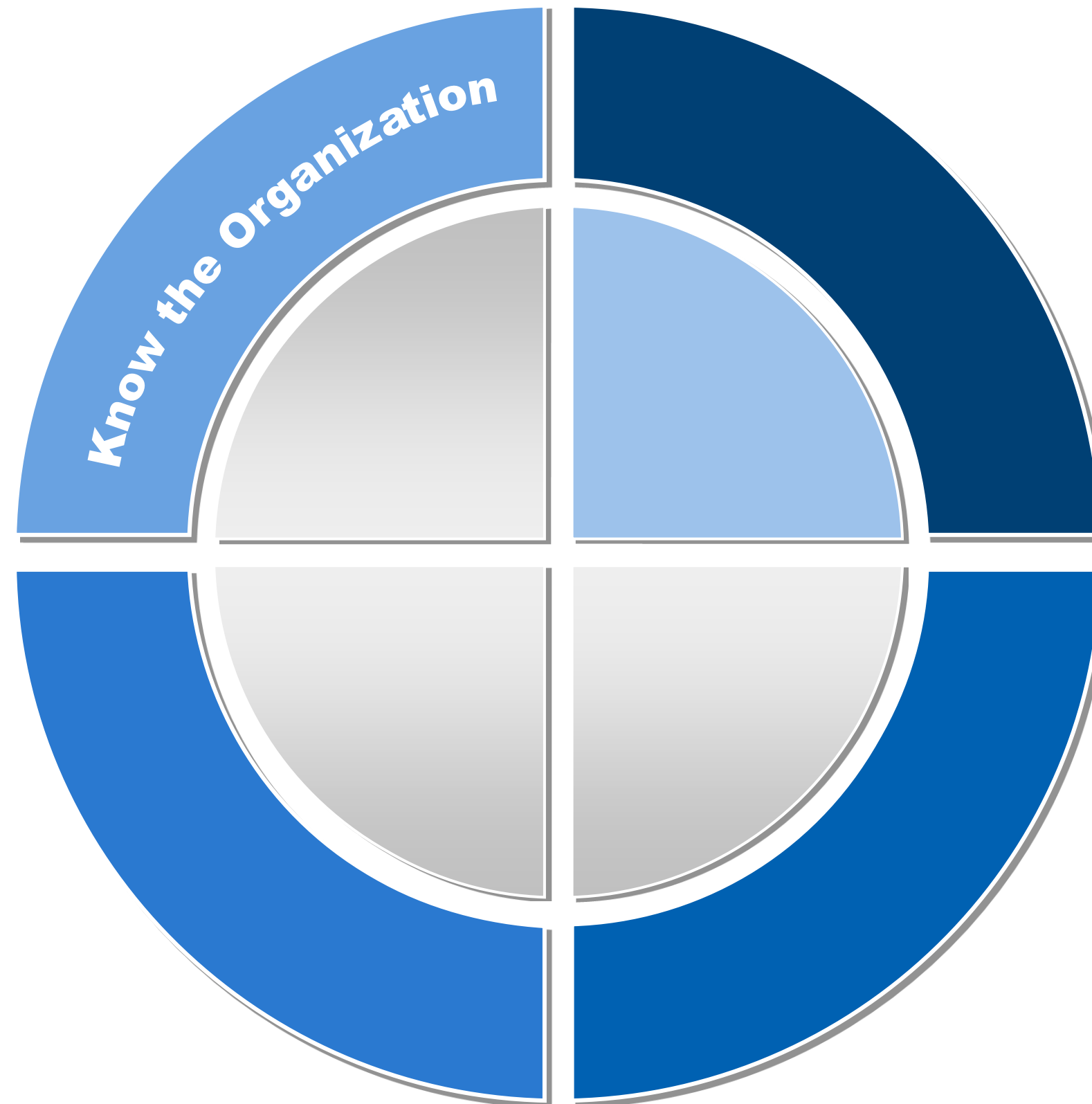
# Core Disciplines

How can you get this done?

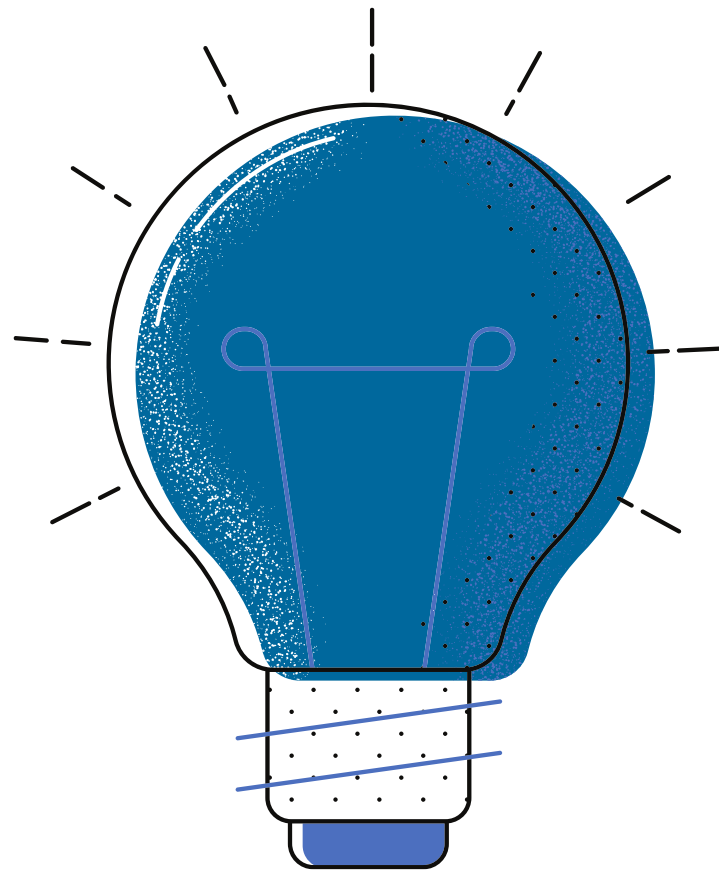
What is important to the organization?

Identify the key stakeholders / gatekeepers / resisters.

.....



.....



# As a group:

Who are the key stakeholders and gatekeepers within ECD?

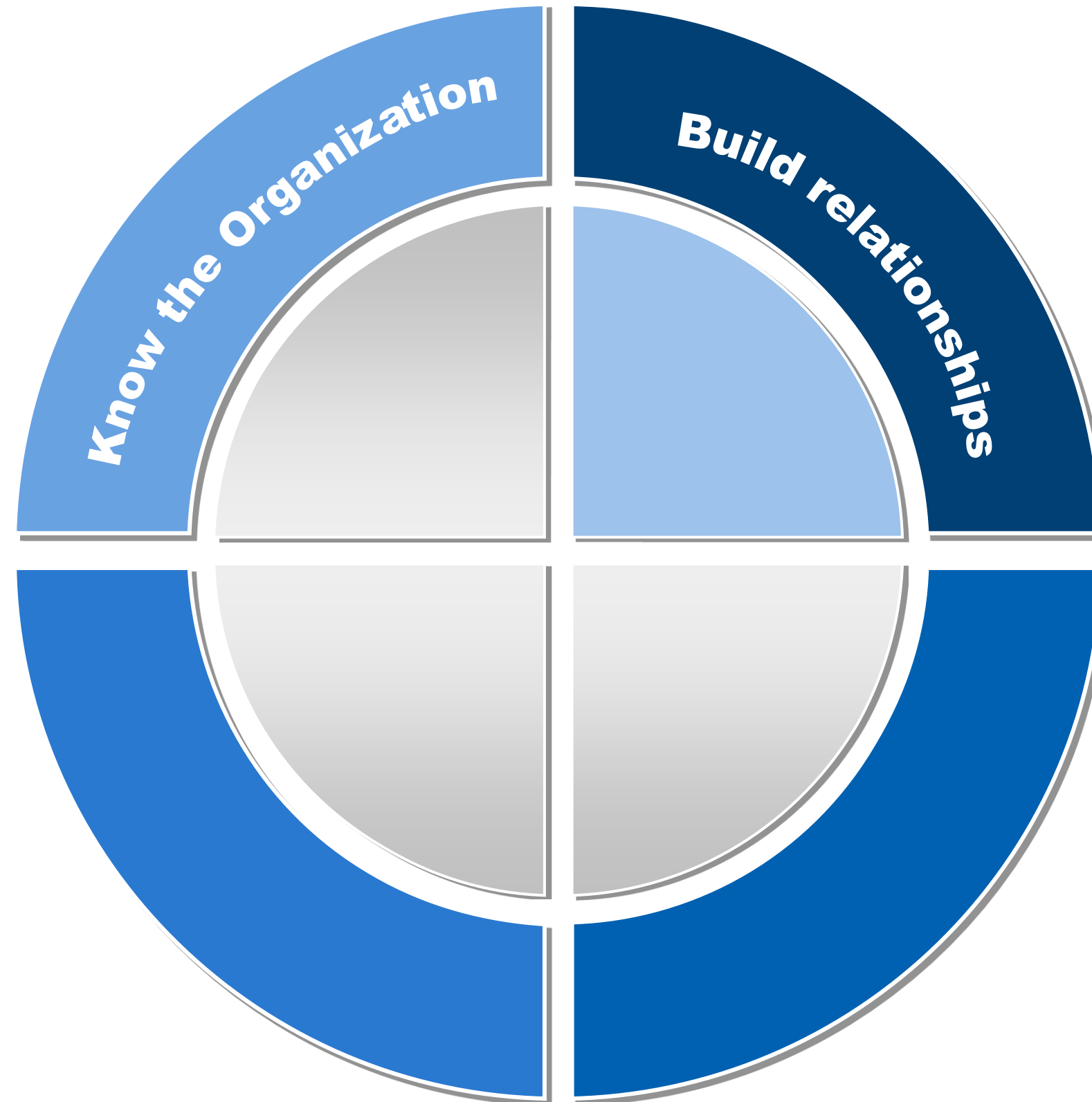
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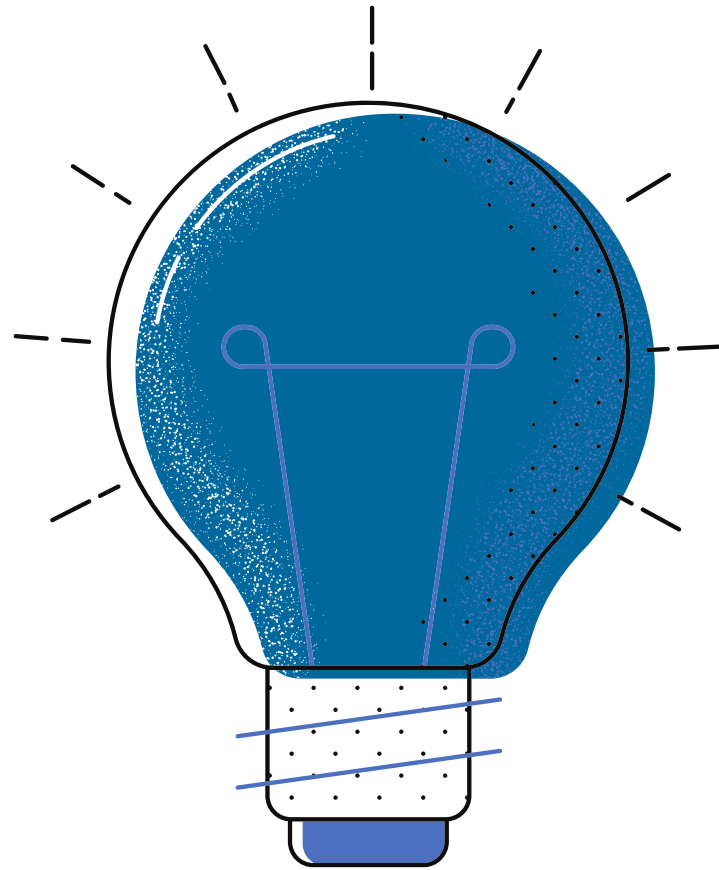


Curious, inquisitive.

Naked service.

Advice, insights, recommendations.

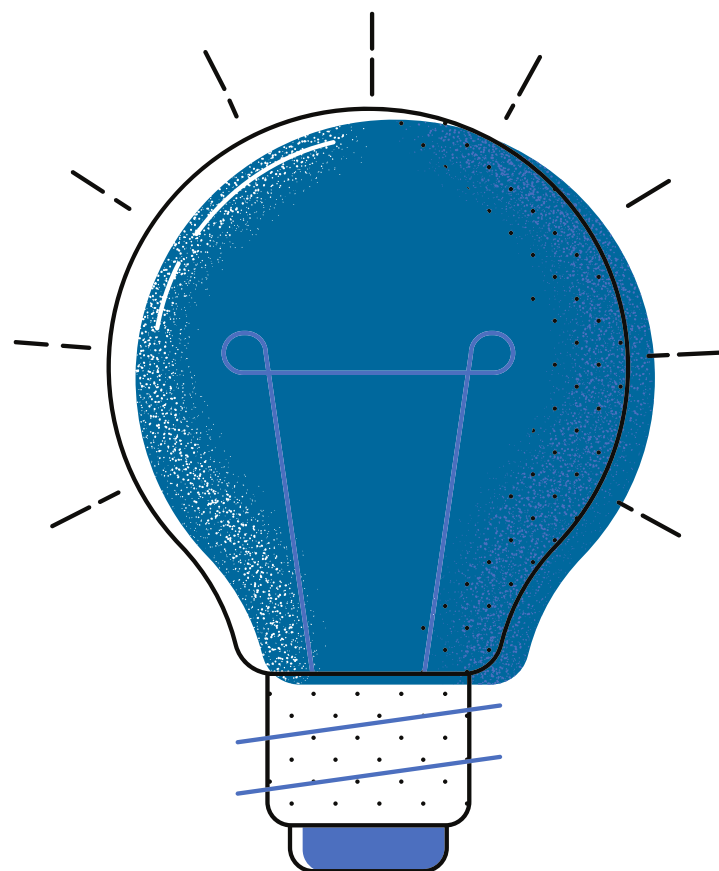
.....



# Write down :

1. A challenge you are experiencing or anticipate experiencing with your role.





## With another person:

1. Share your anticipated challenge.
2. Ask for their advice, insights, and recommendations.

# Would You Rather?



In chat, enter the letter (A or B) of  
the option you prefer.



In chat, enter the letter (A or B) of  
the option you prefer.

**Would You Rather...**  
**your only mode of transportation**  
**be...**

A: a Donkey?

B: a Giraffe?



In chat, enter the letter (A or B) of  
the option you prefer.

**Would You Rather...**

**only be able to use a...**

A: a Fork (no spoon)?      B: a Spoon (no fork)?



In chat, enter the letter (A or B) of the option you prefer.

## Would You Rather...

A: Have a network of well established relationships?

B: Try to convince people, who don't value you, to give you what you need?

# Core Disciplines

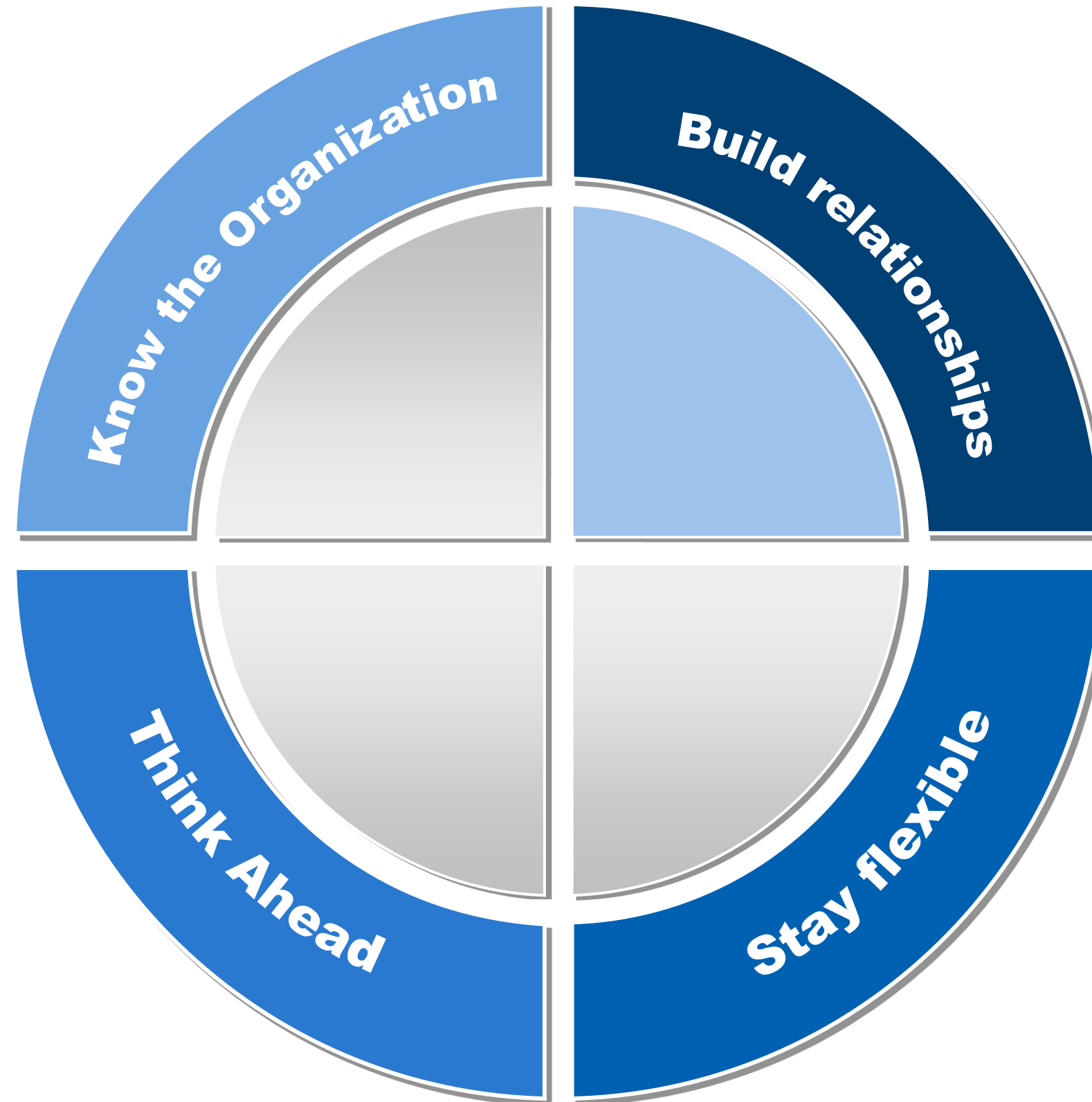
How can you get this done?

What is important to the organization?

Identify the key stakeholders / gatekeepers / resisters.

.....

Where might the land mines be?



Curious, inquisitive.

Naked service.

Advice, insights, recommendations.

.....

Be personally flexible.

Change quickly.



# How to Be More Organizationally Agile

Remove  
Obstacles

Implement  
Disciplines

Choose the Right  
Strategy



# Strategies

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## #1: Choose the right timing

How do we know it is the right or wrong timing? What considerations for timing should we take into account?

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## #2: Build coalitions / alliances

How specifically do we go about building a coalition? What would make a good partner? How do you overcome skepticism of key stakeholders?

---

## #3: Adopt the right change initiatives

How do we know this is the right change initiative to pursue?

---

## #4: Ask for help

When do we need to ask for help? From whom? For what?

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## #5: Work around resisters

How should we work around resisters?

# How to Be More Organizationally Agile

In your handout: questions to evaluate  
the best strategy.



# Reflection

What are the next best strategies  
for your initiative or project?

# Agenda

**Part 1**

OUR PERSPECTIVE

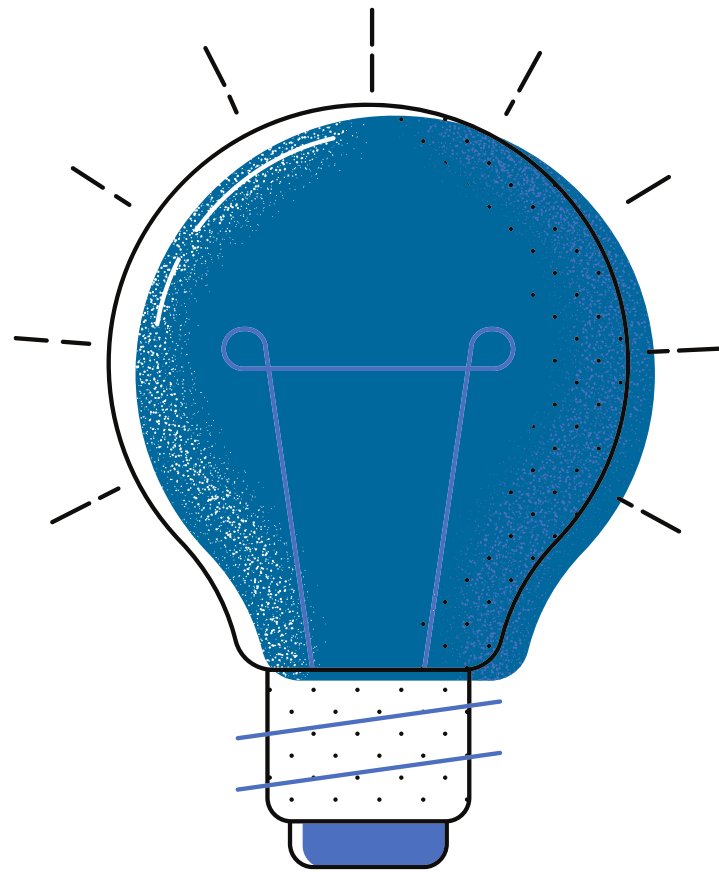
**Part 2**

HOW TO BE MORE STRATEGIC

**Part 3**

HOW TO BE MORE ORGANIZATIONALLY AGILE





# Takeaways

Write down something that you want to take away or remember from today's session.

MK

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