

**EXECUTIVE
GENERATED
STRATEGY**
CLARIFYING THE
MOST LONG-TERM
AND STRATEGIC
MISSION

ENHANCER[®]

Executive Advisors

CLARIFYING THE MOST LONG-TERM AND STRATEGIC MISSION

In all organizations, renewal, transformations and innovations need to be effectively managed to adjust to and take advantage of changes in customer demands or other market and business conditions, as well as changes in society and the environment.

From time to time, decision makers in organizations need to improve and calibrate their view of the external environment. There is also a need to go beyond financial accounting and reporting, ensuring a valid and aligned view of the current state of the business.”

With an improved picture of the long-term external conditions and where the business is standing today, decision makers can further develop and refine

the thinking and the description of what the business should develop into. What is the desired future position and how do we get there. This is summarized in the most long-term and strategic mission for the Head. Taking a sufficiently long-term perspective is crucial, the decisions and priorities made in the short-term will define what is possible to achieve in the long-term.

STRUCTURED WORKSHOP

A structured workshop is held to clarify and align the picture of the longer-term macro environment, and to review and shape the description of longest term task/mission for the Head.

The method used in the workshop enables all the participants’ best knowledge, experience and ideas to be effectively captured. Strategic areas relevant for the organization are covered where the participants contribute with their perspective and thoughts. Since different people have different association pathways and knowledge the exercises lead to comprehensive pictures of the areas addressed. Little or no time is spent on participants trying to convince one another about their view or perception in open discussion.

Once the long-term overall picture emerges, initial differences in perceptions normally disappear. It becomes increasingly clear to the participants what is big and what is small, and what is important or less important going forward. The shared view becomes clearly articulated and aligned. In addition, the workshop is experienced as rewarding and energizing, and the disciplined process and fast pace leads to a very effective use of time.

The process ensures that all participants contribute and become owners of the result. The Workshop will create alignment, buy-in and commitment among attendants on the long-term desired position and the strategies to get there.

WORKSHOP RESULTS – EXECUTIVE GENERATED STRATEGY

- **Capture the knowledge and ideas** from those that can contribute the most
- **Collective and Aligned Insight:** Improved and shared view of the most important long-term strategic external conditions, as well as current position of the business
- **A synthesized and clarified description of the Head's most long-term and strategic task** (Desired position, Strategies to get there, Key Performance Indicators for effective follow-up)
- **Input to task delegations for the management team roles**
- **Improved understanding** of the required task delegations, structure and staffing for the management team, leading to **increased motivation and clarity**
- **Specific suggestions and recommendations** of improvements in organizational effectiveness, projections of expected results with different organizational solutions
- **Key short-term activities** to make progress in line with the Head's task
- **Extensive Documentation** and Content Refinement

PROCESS AND DELIVERY

The workshop is held during half a day up to two full days. The participants should be 7 to 15, for example a strengthened/extended management team or board of directors, in some cases with external experts present, with individuals that are considered to be able to contribute the most to the picture of future external condi-

tions and the current position of the business. Already available analyses and plans are utilized and reviewed by the participants prior to the workshop. An extensive documentation from the workshop as well as a clear description of the most long-term and strategic mission for the Head is provided.

ENHANCER EXECUTIVE ADVISORS

Enhancer is a group of experts and advisors in how to best direct, lead and structure organizations, providing owners, boards and managers with a science-based organizational management system. We assist clients in the clarification of mission and strategy and the development of the organizational solutions required to optimize and better predict performance.

SCIENCE-BASED MANAGEMENT

Enhancer has provided clients with a powerful and time-efficient method to better understand and capture the organization's full potential since 1998. The approach is built on a scientific norm and introduces a breakthrough in how to create transparency in organizational effectiveness.

When trying to understand individuals and how they organize, researchers have through the years studied how organizational parts function and interrelate. A number of researchers* have highlighted the existence and importance of organizational levels and that the required leadership and character of work differs significantly between the levels. Based on the possibility to define and measure the organizational levels quantitatively, Jaques et al. developed Stratified Systems Theory (SST). Applying SST creates transparency in organizational conditions and enables identification and treatment of the root causes of many organizational performance barriers. Tools available through SST also provides predictability regarding

which specific organizational solutions, both in terms of task delegations, structure and staffing, that will optimize organizational performance and capture the organization's full potential.

Natural and measurable levels of work

7	Repositioning of industry <i>CEO Major Global Company</i>
6	Repositioning of group of businesses <i>Head of Group or Division of Major Global Company</i>
5	Repositioning of business unit <i>Business Unit President</i>
4	Integration and Optimization of several parallel units <i>Business Unit management team, General Manager</i>
3	Optimization of a unit <i>Unit/Department Manager</i>
2	Analyze, adapt, control, supervise <i>First line manager, Business control, Analyst</i>
1	Operate, Service, Produce

Based on Strified Systems Theory development by Elliott Jaques et al.

EXPERIENCED ADVISORS

Since 1998, Enhancer has advised 250+ companies and organizations, both major public institutions and private companies, in the EU, Central Asia, India, China and the US. The team consists of senior consultants with high capability and extensive experience from

both operational and consulting positions. Enhancers work with management teams and boards demonstrates remarkable improvements related to how the organization is directed, led and structured. See below examples of clients as well as two published cases.

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