

4. Focused Strategy

Lab Workbook

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[RE]CREATE

THE Leadership and
Organization Design
for Sustainable
Excellence
**ORGANIZATION
YOU REALLY
WANT!™**



4. Focused Strategy

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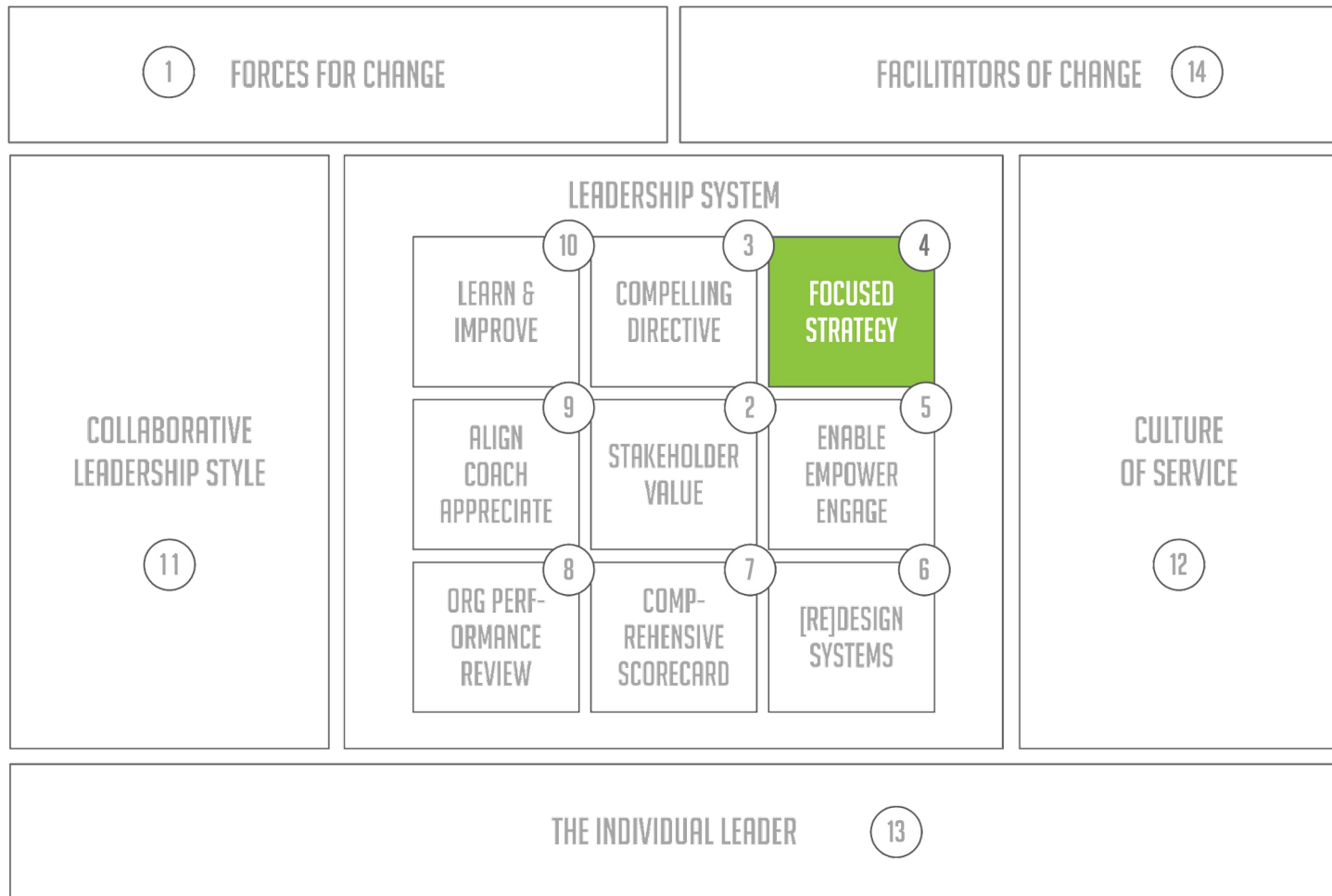
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LEADING TRANSFORMATION FRAMEWORK



Objectives

Understand the concepts, components, and relationships of a Focused Strategy and how they contribute to leadership and organization [re]design for sustainable excellence.

Focused Strategy - Identify the goals related to the seven key organization areas.

Integrating the Natural Environment - Integrate the natural environment into the strategic plan.

Strategy System - Diagram the relationships between the strategic goals.

Strategy Outputs - Identify the strategy outputs - measures, action plans, and leader for each strategic goal



Focused Strategy - **Instructions**

<p>Leadership & Strategy Goals</p> <p style="color: red; text-align: center;">6. Identify the goals that focus on improving the strategic performance not already identified in other areas</p>		<p>Governance Goals</p> <p style="color: red; text-align: center;">7. Identify the goals that address the natural environment (energy sources, usage, and waste) and social responsibility</p>	
<p>Supplier & Partner Goals</p> <p style="color: red; text-align: center;">3. Identify the goals to improve supplier/partner performance</p>	<p>Production Goals</p> <p style="color: red; text-align: center;">2b. Identify the goals to improve operational performance</p>	<p>Product & Service Goals</p> <p style="color: red; text-align: center;">2a. Identify the goals to improve product performance</p>	<p>Customer Goals</p> <p style="color: red; text-align: center;">1. Identify the goals to improve customer satisfaction, repeat and referral business as appropriate</p>
<p>Workforce Goals</p> <p style="color: red; text-align: center;">4. Identify the goals that address the improvement of workforce capability, capacity, engagement, and well-being.</p>		<p>Knowledge & Information Goals</p> <p style="color: red; text-align: center;">5. Identify the goals that address improvement of the knowledge management and information.</p>	

Focused Strategy - Example

<p>Leadership & Strategy Goals</p> <p>Improve % of reimbursement to the maximum allowable</p> <p>Improve the affordability of healthcare services by --% annually.</p>		<p>Governance Goals</p> <p>Increase the \$\$ revenue from recycling by -- percent annually.</p> <p>Increase electricity usage from renewable sources (e.g., solar panels) to over --% of total electricity used..</p>	
<p>Supplier & Partner Goals</p> <p>Reduce the # of medical supplies returned for quality defects to less than -- percent</p>	<p>Production Goals</p> <p>Improve the efficiency of health care operations --% while maintaining clinical outcomes and patient experience</p>	<p>Product & Service Goals</p> <p>Improve the effectiveness of health care service delivery - clinical outcomes + patient experience.</p>	<p>Customer Goals</p> <p>Enhance the patient and families satisfaction with the continuum of care --% annually.</p>
<p>Workforce Goals</p> <p>Improve workforce satisfaction and engagement survey results by -- percent annually</p> <p>Develop a process to accurately assess and forecast workforce capabilities and capacity.</p>		<p>Knowledge & Information Goals</p> <p>Sustain and enhance core clinical and support performance measures</p> <p>Sustain and enhance patient experience metrics with relevant high-performing comparisons</p>	

Focused Strategy - Worksheet

Leadership & Strategy Goals		Governance Goals	
Supplier & Partner Goals	Production Goals	Product & Service Goals	Customer Goals
Workforce Goals		Knowledge & Information Goals	

Integrating the Natural Environment into the Strategy - Concepts

	Suppliers	Logistics	Operations	Customers	Employees	Investors
Sources	Change design of supplier facilities and processes and sources of raw materials to use more renewable sources.	Change transportation modes to use more renewable sources.	Change design of facilities and processes to use more renewable sources.	Change design of products and services to use more renewable sources.	Engaged in alternative energy and materials projects	Financial impact of alternative energy and materials sources.
Usage	Change design of supplier facilities and processes and sources of raw materials to use less energy and materials.	Change design of packaging and transportation modes to use less energy and materials.	Change design of facilities and processes to use less energy and materials.	Change design of products and services to use less energy and materials.	Increase the usage of low energy practices (virtual meetings and work). Engaged in energy savings projects.	Financial impact of reduced energy and materials usage.
Waste	Reduce the amount of energy and materials waste. Increase the amount of recycling.	Reduce the amount of energy used for transportation and storage of supplies and materials	Reduce the amount of energy and materials waste. Increase the amount of recycling.	Reduce the amount of energy and materials waste. Increase the amount of recycling.	Engaged in waste reduction and recycling projects.	Financial impact of reduced waste and recycling.

Integrating the Natural Environment into the Strategy - **Instructions**

	Suppliers	Logistics	Operations	Customers	Employees	Investors
Sources	1. Identify the Energy and Materials Sourcing Goals for each part of the organization.					
Usage	2. Identify the Energy and Materials Usage Goals for each part of the organization.			Three basic issues - where you get your materials and energy (sources), how do you use those materials and energy (usage efficiency and waste), and how you dispose of or reuse / recycle the waste.		
Waste	3. Identify the Energy and Materials Waste and Recycling Goals for each part of the organization.					

Integrating the Natural Environment into the Strategy - Example

	Suppliers	Logistics	Operations	Customers	Employees	Investors
Sources	Work with suppliers to help them convert their operations to solar power		Source --% of new materials and components from solar powered suppliers		Convert --% of retail locations to solar power panels next 12 months	
Usage	Decrease Packing Materials for Shipping Products by --%		Decrease transportation distances by --% through "buy local" programs		Reduce the Electricity Usage by --% at Non-solar supplied locations next 12 months	
Waste	Work with suppliers to develop recycling programs at all locations		Source --% of new materials and components from suppliers with recycling programs		Increase the \$\$ revenue from recycling --% old products next 12 months	

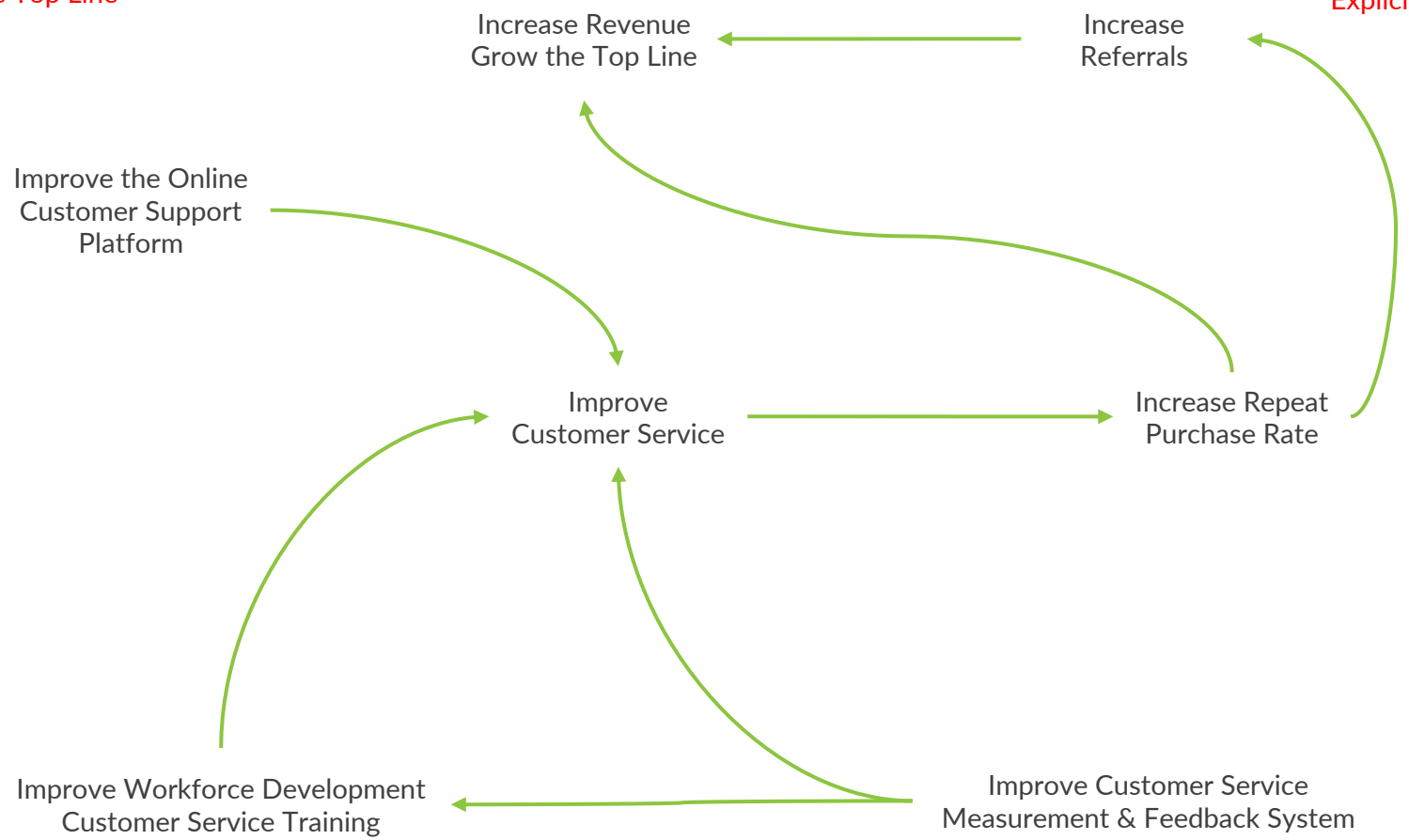
Integrating the Natural Environment into the Strategy - Worksheet

	Suppliers	Logistics	Operations	Customers	Employees	Investors
Sources						
Usage						
Waste						

Strategy System - Example

Example of a Strategy to Grow the Top Line

Make Your Rationale or "Business Logic" Explicit



Strategy System - Worksheet

Strategy Outputs



Strategy Outputs - Instructions + Example

Goals & Objectives	Measures	Actions Plans	Leader
<p>Identify one goal from the strategy</p>	<p>Identify the measures for that goal</p>	<p>Identify the key actions or action plans for the goal</p>	<p>Identify the one person who is responsible for the goal</p>
<p>Increase revenue - grow the top line by increasing the number of repeat purchases and customer referrals..</p>	<p>Number of Customer Referrals, Percent Repeat Purchases, Customer Service Satisfaction Survey Rating</p>	<p>Online Platform, Customer Service Training, Customer Service Measurement and Feedback</p>	<p>Samantha Jones Vice President of Customer Support</p>
<p>Improve % of reimbursement to the maximum allowable</p>	<p>% of reimbursement / year</p>	<p>Clinical outcomes cross-functional improvement team.</p>	<p>Dr. Joe Smith Chief Medical Officer</p>

Strategy Outputs - Worksheet

Goals & Objectives	Measures	Actions Plans	Leader