



[MODULE: ORGANISATIONAL STRUCTURE]

# GURU GUIDE

## DEFINE CORE ACTIVITIES



# CORE ROLE OF THE GURU

# 01

- **Be the Catalyst:** Your job isn't to lecture—ignite sharp thinking and bold dialogue.
- **Master the Material:** Know the Brain Juice, tools, and flow cold. The team relies on your clarity.
- **Facilitate, Don't Dominate:** Create space for honest input. Guide, don't dictate.
- **Stay on Track:** Own the agenda. Keep conversations laser-focused.
- **Engage Relentlessly:** Pull in the quiet ones. Challenge the vague. Keep energy high.

# TEAM SESSION OBJECTIVE

# 02

Primary Goal:

- Align the team on the top 5 core activities and identify critical processes that drive business value. Introduce and complete the team mapping tool.

Secondary Goals:

- Anchor core activities and processes to strategic goals and customer value.

# KEY TAKEAWAYS FOR PARTICIPANTS

# 03

By the end of the session, everyone should:

- Know which core activities matter most—and why.
- Understand how each of the core activities supports the execution of the company's value proposition.
- Understand the difference between a process and an activity.
- Have co-created the map of top activities and supporting processes.
- Be ready to measure what matters with confidence.

# MEETING AGENDA WITH FACILITATION INSTRUCTIONS

# 04

## 1. Do Better Than Last Time (10 min)

- Reflect on key learnings and friction points from the previous sprint.

## 2. Topic Presentation by Guru (15 min)

- Deliver the Fast Track Brain Juice highlights - core activities, processes, and relevance to strategy.
- Use Zara/APM examples to anchor discussion.

## 3. Discussion Per Topic (30 min)

Facilitate a structured debate on:

- Which activities will actually move the needle when it comes to our value proposition?
- Which ones don't?
- What processes drive performance?

Work directly on the team tool.

## 4. Decision Per Topic (20 min)

- Agree on the Top 5 Core Activities and Top 5 Processes.
- Finalize inputs and assign accountability for next sprint KPIs.

## 5. Reflection Time (15 min)

- Close with clarity. Ensure alignment and surface any loose ends for next time.



# ESSENTIAL MATERIALS AND TOOLS

# 05

## Key Documents:

- Sprint Brain Juice
- Core Activities & Processes Mapping Tool
- Zara and Company X case examples

## Quick Reference:

- Core Activity: What delivers your value proposition
- Process: How you deliver it
- KPI: How you measure it

# DISCUSSION POINTS AND POTENTIAL CHALLENGES

# 06

## Key Questions:

- Are we confusing activity with process?
- Which activities directly connect to our value proposition?
- Are we overestimating what's "core"?
- How can our core activities be distinctive and better than the competition's?

## Potential Challenges:

- Vague answers: Push for specificity.
- Overload: If everything is "core," nothing is. Use 80/20.
- Politics: Focus the group on the customer and value creation, not internal turf.

# ENGAGING AND MANAGING THE TEAM

# 07

## Engagement Tactics:

- Ask direct questions.
- Use real examples from the org.
- Reframe if the group gets stuck.

## Conflict/Disengagement Plans:

- Call out tangents respectfully.
- Invite dissent and then pull for consensus.
- If stuck, summarize and propose a way forward.

# FAQ AND PITFALLS

# 08

## FAQ:

- What if there's no agreement on a core activity?  
Park and prioritize later if needed—but aim for 80% clarity now.
- What if we identify too many activities or processes?  
That's okay—just prioritize top 5 for this sprint.

## Pitfalls to Avoid:

- Listing job roles instead of activities
- Getting lost in "how" before defining "what"
- Over-intellectualizing—keep it practical



**“THE FAST TRACK SYSTEM IS SIMPLICITY DESIGNED TO MAKE  
AN IMPACT. BRILLIANT.”**

**[XAVIER CARPINELLI, KPMG, YPO MONACO]**