STRATEGIC SPEED
MOBILIZE PEOPLE, ACCELERATE EXECUTION

Speed is everything in today’s ‘Open Source’ era. An organization’s ability to respond quickly and innovatively to market changes is critical to its success. Enabling your workforce to accelerate successful execution of projects and initiatives will transform your business.

The Speed Challenges in Our Business World

MOBILIZING GROUPS OF PEOPLE TO

- Innovate Faster
- Sustain Growth
- Stay Ahead of the Competition
- Find and Develop New Markets
- Deal with Longer and Tougher Sales Cycles
- Develop Sources of Differentiated Value

How do you measure up to the speed challenge?

ALMOST 90% AGREE

3-YEAR AVERAGE GROWTH RATES

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<th>Faster Companies</th>
<th>Slower Companies</th>
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<tbody>
<tr>
<td>OPERATING INCOME</td>
<td>52%</td>
<td>27%</td>
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<tr>
<td>SALES</td>
<td>40%</td>
<td>21%</td>
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What we learned from our research

We know that speed makes a difference.

STRATEGIC SPEED RESEARCH

- 18 case studies reviewed
- >500 books and articles reviewed
- 343 leaders surveyed

How can you achieve strategic speed with your business?

Faster Companies

- Create clarity by encouraging open dialog, giving regular feedback, and linking to strategy. Regularly monitor the level of clarity and take action to sustain focus.

- Increase unity by building collaborative relationships and networks within and across teams focused on delivering the strategy. Engage teams around the strategy.

- Build commitment by encouraging team members to experiment and innovate. Build collective capability to evaluate options and manage risk.

- Foster agility by encouraging teams to be adaptive and flexible. Foster a culture of learning, continuous improvement, and adaptability.

- Encourage the experience of change in your organization. If you are not creating new and varied experiences for your employees and customers, you are likely not moving fast enough.

Clarity

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Unity

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Agility

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The Speed Challenges

- Speed is about the people
- Speed is hard to get
- Establishing initiatives that increase clarity, unity, and agility is critical to accelerating speed.

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FOUR LEADERSHIP PRACTICES MAKE THE DIFFERENCE.

- Strategically align your employees’ performance objectives with your business strategy.
- Cultivate a learning culture where employees are encouraged to experiment, innovate, and learn from mistakes.
- Establish an environment where feedback is encouraged and valued.
- Foster a culture of adaptability and flexibility.

Paying Attention to the Three People Factors

- The first step in driving speed is to ensure all people in the organization know where they’re going and are motivated to get there.
- Leaders need to demonstrate active commitment and not a passive sponsorship. Changing the climate in positive ways will boost employees’ motivation, improve their performance, and increase speed.
- Cultivate the experience of change in your organization. If you are not creating new and varied experiences for your employees and customers, you are likely not moving fast enough.

Faster Companies

- 72%
- 66%
- 61%
- 57%
- 52%
- 40%

Slower Companies

- 35%
- 27%
- 21%
- 29%
- 27%
- 21%

Speed of execution is critical to our ability to sustain our business.

The Speed Research

- The Forum Corporation and Economist Intelligence Unit Global Speed Survey, 2010

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