



BUSINESS REPRIORITIZATION toolkit



This tool is part of The Changing Leader Series, created by 5.12 Solutions Consulting Group.

TOOL
#1

COMPLEXITY FRAMEWORK

Purpose:

This tool will help you understand how you perceive situations and make sense of your own and other people's behavior.

TOOL
#2

SWOT ANALYSIS

Purpose:

A SWOT analysis will help identify the internal and external forces that drive an organization's competitive position in the market.

TOOL
#3

EMERGENT PATTERNS

Purpose:

When you can recognize emergent patterns, you are better equipped to see the path forward.

TOOL
#4

UNIQUE MARKET POSITION

Purpose:

Making strategic choices has to be intentional. This tool will guide your thinking and next steps.



Complexity Framework

UNPREDICTABLE WORLD

COMPLEX (emergent practice)

- Cause and effect only knowable afterwards
- Sophisticated, flexible thinking and actions
- Safe to fail experiments to nudge the system and learn
- Scan-Experiment-Learn

COMPLICATED (good practice)

- Cause and effect are separated but can be researched
- Experts offer potential solutions and might disagree
- Solutions should work across settings
- See-Analyze-Decide

PREDICTABLE WORLD

CHAOTIC (novel practice)

- Cause and effect relationship not knowable
- Unless entered into on purpose for innovation, to be avoided
- Act to stabilize system
- Experiment-Learn-Respond

OBVIOUS (best practice)

- Cause and effect are repeatable and predictable
- Everyone would agree about what needs to be done
- Standardized procedures, checklists
- Rigid system might fall to chaos
- See-Categorize-Decide

What do you believe about the current situation and how could you be wrong?

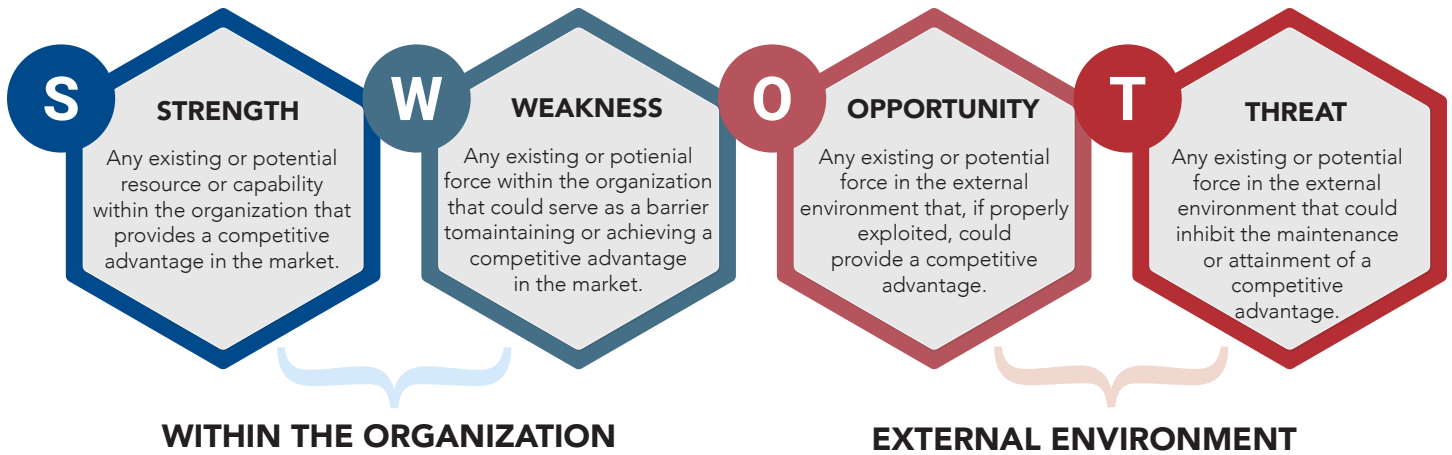
How can your thinking change about the current situation? What different questions should you be asking?

What forces may be impacting the situation?

What is happening well now that you could do more of in the future?



SWOT Analysis



What are your internal strengths?

What are your internal weaknesses?

What external opportunities exist?

What external threats exist?

Emergent Patterns



Overview: Henry Mintzberg, a professor, author, and researcher on management theory, described what he called emergent strategy. An emergent strategy is a pattern of action that develops over time in an organization as original plans collide with and accommodate a changing reality.

In other words, strategy emerges informally as we react and respond to market conditions. An emergent strategy happens less formally and deliberately and can emerge from any level within an organization.

REFLECT ON THE FOLLOWING:

What have you observed about how your organization has responded in the last 60-90 days?

How does that inform a go-forward strategy?



Unique Market Position

Overview: Making strategy choices is never easy because it is always at the expense of other choices. Reflect on the following choices developed by Roger Martin in Playing To Win.



What is our winning aspiration?

Where will we play?

How will we win where we have chosen to play?

What capabilities must be in place to win?

What management systems are required to ensure the capabilities are in place?



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EXPECTED OUTCOMES:

- CHANGE THE WAY YOU THINK - in our new, complex world, your understanding of leadership needs to evolve.
- CHANGE THE WAY YOU CONNECT - as we work in virtual and hybrid environments, we need to intentionally connect with others in new ways.
- CHANGE THE WAY YOU ALIGN - in this time of crisis, leaders must realign their leadership and organizational values and direction.

Today's environment is calling on leaders to act and think differently. As an executive level leader, you need a coach that can ask the right questions and provide the right tools so that you can adapt and grow in ways that lead to long-term success for your organization and teams.



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