



One size does not fit all – Agile strategy implementation framework

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One size does not fit all

Agile strategy implementation framework

CHALLENGES

“We don’t know where our customers will be 2-3 years from now or what they will need and want” - Executive

“How will new technology affect the solutions we provide our customers in the future and what kind of new technologies should we include in our solutions?” - Executive

“They will do everything to deliver on schedule in January even though the world has changed since September” – Strategy Manager

KEY INSIGHTS FROM OUR WORK WITH SENIOR EXECUTIVES

- Empirical work based on 36 interviews
- Strategy formulation and implementation should be an iterative process in order to succeed.
- Employee buy-in and participation is essential for successful strategy implementation.
- A clear and meaningful objective is essential as well as the translation of the strategy to different audiences.
- Strategy is often perceived as either a destination or as a way of setting directions, which leads to different mental models, execution and outcomes.

WHY A SENSE MAKING FRAMEWORK?

- To create a high-level framework for dialogue, iteration and co-creation based on empirical work.
- For self- and team assessment. To keep the strategy discussions alive and to get buy-in.
- To identify different strategy implementation initiatives in one’s own organization.

TYPES OF STRATEGY INITIATIVES

INCREMENTAL

A series of small improvements to an existing product, service, process, organization or strategy. It can also be cost-cutting strategies.

TRANSFORMATIVE

Transforming an existing organization to another that is well-known but yet changing the whole organization. It may have a high degree of uncertainties e.g. during digitalization.

EXPERIMENTING

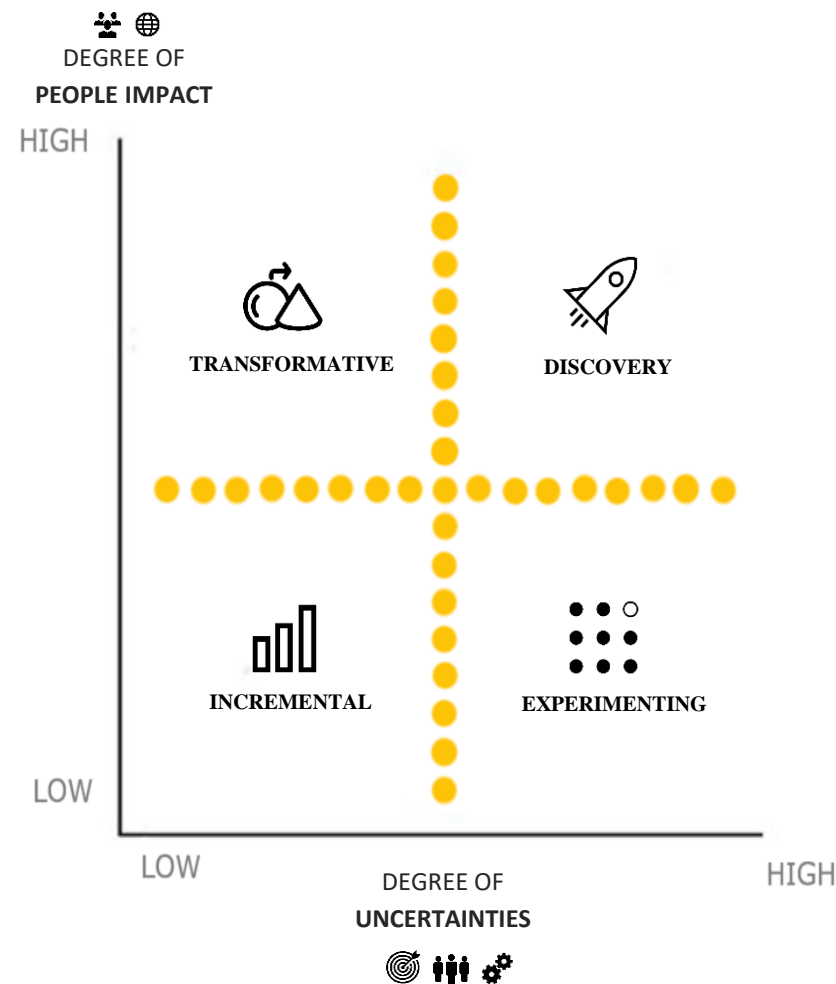
Some organizations run pilot projects for new experiments e.g. with new technologies such as VR or AI. These experiments are often held separate from the core business. The experiments will after a short period be evaluated for future business potential.

DISCOVERY

Discovering new areas e.g. new strategic partnerships, new technologies that have a significant impact on strategy implementation as e.g. VR/ AR / AI, The Internet of Things etc. The discovery area often deals with blue ocean strategies.

FRAMEWORK

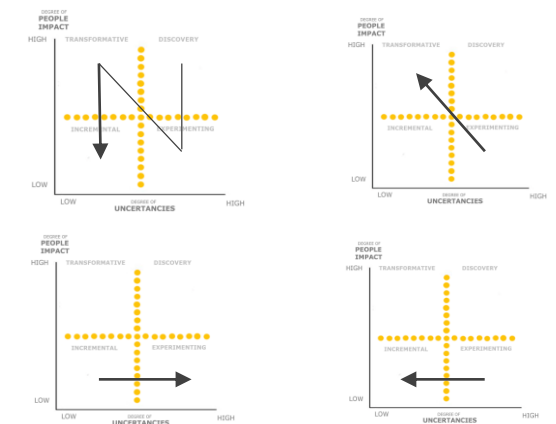
What is your portfolio of strategy initiatives?



HOW TO USE THE FRAMEWORK?

DEGREE OF UNCERTAINTY REGARDING	LOW	MEDIUM	HIGH
🎯 Objectives & market needs	----- ----- -----		
👥 Execution	----- ----- -----		
⚙️ Feasibility	----- ----- -----		
TO WHAT DEGREE DOES IT EFFECT			
👥 Employees	----- ----- -----		
🌐 Customers	----- ----- -----		

JOURNEYS FROM EMPIRICAL WORK



NEXT STEP

- Simple rules
- Timing
- Uncertainty types
- Buy-in method
- Agile toolbox
- Resilience
- 10 principles

