



Effective Strategic Fit Alignment

Anticipating Landscape to Execution Impact

Abstract

The Importance and Significance of Alignment:

The greatest breakdown today in connecting direction to execution is alignment from the external environment to execution. The key breakdown is in the strategy to tactics transition. This impacts on the capability to deliver products and services to customers. Most organizations *do not know how to link the organization structure together for a more reliable plan of execution*. As a result, you have the breakdown.

Each organization is trying to find an advantage over its competitors, to improve operational performance or just to survive some rapid change in their environment. Alignment provides management with the insight to deliver through execution effectively and effectively manage transformation. "Communication is not enough. Strategic fit is weak, often missing. The quote from Sun Tzu is very clear about this alignment or 'strategic fit' issue.



Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat. –Sun Tzu

Issue: How can we solve the alignment issue?

A key solution is to locate, identify hidden patterns and, tease out issues that impact successful direction and execution. The linkage is important in responding to change and threats to survival. It is one thing to analyze customer preferences and behavior and another to assess the impact on strategy, tactics, and operations. The same thinking applies to technology change and operational changes but in reverse.

Solution: Alignment to Assess the Impact on Execution.

Managers and professionals should prepare and assess the coming changes. Effective and productive managers should have the knowledge and skills to apply analytics using a systematic and structured method for alignment. This course is key for senior managers, strategic planners, marketing analysts, data analysts and architects, planning managers, process analysts.



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Day One

Theme: The Value of Alignment

Organization alignment is about what structure you need for success considering the linkage alignment from external issues to execution. Alignment is a step beyond analysis of financials or quantitative factors. Those are used to help identify the purpose of alignment such as improving profits, increasing the number of products, or creating a higher quality service.

Section 1: The Value of Organizational Alignment

- What is alignment?
- Why is it important?
- The **value** proposition of alignment
- Management productivity and value
- Managing the scope of alignment

Video and Discussion – What is Alignment?



Section 2: Defining the 4 Perspectives of the Organization

- The External Environment – what is impacting the organization?
- The Strategic view – what direction should we take?
- The Tactical view – what structure works?
- The Operational perspective – how do we deliver results?
- Gathering alignment data

Demo and Discussion – Defining Perspectives

Section 3: Linking the Perspectives

- What do we mean by linkage?
- How does it work?
- The value of linkage
- Good places to start alignment.

Exercise – Listing External Influences





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Day Two

Theme: Connecting the Organization Environment to Strategy

Improving responsiveness to market and competitive change requires knowledge of the landscape trends and discontinuities. Management needs the skills for integrating what is going on in the environment with what strategies and objectives are needed to drive the organization forward. Linking these two perspectives is the starting point for this effort.

Section 4: The organization environment – Evaluating external influences

- Key issues with strategy alignment
- Planning Environment/Strategy perspectives for alignment:
- What are external influences?
- Using PESTLE-MB to identify influences.
- Describing the impact of external influences

Demo and Discussion – Ranking External Influences



Section 5: Setting Direction – The strategic view.

- What defines the strategic perspective?
- What core strategic components should you use?
- The role of management models like:
- Describing the impact and value of the strategic perspective
- Ranking strategic options with risk/yield factors

Interactive Demonstration – Strategic Impact Analysis

Section 6: Aligning strategies with the environment.

- How do you link external influences with strategies?
- Where do AI and machine learn fit?
- What outcome are you looking for with his linkage?
- Inferencing impact
- Finding hidden impacts
- Focusing on potential high impact linkages

Skill Development – Assessing Strategic Impact





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Day Three

Theme: Connecting Strategy to Tactics- Organizational Impact

Converting high level strategy to actionable plans is critical for proper alignment. Tactics has not been a focus of current automation and improvement efforts especially as regards leveraging middle management skills. This is a rich opportunity for improvement. Skills in strategy analysis and impact assessment on tactics is key for alignment. This means tactical level managers and analysts need skills to affect that transition.

Section 7: Preparing the Strategic Perspective for Linkage

- Using material from environment to strategy
- Original sourcing of strategy material
- Applying strategic analytics
- Interpreting the analytic results
- Decisions from strategy

Demonstration – Hidden Strategic Relationships

Section 8: Preparing the Tactical Perspective

- Identifying tactical categories for analysis
- Sourcing tactical material
- Applying analytics to tactical material
- Filtering and focusing on organization need.
- Tactical decision making

Interactive Demonstration and Discussion – Strategy and Tactics

Section 9: Linking the Perspectives

- Filtering Strategic material
- Filtering Tactical material
- Defining the linkage approach
- Planning the linkage relationships
- Interpreting the results

Skill Development – Assessing Tactical Impact





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Day Four

Theme: Aligning Tactics with Execution

Lining up operations with strategic intent implies a clear connection from tactics to operations. Operations are the major focus of automation and improvement efforts today as it is most visible. High interest in hyper automation and operational productivity always has management interest. End to end alignment fosters cross disciplinary thinking and synergistic opportunities. Skills in assessing the relationships implies a need to understand the architecture of the organization.

Section 10: The Tactical Perspective

- Using pre-defined tactical categories
- Sourcing new tactical material
- Applying select analytics to tactical material.
- Filtering tactics and focusing on organization needs
- Tactical ranking for impact and priority



Demo & Discussion – Tactical Relationships and Ranking

Section 11: Operations - The Edge of the Organization - Delivering value to customers

- The edge of the organization, where the customers are
- What should you know about them?
- Selecting operational categories
- Applying analytics to execution
 - Neural nets and execution performance
 - Statistical techniques
 - Machine learning

Demo and Discussion – Using Neural Nets for Analysis

Section 12: Linking Tactics and Operations

- Filtering tactical categories
- Filtering operational categories
 - Capabilities, values streams, organizations, locations
- Preparing a linkage relationship matrix
- Example - Consolidating organizations
- Impact analysis with AI



Skill Development – Assessing Operational Impact



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Day Five

Theme: Connecting the Dots – End to End Alignment

A key benefit of an alignment approach is it promotes and fosters an adaptive strategy. An organization must be able to trace changes from top to bottom and back. This makes the organization more resilient and agile. As a result, incremental accumulation of value is achieved over time. Skill in end to end thinking also supports change management and strategic communication.

Section 13: Putting it all together – End to End alignment.

- The idea of end-to-end environment to operations alignment
- Strategy to execution alignment
- Identifying key linkages
- Focusing on improvement opportunities
- The key outcomes from strategy to execution alignment

Demo and Discussion – Strategy to execution interpretation



Section 14: Analytics Linking Multiple Perspectives

- What is multi – stage linkage?
- Filtering for results
- Two stage linkage examples
- Three stage linkage examples
- Four stage linkage – the end-to-end approach

Exercise – Which Linkage is most important?

Section 15: At the End of the Day what do you Have?

- Revisiting the purpose and goal of alignment
- Interpreting the results of alignment
- Thinking about the future
- Defining future states of the organization
- Comparing As-Is with To Be structures.

Questions and Wrap





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Learning Objectives

Expected Learning Outcomes (what they will learn):

- Explain the different uses and values of alignment in strategic thinking today.
- Use the alignment methods to improve organization effectiveness.
- Understand the techniques used for the diverse types of alignment strategy analysis.
- Describe how analytics provide the capability to focus alignment insight.
- Explain the technologies and tools available for assessing alignment.
- Interpret how alignment methods can help management plan.
- Select alignment techniques for that promote management productivity.
- Understand the limits of alignment analytics.
- Interpret and explain the value of end-to-end business alignment