

STRATEGY & CHANGE

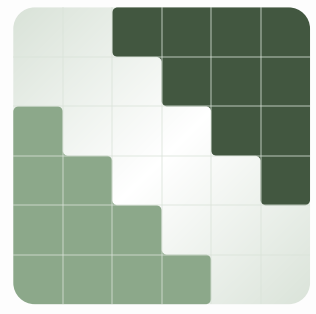
Concepts Map

Impact



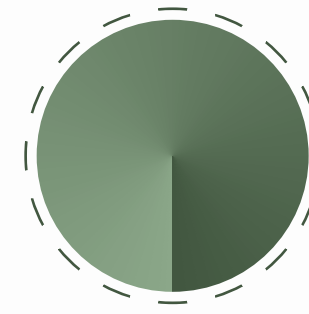
Pillar II: Precisely diagnose change to chart the best strategic course

Sustainable growth requires being great in four pillars.
Below are the vital concepts for Pillar II: Strategy & Change.



Change Matrix

Not all change is equal. There are three types of strategic change: enhance the current path by reinforcing its direction, reimagine the approaches used to pursue the current path, or shift paths to reinvent direction. Change Matrix is the premier resource to diagnose which type of change an organization, unit, or team should pursue.



Stakeholder Radar

Two factors determine the type of change an organization, unit, or team should pursue. One is Fit-to-Purpose® (the measure of relevance to stakeholders) and the other is Relative Advantage® (the measure of distinctiveness from alternatives). Stakeholder Radar guides the evaluation of Fit-to-Purpose® among the five primary stakeholder groups: customers, employees, partners, investors, and community.

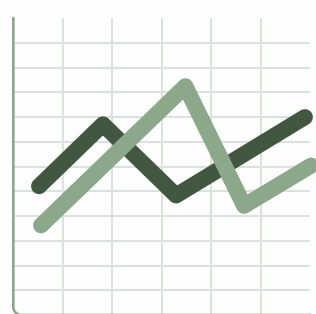
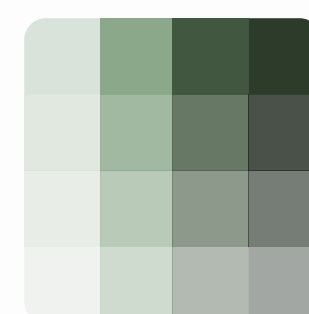


Chart Advantages

Two factors determine the type of change an organization, unit, or team should pursue. One is Fit-to-Purpose® (a measure of the relevance of offerings to stakeholders) and the other is Relative Advantage® (a measure of the distinctiveness of offerings from alternatives). Chart Advantages guides the evaluation of Relative Advantage® from alternatives.



Curate Options

After measuring Fit-to-Purpose® and Relative Advantage® to diagnose the change direction needed, curate the action options that can deliver the change required across the five core stakeholder groups. This context-specific approach is significantly more precise than the outdated model of selecting an arbitrary growth goal and assigning tasks in the hope of reaching that goal.



6 Winning Questions

Decisions regarding 6 questions determine winning strategies:

Why? (values and purpose);

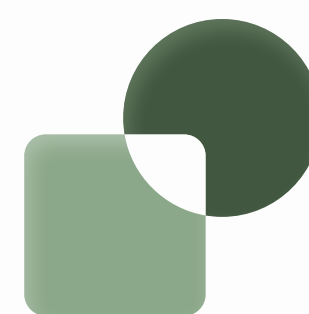
Who? (stakeholders served and what matters to them);

What? (ways they're currently served);

Direction? (the change needed by organization, unit, brand, or team to improve relevance and distinctiveness);

How? (the goals related to the change needed and alignment across actions to deliver on the goal and their required resources);

Impact? (anticipated benefit and how it is measured).



Say, Do Alignment

Those who reduce the gaps between what they say are their priorities and what they actually do have the advantage. They better perform on the upside and limit risk on the downside. Say, Do Alignment helps managers and teams to evaluate how well the priorities described in their strategies are followed in their actions.

The Difference is in the Research

Concepts that stand the test of time are grounded in rigorous research. Dr. Tom Hunsaker's research into sustainable growth practices sets the standard.

GEOGRAPHY

5

5 continents



DURATION

10

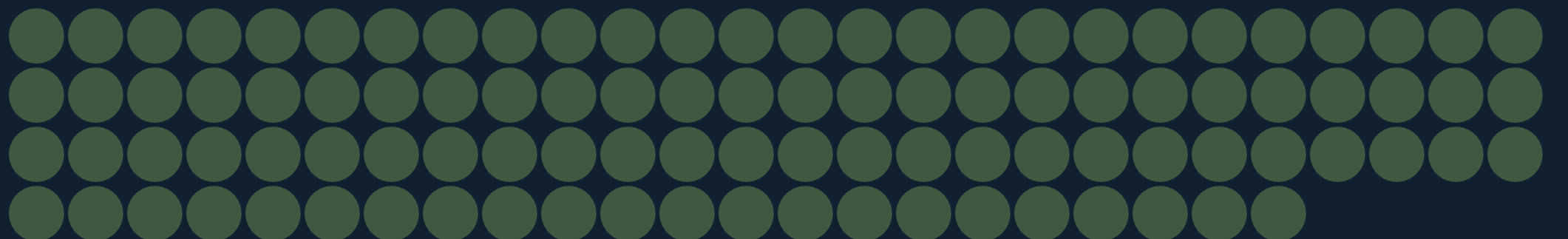
Over 10 years (and counting)



PERIOD

100

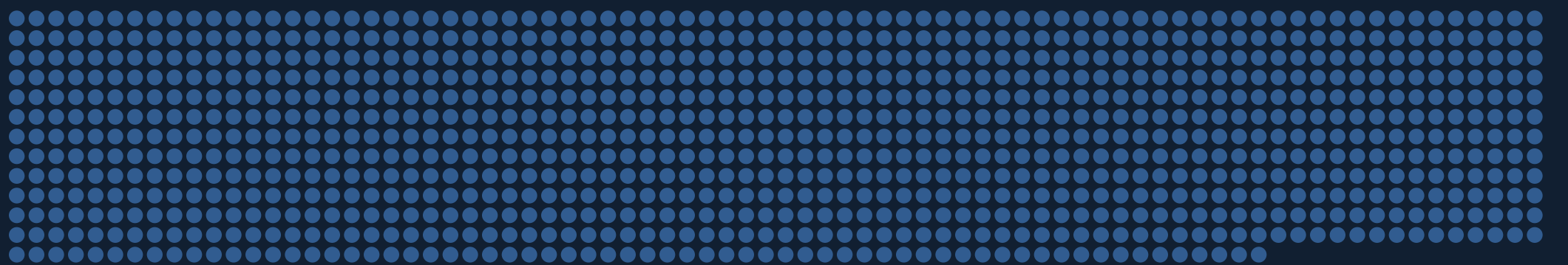
Over 100 years of practice



BREADTH

1,000

1,000s of enterprises



DEPTH

10,000

10,000s of managers



Impact

Dozens of dedicated features and cases in Harvard Business Review and MIT Sloan Management Review and multiple bestselling books.

**Harvard
Business
Review**

MIT Sloan
Management Review

Standard-setting practices in the four sustainable growth pillars:

**Mindset &
Culture**

**Strategy &
Change**

**Innovation &
Analytics**

**Execution &
Agility**