

Hermes

The Container Solutions Strategic Execution Toolkit

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**What is
Strategic
Execution?**

**Continuous
Formulation**

**The Mechanics
of Execution**

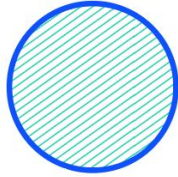


What is Strategic Execution?

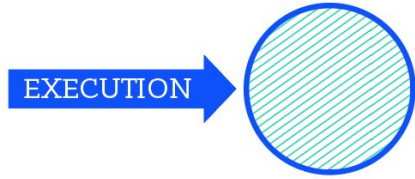
Managing the Infinite Imagination



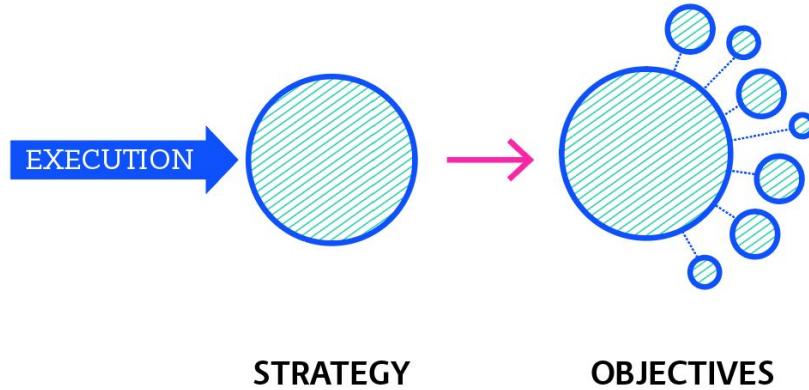
Changing Strategy into Objectives



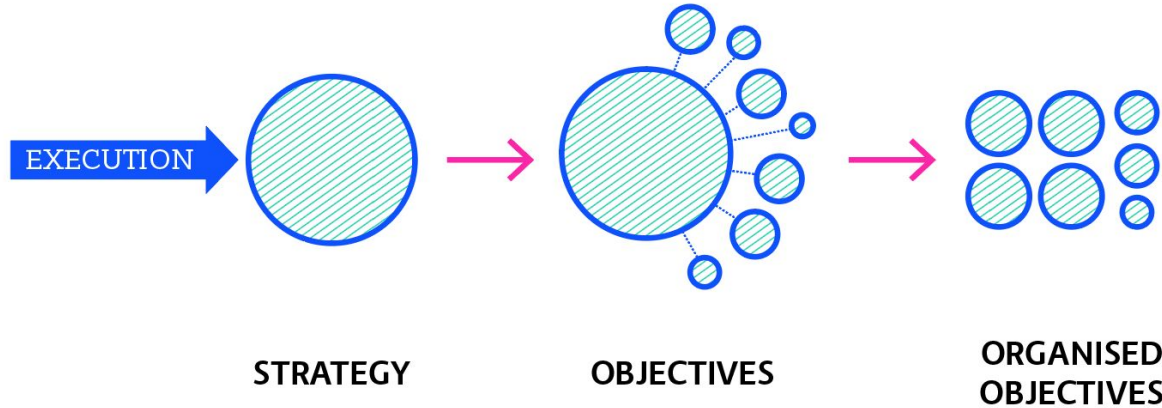
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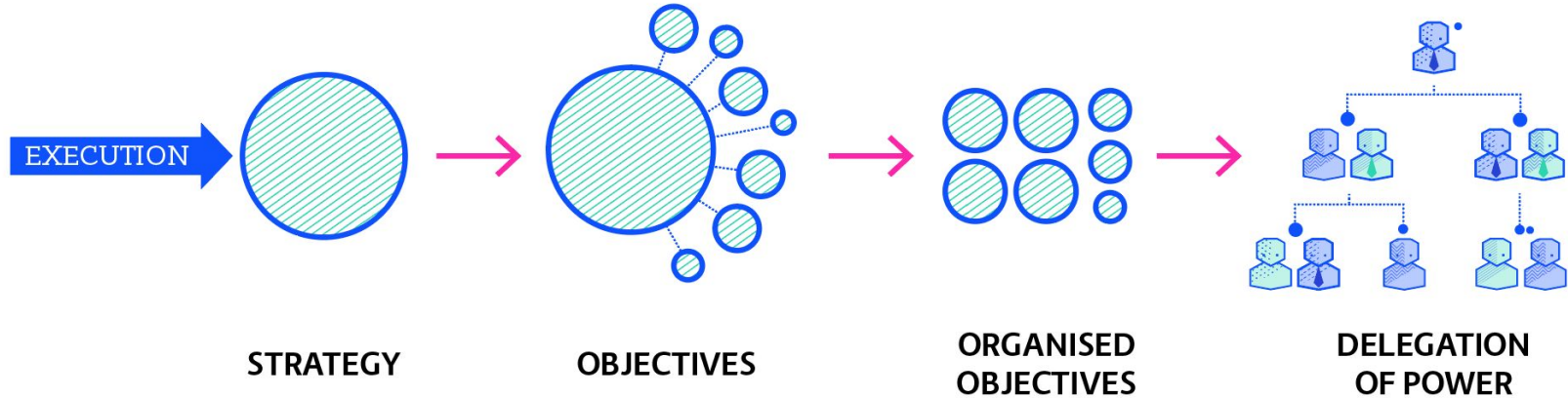
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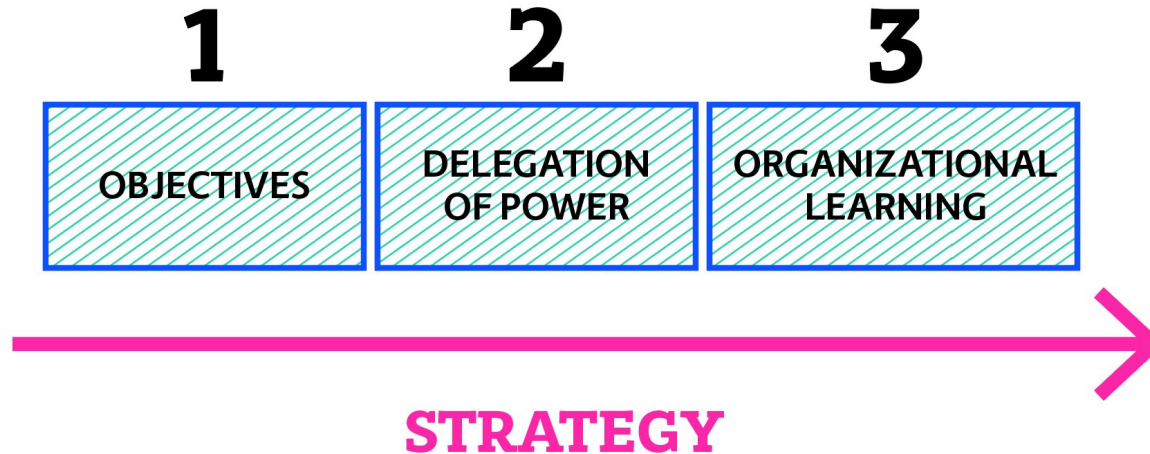
Changing Strategy into Objectives



Changing Strategy into Objectives



Changing Strategy into Objectives



Execution is where you learn.

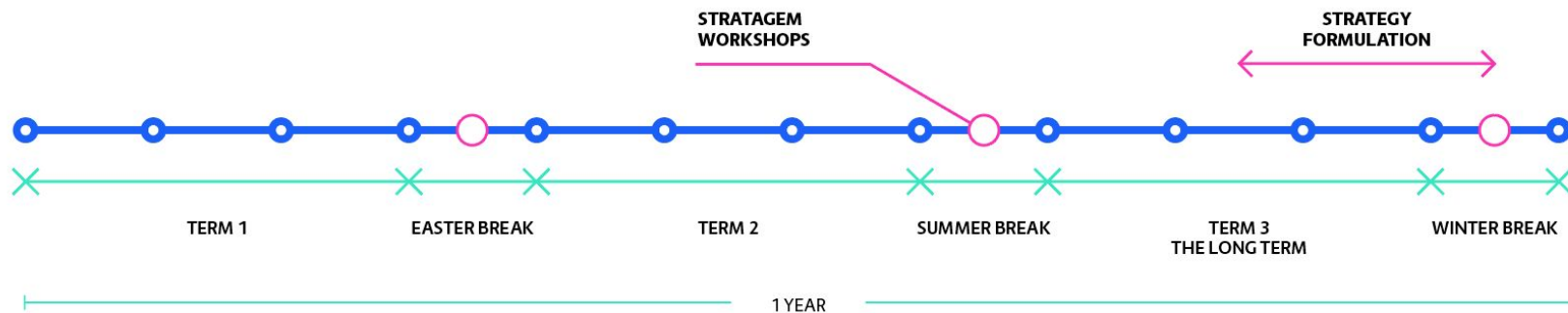
The quicker you execute, the quicker you learn.

Continuous Formulation

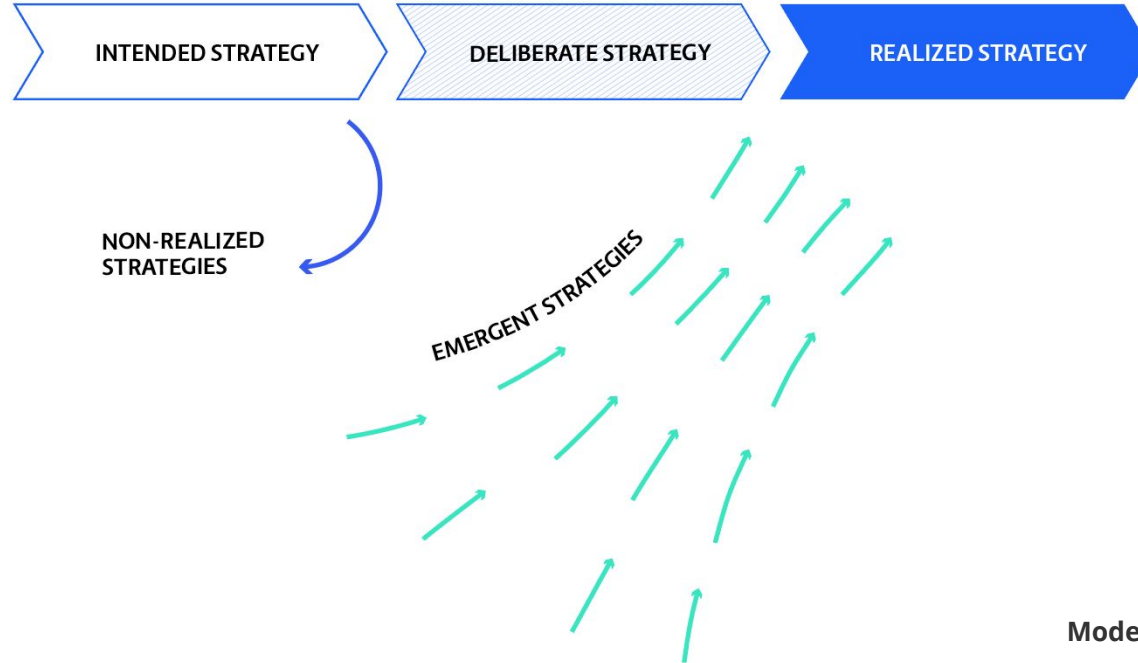
Terms, Breaks and, Oh, Fuck It



The Container Solutions Execution Model

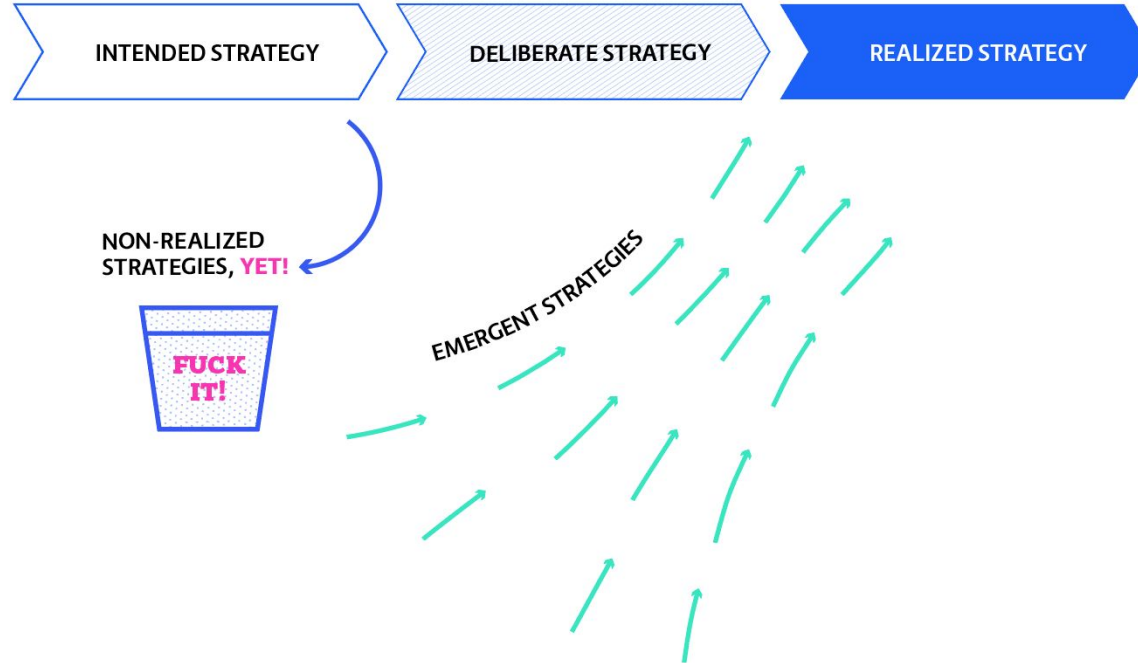


Continuous Formulation



Henry Mintzberg.
Model of Emergent Strategy

Continuous Formulation



The terms and breaks allows us to jettison parts of the **intended strategy** that were wrong whilst allowing us to integrate **emerging strategies** into the main work streams.



Openness

The organisation must be open to fact that new ideas are bubbling up all the time.



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Judgement

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Creativity

Emerging strategy works best when organisations show a high degree of creativity.



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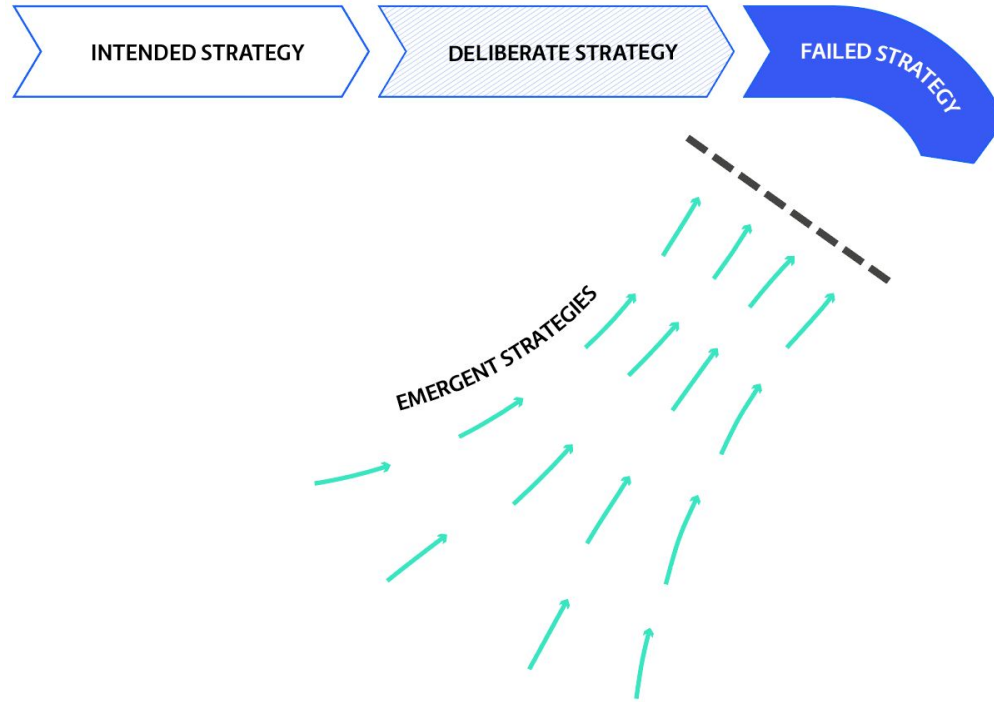
Emerging strategy works best when organisations show a high degree of creativity.



Flexibility

If an organisation is not flexible, it will not bend to accommodate new ideas.

Failed Strategy



Companies that don't have the proper structures
and accompanying mindset get **what they want**
but not exactly **what they need**.

The Mechanics of Execution

Structures That Let You Focus and Learn

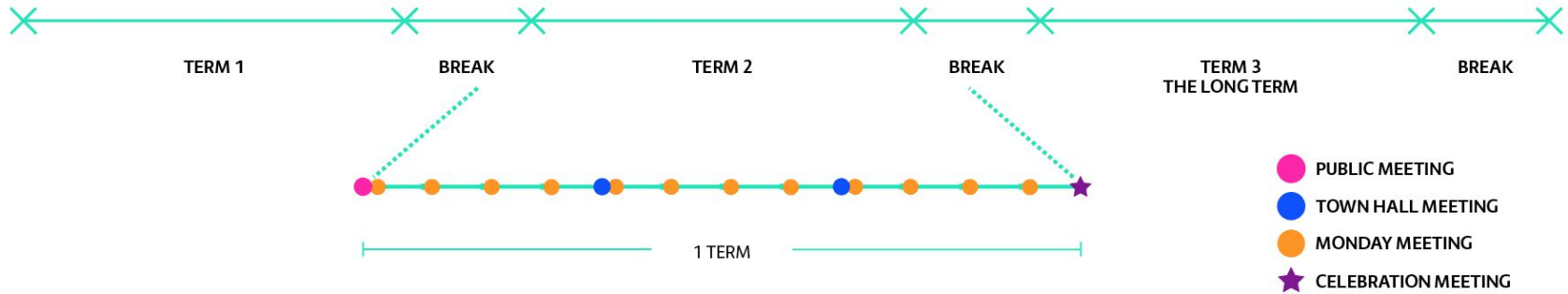


**Execution
Cadence**

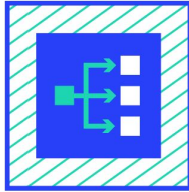
**Learning
Cycles**

**Planning
Workshop**

Cadence - What Happens Inside The Term

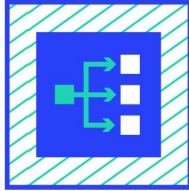


Why This Cadence?

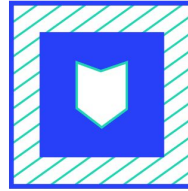


ALIGNMENT

Why This Cadence?



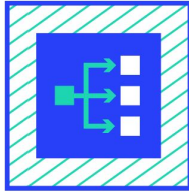
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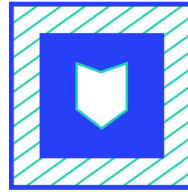
ALIGNMENT

ACCOUNTABILITY

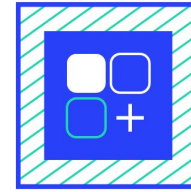
Why This Cadence?



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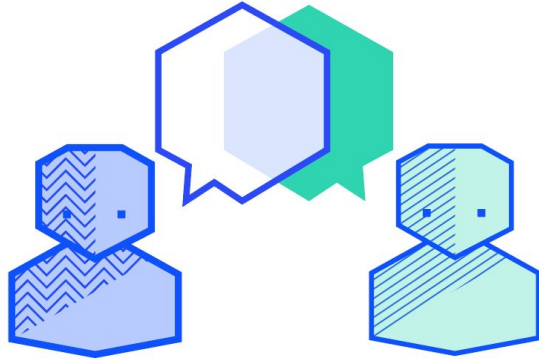


ALIGNMENT

ACCOUNTABILITY

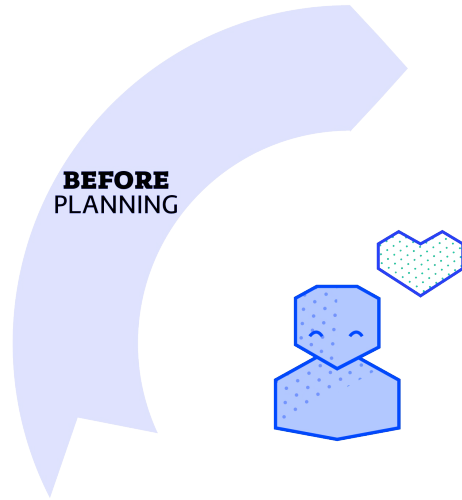
**PROBLEM
SOLVING**

The Breaks - What We Develop Outside The Term

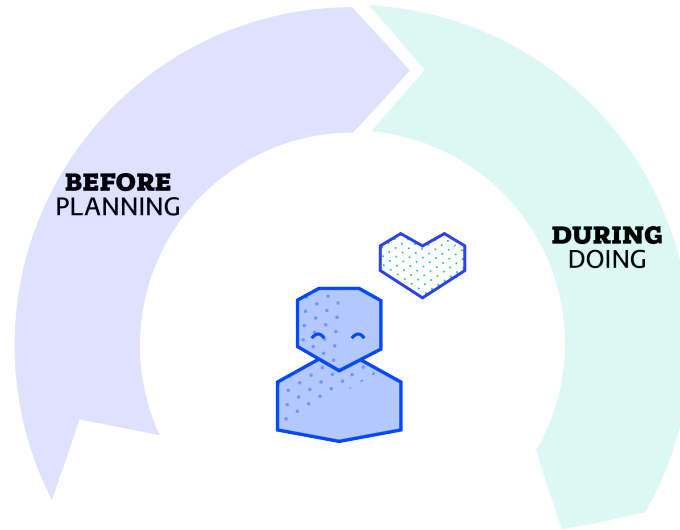


- Telepathy
- Learning
- Overcommitment
- Planning & Execution

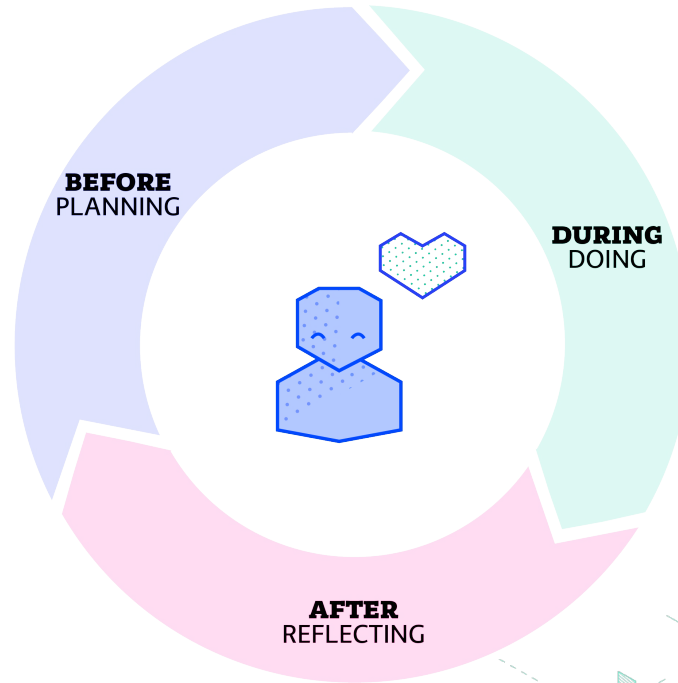
The Breaks and Learning



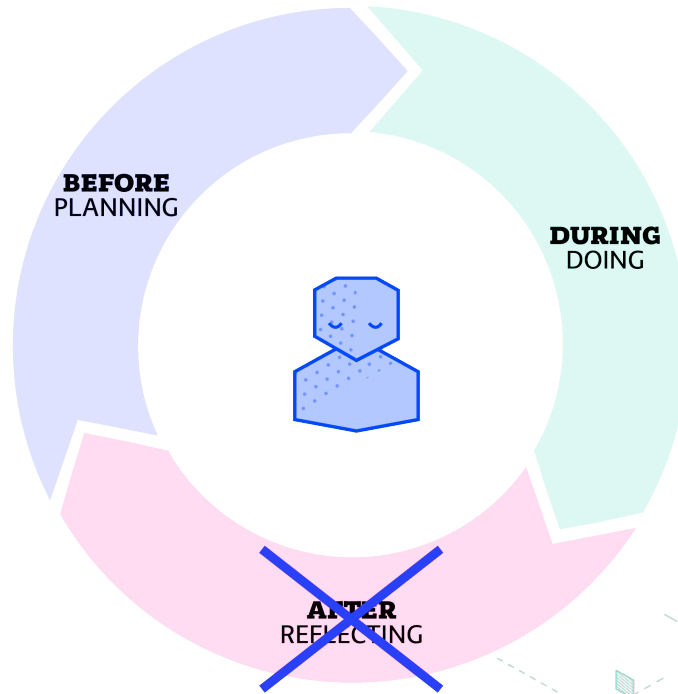
The Breaks and Learning



The Breaks and Learning



The Breaks and Learning



Why Do Organisations Do This?

PATHOLOGICAL

Power oriented

Low cooperation
Messengers shot
Responsibilities shirked
Bridging discouraged
Failure → scapegoating
Novelty crushed

BUREAUCRATIC

Rule oriented

Modest cooperation
Messengers neglected
Narrow responsibilities
Bridging tolerated
Failure → justice
Novelty → problems

GENERATIVE

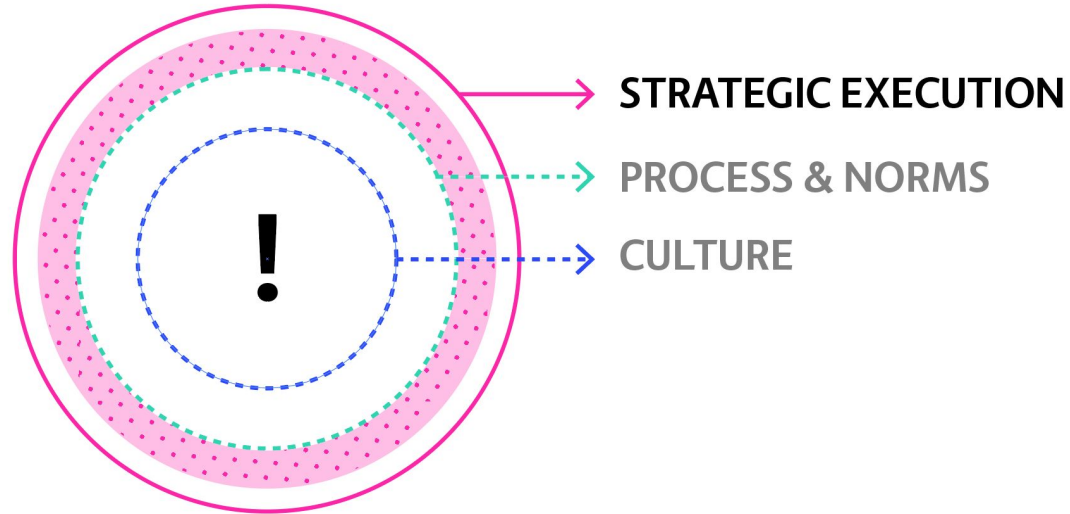
Performance oriented

High cooperation
Messengers trained
Risks are shared
Bridging encouraged
Failure → inquiry
Novelty implemented

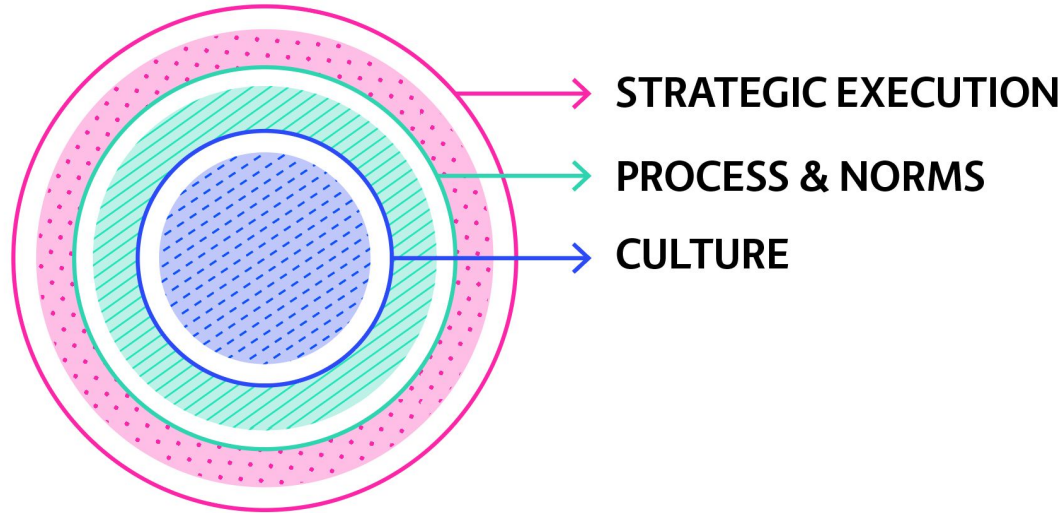
HOW ORGANIZATIONS PROCESS INFORMATION

Westrum, 2004.
A typology of organisational cultures

The Breaks and Learning



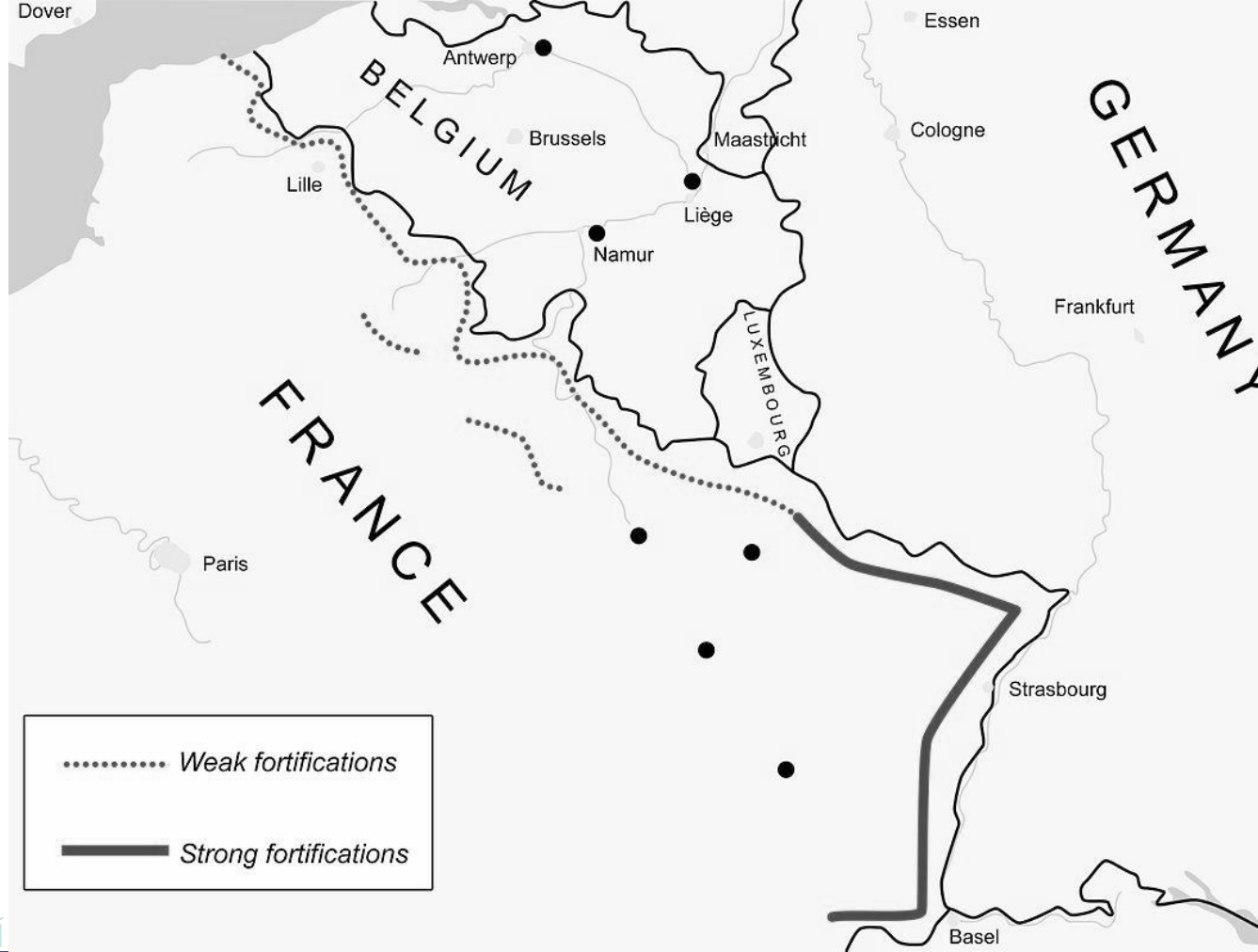
The Breaks and Learning



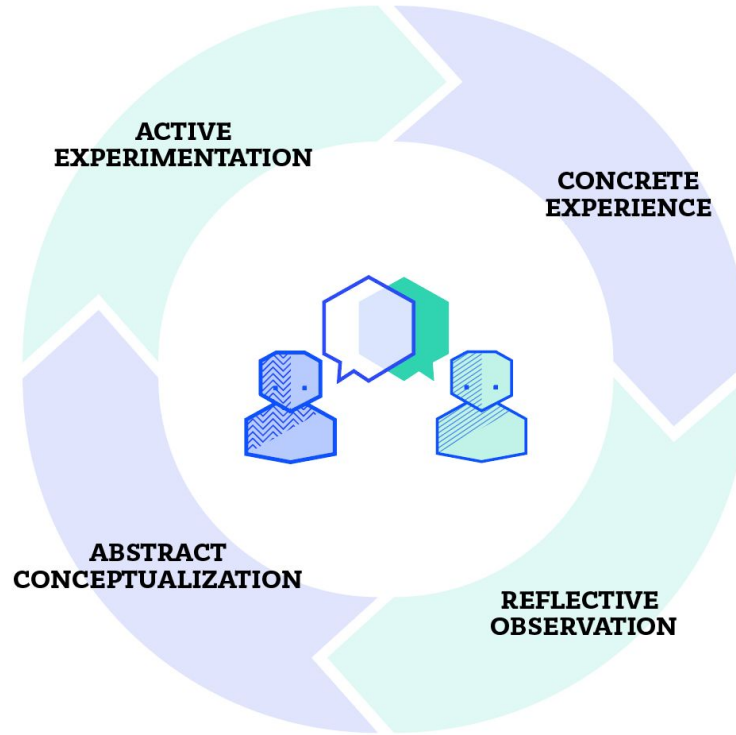
When the environment is dynamic, we run
the risk of **strategic overcommitment**.
This is when we strategize for the future based
on the information of today.

The Breaks and Overcommitment

Line Maginot
France
1939-1940



The Breaks and Telepathy



David Kolb.
Learning Model

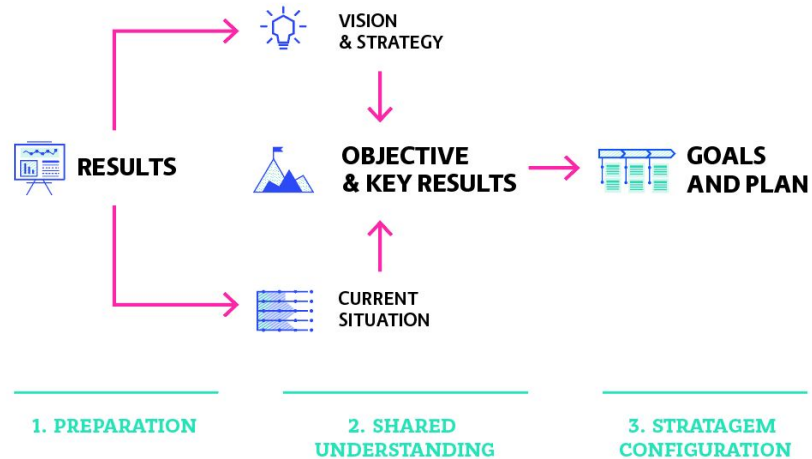
**Reciprocal
Mental
Models**

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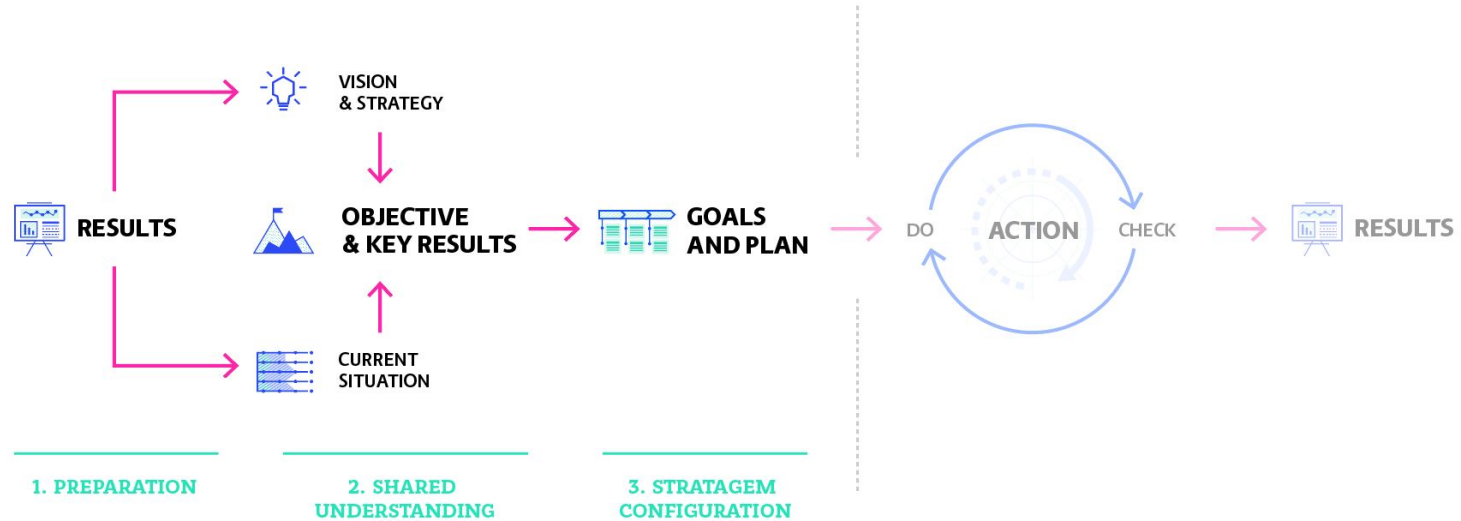
The Planning Method

CS PLANNING METHOD



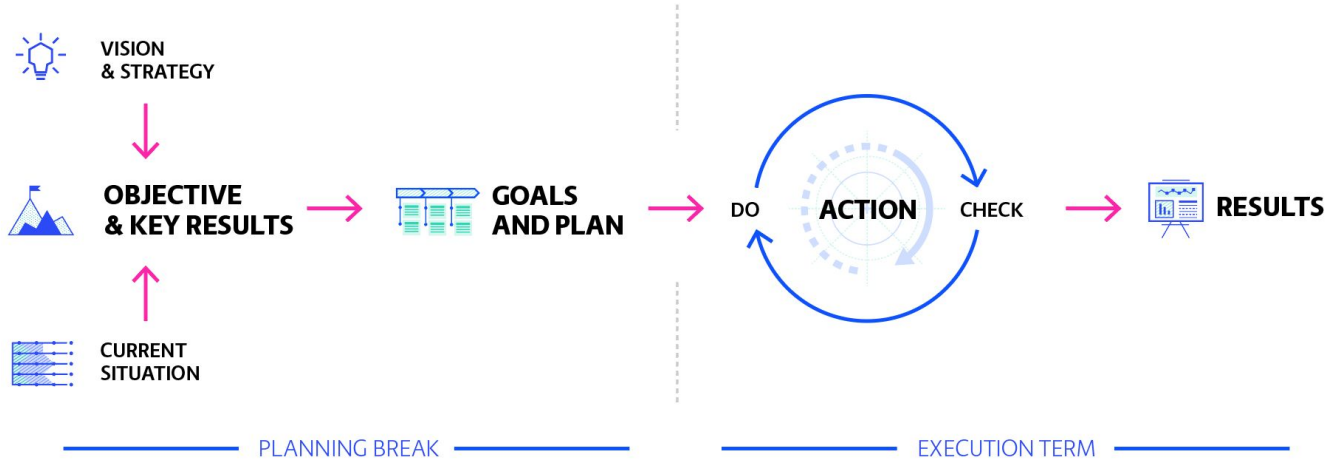
The Planning Method

CS PLANNING METHOD



Piecing It All Together

STRATEGIC EXECUTION AT CS



Conclusion

Going Fast Without Breaking Everything



By balancing **focus and learning**, developing **telepathy** and jettisoning **parts of the strategy**, you can go very fast.

With a **cadence model** that supports **alignment**, **accountability** and **problem solving**, you can do so without breaking everything.

Questions

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