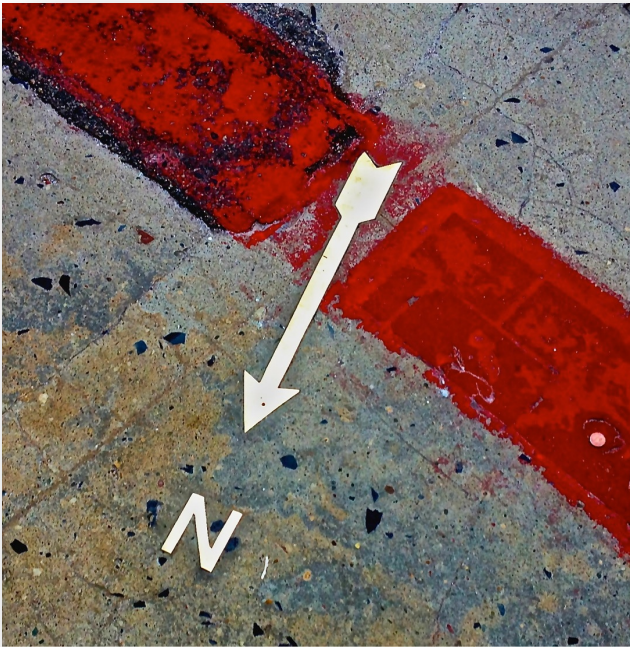


# Finding True North

## Clarity of Purpose Drives Performance

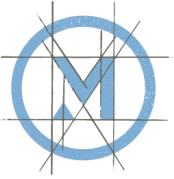


Every organization experiences performance issues that reveal weaknesses in their capability. But too often shortcomings in management strategy, service levels, quality, promotion, and infrastructure are addressed with quick fixes that don't align to the organization's purpose, strategy or customer need. As a result, related performance "gains" aren't sustained for long.

Why not? At the root of these pain points is a fundamental disconnect between the organization's purpose and the business model through which it operates.

Our Finding True North (FTN) program takes participants through the process of understanding and addressing the strengths and weaknesses of their operation as well as how to improve performance by:

- **Assessing company direction**
- **Reviewing the current feasibility of performance goals**
- **Evaluating the strength of the current business model and value proposition**
- **Determining how to best compete in the context of market realities**
- **Creating a strategic plan based on specific, measurable, actionable, and relevant goals**



# FTN Overview

This one-day workshop walks participants through the four modules of the Finding True North process and focuses on imparting the significance and implications of each of the exercises included in the program.

<b>DISCOVERY</b> Gathering baseline data and setting expectations	<ul style="list-style-type: none"><li>• <b>Current state</b></li><li>• <b>Role of Leadership</b></li><li>• <b>The Structures, Activities, Behaviors and Attitudes of an organization</b></li></ul>
<b>BUSINESS ORIENTATION</b> The principles that guide growth and governance	<ul style="list-style-type: none"><li>• <b>Vision</b></li><li>• <b>Core values</b></li><li>• <b>Core purpose</b></li><li>• <b>Envisioned future</b></li></ul>
<b>HOW TO WIN</b> Go to market strategy	<ul style="list-style-type: none"><li>• <b>Business model assessment</b></li><li>• <b>Future state planning / Scenario testing</b></li><li>• <b>Market assessment</b></li><li>• <b>Customer insight</b></li><li>• <b>Discerning competitive advantage</b></li><li>• <b>Capability and structural development needs</b></li></ul>
<b>HOW WE WILL GET THERE</b> Strategic planning	<ul style="list-style-type: none"><li>• <b>Strategy development</b></li><li>• <b>Executive Hoshin planning</b></li><li>• <b>Divisional / departmental Hoshin planning</b></li><li>• <b>Measurement</b></li></ul>

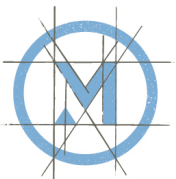
## Program Highlights:

- Understanding how leadership behaviors affect change and performance
- Why employees need purpose
- Creating a business model map of your business
- How the organization's Structures, Activities, Behaviors and Attitudes affect performance
- How to assess competitive advantage
- Ensuring the strength of your strategic plan

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# Discovery

## The Current State Of The Business And What You Want To Do About It

We kick off the Finding True North process by understanding where you are now: Why you're ready for change, what challenges or opportunities are motivating change, where you'd like to see performance and where you feel you need help. We also gather a fair amount of data related to your performance and ideally have access to /conduct voice of the customer and employee engagement surveys as well as assess operational metrics.



One of the highlights of phase is an assessment of leadership behavior. Leaders have the power to drive or stall success via their focus on results, governance through difficult periods and their ability to empower employees. The assessment will provide some insight on how their tendencies help or hinder the FTN process as well as their impact on their progress day to day.

### OTHER KEY TOPICS INCLUDE:

#### DESIRED OUTCOMES

#### What the company is currently working to achieve

- Desired outcomes for Shareholders, Leaders, Customers, Employees and Communities
- Desired Metrics
- Gap Analysis between Current Metrics and Desired Metrics

#### CURRENT STATE

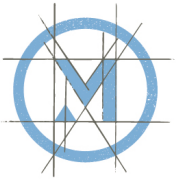
#### The existing condition of the business and related challenges

- Current working environment and culture
- Current structures, activities, behaviors and attitudes
- Leadership behaviors
  - Existing metrics
  - Prevailing challenges
- Current strategy
- Current business model

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# Business Orientation

## Finding True North Is Essential For Accurate Navigation

Before determining how to enhance performance, companies must first understand their reason for being, what they stand for and where they're going.

Just as North represents a fixed point against which the traveler can orient himself and plot his journey, your company's purpose serves as that point of orientation to the organization. It guides its governance, anchors the culture and attracts employees and customers when demonstrated authentically. It is also a key component of your company's competitive advantage.

In this phase, participants learn about the significance of business orientation and focus on formally defining the fundamental principles, beliefs and motivations that uniquely characterize the company's DNA and will be used to guide its growth and governance.

### KEY TOPICS INCLUDE:

#### VISION

**What the company aspires to**

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#### CORE IDEOLOGY

**What the company stands for**

Core Values - The principles you believe in as a company

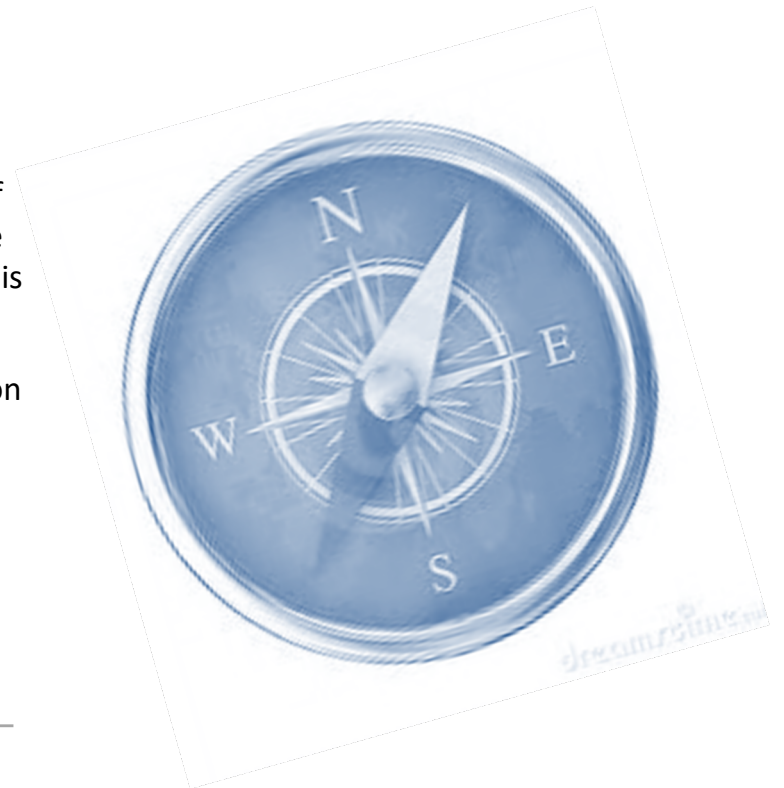
Core Purpose - The company's reason for being

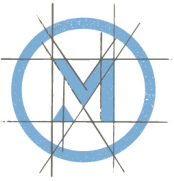
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#### ENVISIONED FUTURE

**What the company is working towards**

The audacious goal that will be achieved in 20 years and what success looks like.





# How To Win

## Understanding The Strength Of Your Capabilities In Context

In order to compete effectively, organizations must have a strong grasp of the market in which they operate and their place in it. This requires active investigation into market realities as well as an intimate understanding of the differentiated way the business creates and delivers value, what motivates customer demand, and how and when demand is compromised.

In this **multi-day session**, participants take a dive deep into their market position and capabilities exploring and testing the existing rationale for how the organization pursues growth and its effectiveness.



### WHERE YOU COMPETE

#### Understanding your market position:

- Geography
- Industry
- Company size
- Primary offering
- Key Competitors
- Industry / Political Landscape

### CUSTOMER FOCUS

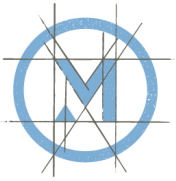
#### Determining who your most valuable customers are:

- Customer needs
- Mapping ideal customer profile
- When to turn down business

### VALUE CREATION

#### How to best compete:

- Value Discipline
- Market Position
- Competitive Advantage
- Differentiation
- Value proposition
- Capabilities necessary to deliver
- Future state business model



# How You Will Get There

## Navigating To Results

With an understanding of your organization's purpose and strengths relative to your market, you are better prepared to chart your course of action with goals that map to your vision and performance objectives. Translating these goals into a detailed implementation plan creates clarity as to organizational priorities so that employees can more effectively and independently determine how to expend time and resources.

In this **two-day session**, participants break down their goals into actionable projects, delegate responsibilities, and discuss the resources and timing that will be dedicated to these pursuits.

### KEY TOPICS INCLUDE:

#### GROWTH VEHICLES

##### Determining approach to growth:

- Internal development (organic investment, restructuring, capabilities)
- External intervention (M&A, strategic alliances, etc.)

#### STRATEGIC PLANNING

##### Working towards specific, measurable, actionable, and relevant goals:

- Identify key business issues
- Establish measurable business objectives
- Define overall vision and goals
- Supporting strategies for pursuing the goals
- Tactics and objectives that facilitate each strategy
- KPI's for every business process - balanced score card
- Establish measurement methodology

