

Learning Block 6

4,700 words



S 19: Determine the role of the headquarters in strategic planning

In some businesses, like Walt Disney, the business units rely on corporate assets and at least some of the other business units to succeed. The strategy should reflect this reality. For other businesses, like Marriott or Trader Joe's, the task is developing and leveraging resources and competencies, and deciding where and how to expand. You are less likely to be a pure portfolio company (GE in the old days) or a federal structure (like the Star Alliance), but if you are, the Accelerator describes the challenges you face.



S 20: Harness the power of purpose

A recent study of high-growth companies revealed that many had moved purpose or mission from the periphery of their strategy to the core. The Accelerator will help you explore how you might do that more successfully in your organization.



S 21: Create a short list of strategic priorities

Most leaders can't name their organization's top three priorities. Even when they can, they often still focus on other priorities. As a general guideline, look for a lack of clarity or a competitive vulnerability in any of the following areas: the value proposition, the business model supporting the value proposition, and/or the interconnections across multi-business organizations.



S 22: Coordinate implementation across teams

The work at the top of the organization (characterized as the Blue Team in the Accelerator methodology) involves clarifying the mission, providing an enterprise overview (via levels of strategy and activity system maps), identifying the strategic priorities, and configuring the needed implementation teams (the so-called Green Teams). These teams involve business units, departments, functions, and ad hoc structures around cross-cutting issues. The work across the Blue Team/Green Team interface is managed by the Decision Dialogue process.



S 23: Implement an ongoing issue-based process

Many organizations have learned that the annual planning process has some built-in constraints and biases. Supplementing an annual process with a more fluid, ongoing issue-driven agenda may prove easier to implement and of great value. The Accelerator describes this process.
