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## Introduction

### Sprint objective

Clearly defining your core activities and processes isn't just an exercise—it's the key to strategic clarity and decisive action. Your engagement here is critical to your team's success and your personal leadership growth. Skipping or rushing through this could lead to confusion and wasted effort.

### Practical benefits

Mastering this sprint enables you to:

Clearly identify and focus on the activities that genuinely drive your business success.

Remove ambiguity, speeding up decisions and improving day-to-day execution.

Create powerful alignment around clearly defined goals, ensuring every team member knows exactly where to put their energy.

Possible dangers of not tackling it well

Failing to fully prepare and engage risks:

Spreading your team's effort thinly across activities that don't matter strategically.

Wasting valuable time in unclear discussions instead of executing clear, impactful actions.

Losing competitive advantage due to unfocused and misdirected priorities.

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## Reading for This Week

(30 minutes)

Imagine this reading as sharpening your sword before a battle. The better you understand and internalize these concepts, the more effective you'll be in the challenges ahead.

Before diving into the reading, consider these questions to prime your mind:

Tune-in questions

01.

What is the essence of organizational structure design?

02.

What do you know about the role of the organization's core activities and processes?

03.

Why is absolute clarity in your core structure critical to your success within the team?

Key Documents and Required Reading

[EXPECTED TIME: 60 MIN]

Fast Track - Brain Juice

[03/04]

think and do

(60 minutes)

think

Reflect on the materials you will read and how they relate to your company. Consider the following:

01.

How can defining core activities and processes directly address your current business challenges?

02.

What three specific actions will you immediately take based on this understanding?

03.

How will you communicate and apply these insights with your team for maximum strategic impact?

Steps to Complete Before the Sprint

The provided Excel tool (Core Activities and Processes Mapping Tool) is exclusively designed for collaborative use during the team meeting.

There is no individual (personal) tool to complete in advance.

Each executive should carefully review the tool beforehand, think through potential contributions, and mentally prepare for the collaborative discussion.

All inputs, prioritization, and definitions will be finalized collectively during the team meeting.

Team Tool:

Core Activities and Processes Mapping (Excel)

Review the tool carefully before the meeting.

Think clearly about your potential inputs—core activities, processes, and KPIs relevant to your role.

Prepare to clearly articulate your ideas and actively contribute during the team's collaborative work session.

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Mind Rehearsal

(10 minutes)

Your role in the team meeting is to challenge, refine, and sharpen the value proposition.

Mentally rehearse how you will contribute by:

01.

In what specific areas will your contributions be crucial for clarifying core activities and processes?

02.

How will your thoughtful preparation help streamline and accelerate the team's work during the session?

03.

How can this sprint's insights immediately enhance your daily operational decisions?

Pro Tips

Prioritize your preparation: Allocate uninterrupted, dedicated time to ensure clarity.

Use Fast Track Principles:

80/20 Rule: Zero in on activities and processes with maximum impact.

Brutal Honesty: Identify clearly what needs improvement and address it head-on.

Stay Fully Engaged: The effort you invest now translates directly into your team's strategic success.

## **[MODULE:ORGANISATIONAL STRUCTURE - SPRINT:CORE ACTIVITIES]**

**brain juice**

**[02/06]**

**Sprint Objective**

**Clearly defined core activities aligned directly with your strategy.**

**Explicit identification of key processes critical to strategic execution.**

**Concrete KPIs to measure and guide performance improvement.**

**[03/06]**

**Fast Track 80-20**

**Learning 1**

**Clear core activities give your team laser focus. This clarity accelerates decisions and ensures everyone pushes in the same strategic direction, no wasted effort, just results.**

**Learning 2**

**Selecting only the most impactful processes cuts through complexity. Less chaos, more action. Your energy goes exactly where it matters most, perfectly matching our Fast Track efficiency principle.**

**Learning 3**

**Insanely clear KPIs tied to core processes let you instantly spot wins and losses. They drive accountability and keep your business tightly aligned with strategy.**

**Learning 4**

**Specific beats vague, every time. Replace generic activities with precise, impactful descriptions. Clear language equals clear results.**

**Learning 5**

**Constantly refine core activities, processes, and KPIs. Agility isn't a one-time fix. It's your new normal.**

**[04/06]**

**Why Defining Your Core Structure Matters**

**Your organisational structure directly impacts how swiftly you can execute your strategy. An agile, clearly defined structure ensures teams can make quick decisions, respond rapidly to market changes, and effectively deliver your company's value proposition.**

**Without a clear structure, your organisation risks becoming bureaucratic and disconnected from market realities.**

## **Step 1: Define Core Activities**

### **Objective**

**Identify the top 5 critical activities driving your value proposition. These are the 20% of actions responsible for 80% of your strategic success.**

### **How to Define Core Activities Clearly**

**To ensure clarity, your core activities must be specific, actionable, and directly linked to your strategy. Avoid vague terms like "Marketing" or "Customer Service." Instead, clearly articulate the activity to reflect its direct impact on strategy.**

### **EXAMPLES**

#### **Zara Fashion Retail**

**(Value Proposition: Fast, Trend-Responsive Fashion)**

**Deep Customer Insight (rapidly understanding customer trends)**

**Rapid Fashion Design (quickly translating trends into products)**

**Rapid-Response Manufacturing & Operations (fast production and logistics)**

**Globally Consistent Branding & Store Experience (standardized global presence)**

**Efficient Inventory Management (precise stock allocation)**

#### **Company X – Nursing Education**

**(Value Proposition: Practical, Job-Ready Nursing Training)**

**Industry-Aligned Course Development (up-to-date, practical nursing curricula)**

**Targeted Student Recruitment & Selective Admissions (high-quality candidate pipeline)**

**Practical, Job-Ready Training (real-world skill-building)**

**Seamless Certification & Workforce Integration (efficient entry into employment)**

**Continuous Professional Upskilling (ongoing training aligned with industry evolution)**

### **Common Mistake**

**Organisations often fail by not clearly specifying activities, resulting in vague strategies and ineffective operations.**

## **Step 2: Identify Core Processes**

### **Objective**

**Within each core activity, pinpoint the critical processes essential to consistently executing that activity successfully.**

### **How to Identify Core Processes Clearly**

List all processes supporting each core activity. Then narrow down to the top three processes per activity, those whose improvement would significantly enhance performance.

#### **EXAMPLES**

**Zara's Core Activity: Rapid-Response Manufacturing & Operations**

**Processes:**

Small batch production (allows flexibility)

Just-in-time replenishment (reduces waste and inventory holding costs)

Vertically integrated logistics (controls speed and cost)

**Company X's Core Activity: Targeted Student Recruitment & Selective Admissions**

**Processes:**

Identifying high-demand regions for recruitment

Career-focused marketing targeting career-changers and young professionals

Rigorous admissions screening for motivation and job suitability.

### **Step 3: Establish Clear KPIs for Each Process**

#### **Objective**

Establish measurable indicators (KPIs) to track each process's effectiveness, ensuring processes directly support strategic objectives.

#### **How to Identify Core Processes Clearly**

For every identified core process, set three clear, measurable KPIs. These KPIs must directly reflect the success of your strategic priorities.

#### **EXAMPLES**

**Zara's Core Activity: Deep Customer Insight**

**Processes & KPIs:**

Real-time sales tracking → Sell-through rate (%)

Store manager reporting → Customer preference match (%)

Trend data collection → Weekly trend adoption rate (%)

**Company X's Core Activity: Practical, Job-Ready Training**

**Processes & KPIs:**

Simulation-based learning → Student satisfaction scores (%)

Integrated internships → Internship-to-job placement rate (%)

Ongoing assessment of teaching effectiveness → Graduation rate (%)

#### **Common Mistake**

Selecting vague or unrelated KPIs can distract teams from strategic goals. Ensure each KPI specifically measures the intended strategic outcome.

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## CASE STUDIES

### Example 1: Zara Fashion Retail

CORE ACTIVITY	KEY PROCESSES	KPIS
1. Deep Customer Insight	Real-time sales tracking	Sell-through rate (%)
	Store manager reporting	Customer preference match (%)
	Trend data collection	Weekly trend adoption rate (%)
2. Fast Fashion – Rapid Design	Continuous sketching & prototyping	Time from design to store (days)
	Data-driven design decisions	SKU success rate (%)
	Collaboration between designers & production	Design iteration cycle time (days)
3. Rapid-Response Manufacturing & Operations	Small batch production	Inventory turnover rate
	Just-in-time replenishment	Stock replenishment time (hours)
	Vertically integrated logistics	% unsold inventory
4. Globally Consistent Branding & Store Experience	Standardized store layouts	Global brand consistency score (%)
	Minimal advertising, experience-focused	Customer dwell time in stores (mins)
	Coordinated global product launches	Store sales per square meter (\$)

## Example 2: Company X – Nursing Education

Value Proposition:

"High-quality, practical, and flexible nursing education tailored to evolving healthcare demands."

Differentiation:

Hands-on, career-aligned training that produces job-ready graduates, distinct from traditional theory-focused institutions.

CORE ACTIVITY	KEY PROCESSES	KPIS
<b>1. Industry-Aligned Course Development</b>	Monitoring healthcare trends	% of courses updated annually
	Collaboration with hospitals for real-world relevance	Employer satisfaction (%)
	Designing hands-on training modules	Number of new programs launched annually
<b>2. Targeted Recruitment &amp; Selective Admissions</b>	Recruitment focused on high-demand regions	Application-to-enrollment conversion (%)
	Career-focused marketing	% enrolled from high-demand regions
	Rigorous admissions screening	Diversity of enrolled students (%)
<b>3. Practical, Job-Ready Training</b>	Simulation-based learning	Student satisfaction (%)
	Integrated internships	Internship-to-job placement rate (%)
	Ongoing teaching effectiveness assessment	Graduation rate (%)
<b>4. Seamless Certification &amp; Workforce Integration</b>	Fast-track certification processes	Certification pass rate (%)
	Personalized job placement assistance	% employed within 6 months of graduation
	Alumni career tracking & upskilling	Alumni enrolling in further courses (%)

[MODULE:ORGANISATIONAL STRUCTURE - SPRINT:CORE ACTIVITIES]  
TEAM MEETING PREPARATION GUIDE

[01/03]

Purpose of the Meeting

This sprint meeting is your team's moment to get fully aligned on the core of your operations - what really drives your business. By identifying and mapping your core activities and processes,

you'll make smarter decisions faster and avoid wasted motion. Your preparation and focused participation are essential to make this session efficient, sharp, and impactful.

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What to Prepare Before the Meeting

Individual Preparation

Go through the learning materials and provided examples

Review the Team Tool

No personal tool required. This is a team-based exercise. Read through the Core Activities and Processes Mapping Tool and mentally prepare your contributions.

Prepare Discussion Points

Which activities actually drive value for your clients?

Where are current processes breaking down?

What KPIs can best reflect performance?

Mind Rehearsal

Mentally walk through your role in the discussion. Know what you'll contribute and be ready to defend your perspective with facts and logic.

[03/03]

Meeting Agenda

Proposed Meeting agenda

Total duration: 90 minutes

1. Do Better Than Last Time (10 min)

Reflect on the last sprint.

2. Topic Presentation from Guru (15 min)

Understand the why, what, and how of defining core structure.

Ensure everyone is on the same page.

3. Discussion Per Topic (30 min)

Collaboratively identify core activities and processes.

Tools: Core Activities & Processes Mapping

4. Decision Per Topic (20 min)

Finalize the Top 5 activities, Top 3 processes, and assign responsibilities for KPIs.

Tools: Mapping Tool, team consensus, decision-making matrix

5. Reflection Time (15 min)

Align on the output.

Commit to the next steps.