

STRATEGIC SPEED

MOBILIZE PEOPLE,
ACCELERATE EXECUTION

How do you measure up to the speed challenge?

The Speed Challenges in Our Business World

MOBILIZING GROUPS OF PEOPLE TO



Innovate Faster

Speed to market with new ideas, services, and products



Sustain Growth

Maintaining organizational speed in an increasingly complex business environment



Stay Ahead of the Competition

Speed of response to changing market conditions and evolving customer needs



Find and Develop New Markets

Speed of finding and testing and exploiting new sources of value



Deal with Longer and Tougher Sales Cycles

Optimizing speed while developing effective client relationships



Develop Sources of Differentiated Value

Recognizing speed as a source of differentiated value

We know that speed makes a difference.

STRATEGIC SPEED RESEARCH



18 case studies reviewed



>500 books and articles reviewed



343 leaders surveyed

“Speed of execution is critical to our ability to sustain our business.”

ALMOST 90% AGREE

3-YEAR AVERAGE GROWTH RATES



Legend: Faster Companies (Orange), Slower Companies (Purple)

What we learned from our research

PAY ATTENTION TO THE THREE PEOPLE FACTORS

Implementing change or strategy requires people who are focused, committed, engaged, involved, and flexible.



Clarity

Create **clarity** by encouraging open dialog, giving regular feedback, and linking to the strategy. Intentionally monitor the level of clarity and take action to sustain focus.

Create Meaning



Unity

Increase **unity** by building collaborative relationships and networks – within and across teams – that are focused on delivering the strategy. Engage teams around the strategy.

Build Commitment



Agility

Foster **agility** by encouraging team members to experiment and innovate. Build capability to evaluate options and manage risk.

Encourage Adaptability

Speed is hard to get

Speed is about the people

Leaders drive speed

FOUR LEADERSHIP PRACTICES MAKE THE DIFFERENCE:

Legend: Faster Companies (Orange), Slower Companies (Purple)

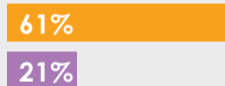
AFFIRMING STRATEGIES

The first step in driving speed is to ensure all people in the organization know where they're going and are motivated to get there.



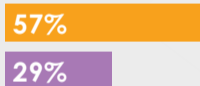
DRIVING INITIATIVES

Leaders need to demonstrate active commitment and not a passive sponsorship.



MANAGING CLIMATE

Changing the climate in positive ways will boost employees' motivation, improve their performance, and increase speed.



CULTIVATING EXPERIENCE

Cultivate the experience of employees and colleagues, and use it to drive results. Experience is at the front line in an ever-changing world.



THE STRATEGIC SPEEDOMETER

The Strategic Speedometer is a quick way to see how your organization or business unit is doing on the people factors of clarity, unity, and agility.

Use it to check the leading indicators of acceleration or deceleration and identify your main trouble spots.

People means the employees who work in the organization or business unit.

We means the leaders of the organization or the leaders within your business unit.

Mark the scale with an **x** to show where you think your organization or business unit falls.

HOW DOES YOUR ORGANIZATION OR BUSINESS FUNCTION MEASURE UP TO THE SPEED CHALLENGE?

LOW AVG HIGH

Factor	Indicator 1	Indicator 2	Indicator 3
Clarity	People have a shared understanding of our strategy at a detailed level.	← →	← →
	People focus their efforts on a critical few priorities.	← →	← →
	Our strategy has been translated into concrete and achievable goals and behaviors.	← →	← →
Unity	We have commitment at all leadership levels to the success of our strategy.	← →	← →
	We staff strategic initiatives with team members who are capable and can dedicate sufficient time.	← →	← →
	A spirit of teamwork and cross-boundary collaboration is evident throughout the organization.	← →	← →
Agility	People stay open and flexible in the way that goals are met.	← →	← →
	People maintain a bias for action while correcting course as needed.	← →	← →
	People capture and communicate what they learn from initiatives and projects.	← →	← →

FOUR COMMON SPEED PROFILES

<p>NOT MY PROBLEM</p> <p>People are clear about the strategy but less clear about how to execute it.</p>	<p>MYOPIA UTOPIA</p> <p>There's a heavy reliance on "strong results today" that overlooks the strong behaviors and values necessary to sustain the business.</p>	<p>EVERYTHING TO EVERYONE</p> <p>There is strategic intent but no clarity and unity regarding what people should start and stop doing.</p>	<p>BOILED FROGS</p> <p>Has a very clear strategy and people build unity around it. They become so focused on what has worked that when things go poorly, all they can do is try more of the same.</p>
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HOW CAN YOU ACHIEVE STRATEGIC SPEED WITH YOUR BUSINESS?

Please contact AchieveForum to discuss how speed can help your organization thrive.
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