

Developing a strategic war room through facilitation

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Krister Forsberg
SWEDEN

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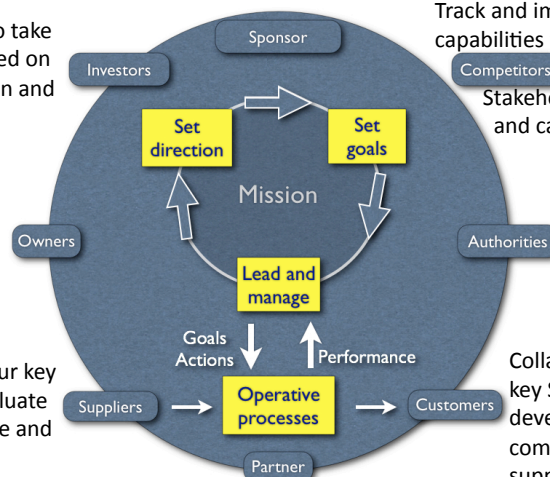
The Business Logic of our approach

Use your empowerment to take the initiative based on one's own mission and own insight

Track and improve one's own capabilities which improve yours and your Stakeholders performance and capability

Focus on how your key Stakeholders evaluate your performance and capability

Collaborate with your key Stakeholders in developing the most competitive supply chain



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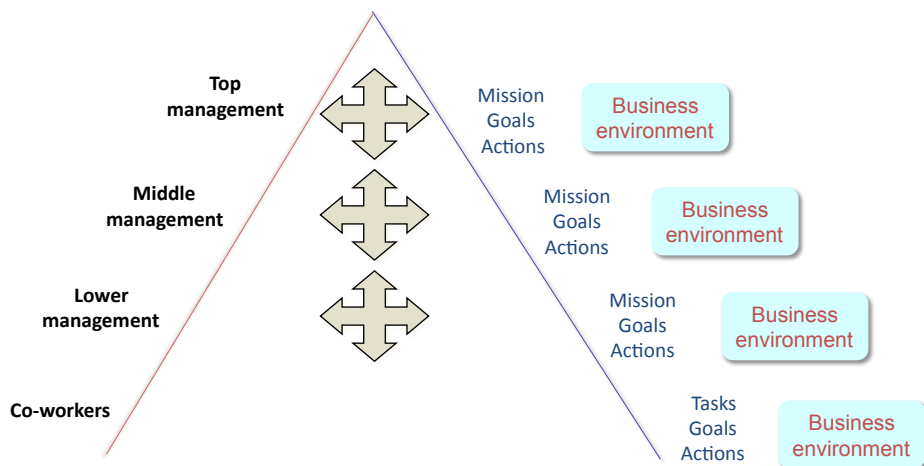
Challenge the traditional approaches

Top-down	Shift to	Empowered MT
Goals are cascaded from the top creating a hierarchy of goals	→	Takes own initiative out of own mission and own insight
Goals are identified from a vision and pre-determined perspectives, e.g. finance, customer, process ...	→	Identify goals from how the key Stakeholders evaluate performance and the ability to perform

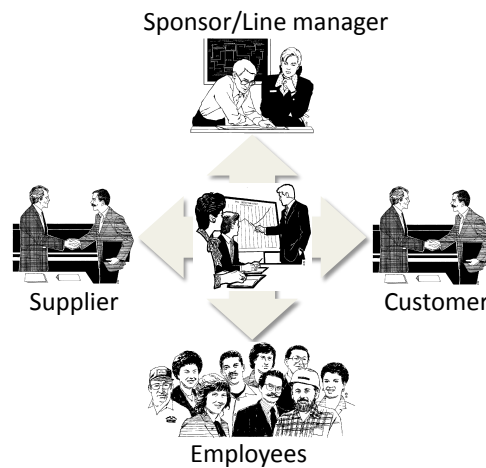
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Empowerment on All levels/units



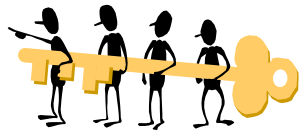
The Manager's Dialog about insights, ambitions, results, ..



The New Approach to survive in an ever-changing business environment

1. Create a **common understanding** of the organisation and the business environment it operates in;
2. Understand the **need for strategic changes, prioritize** and set the **right goals** for desired performance and capability;
3. Share the tasks, e.g.
establish a **successful dialog** with the key Stakeholders,
drive changes and follow up performance and capability.

Critical Roles



The MT Members (the workshop content owners)



Goal Owner
The head of the unit
Make the decisions



Facilitator
(the facilitation process owner)
Facilitating the Management Team
Building consensus of the outcome



Goal Driver
Allocate resources,
and follow up
progress and
performance

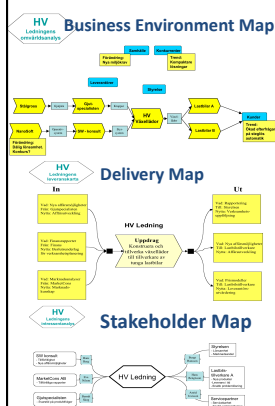


Relationship Manager
Dialog with the
stakeholder

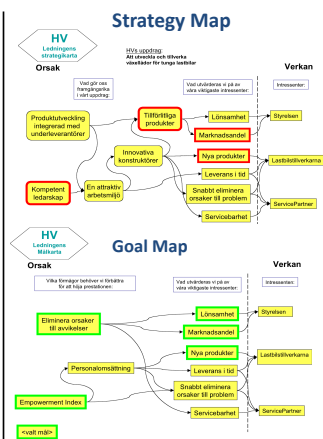
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Developing the Strategic War Room



The Strategic War Room will become your shared global view of your business and its environment both mentally and pictorially



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Purpose and Outcome of the facilitation

The **purpose** of the workshops are

- to know what to achieve and what to accomplish
- to adapt our business (operations) to the business environment

The **outcome** of the workshops are

- 5 to 7 selected and defined goals
- vital few actions to document in an action plan

The workshops take approximately two days.

Use at least one week between the workshops – time for reflection and dialog with key stakeholders.

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Global Com (our facilitation example)

An Internet Service Provider in a highly competitive market

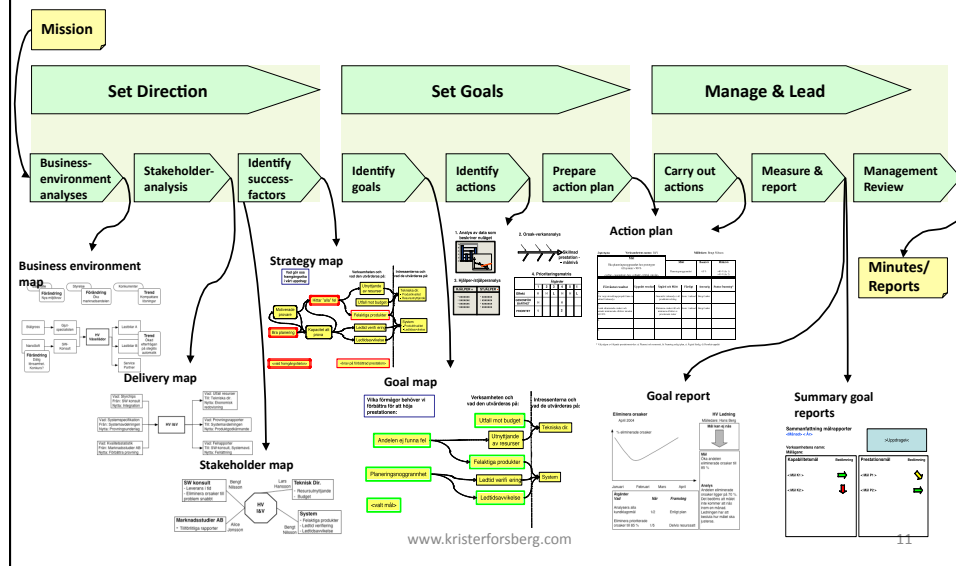
The Mission is to accomplish Internet services meeting the customers expectation and requirement.

Services are E-mail accounts, High speed dial up, VoIP services, Broadband Internet (wireless and fixed).

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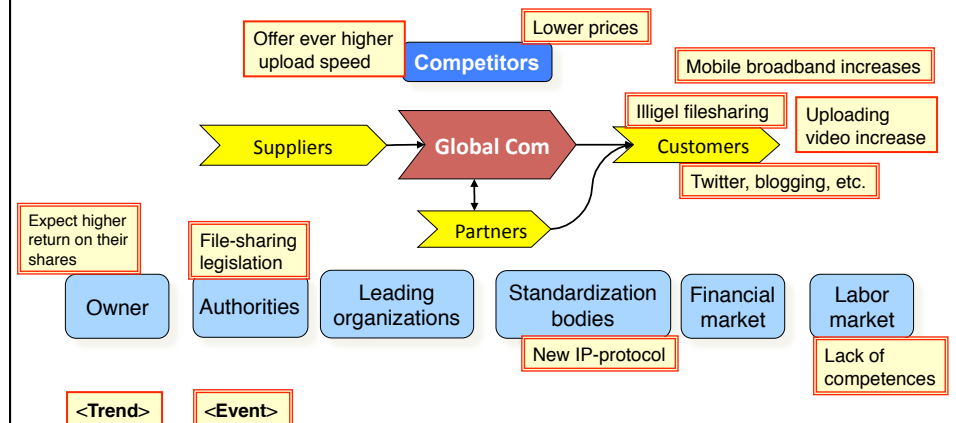
Applying facilitation tools and techniques to the Management Process



The Business Environment Map

Business Environment Analysis

What Trends and Events do we in our Management Team have to act on?



Brainstorming in Beehives

Method

1. Think first without disturbing each other.
Write your answers in sentences on Post-it-notes.
Write one answer per note.
2. Discuss your notes in the beehive.
Seek to understand each other's answers.
3. Prioritize in the beehive. Put the most important answer first.

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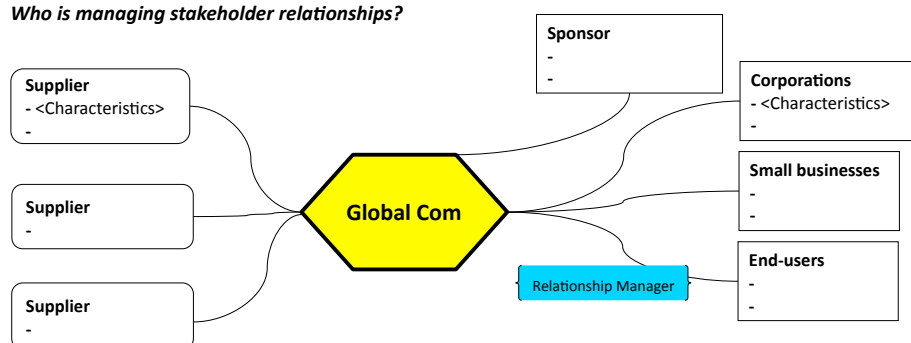
The Key Stakeholder Map

Stakeholder analysis

How do our key stakeholders evaluate our performance/capability?

How do we evaluate our suppliers performance/capability?

Who is managing stakeholder relationships?



What relations have potential opportunities?

What relations cause us problems?

<opportunity>

<problem>

Why Characteristics?

Global Com's products, processes and resources are characterized by characteristics.

The stakeholders evaluate Global Com's business on its performance characteristics and its ability to perform, i.e. the capability.

We use characteristics to

- identify and define goals
- measure performance and capability
- understand, evaluate, predict and improve results

Time to SET DIRECTION

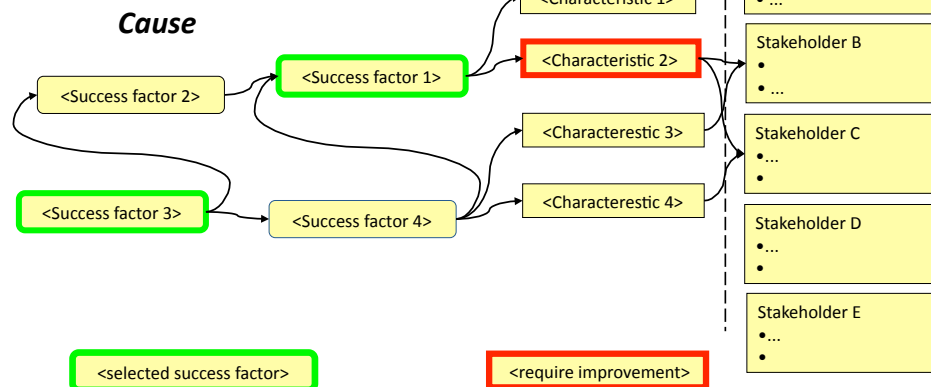


- Do we have a common understanding of
 - what's going on in our business environment and how it impacts on our business;
 - what requirements and expectations the Stakeholders have on us and what we have on our Suppliers?
- What areas, strategies shall Global Com focus on to
 - maintain what we perform?
 - meet what we don't perform?

The Strategy Map (a cause and effect diagram)

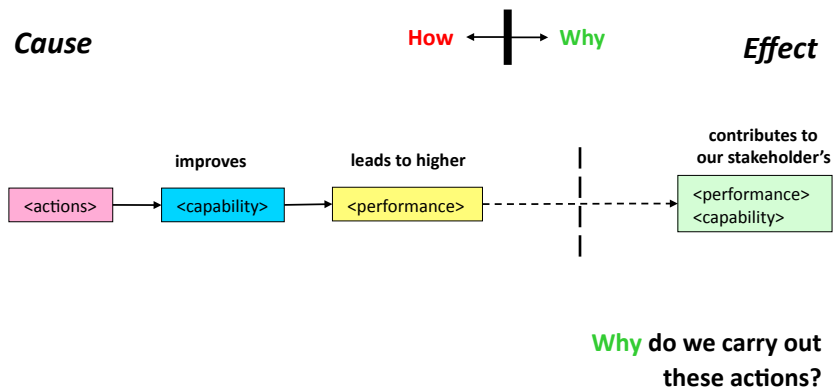
Identify required Improvement Characteristics and Success Factors

What characteristics do we need to improve?
What makes us successful in our mission?



Why Cause and Effect Relationship?

How do we fulfil the requirements/expectations of our key stakeholders?



Capability and Performance Goals

The purpose of **Capability Goals** are:

- to improve the own ability to perform
- to monitor we are on track with changes and improvement activities

The purpose of **Performance Goals** are:

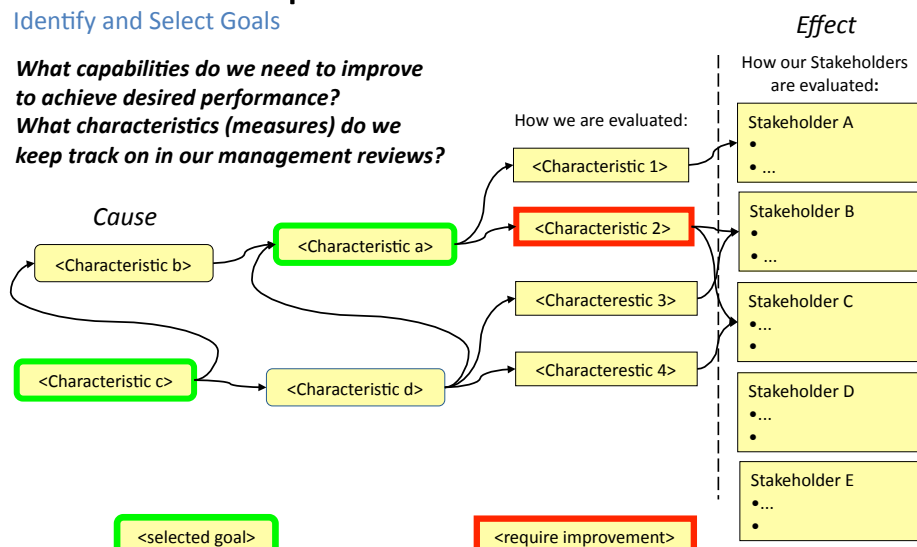
- to demonstrate our performance, short and long term
- to communicate we are performing in accordance to the key Stakeholders expectations and requirements

The Goal Map

Identify and Select Goals

What capabilities do we need to improve to achieve desired performance?

What characteristics (measures) do we keep track on in our management reviews?



Method & Approach in summary

Generic – applicable to all organisations in terms of size, type, level and management systems

Selective – identifying the vital few pieces of information in order to exclude what is less important

Stakeholder focused – the process must be centred on how key stakeholders evaluate the organisation's performance and capability, and on collaboration with those stakeholders

Fast – applicable on all levels/units in parallel. All steps interrelate seamlessly for the desired outcome

Complete – provide support throughout the process from initial analysis to follow up on strategy implementation including progress reviews of actions and goals achieved

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mail@kristerforsberg.com

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