



# DEVELOPING A HIGH PERFORMANCE STRATEGY COMPETING TO WIN

## *Laying the foundation for tomorrow's success while competing to win today*

*"If the answers to  
'future' questions are not  
significantly different  
than the 'today' answers,  
there is little chance that  
a company will remain a  
market leader."*

-Gary Hamel and  
C.K. Prahalad,  
Competing for the  
Future

### Audience:

- › Senior leaders
- › Others they invite into the process

### Delivery:

- › Varies based on complexity and extent of past planning
- › Often 3 days
- › May be spaced over time

### More Information:

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Most organizations face stiff challenges in today's marketplace. Changing demographics, new technologies, aggressive competition, sophisticated consumers and an economic downturn demand that organizations change the way they do business, or face extinction.

Too many organizations respond to these challenges by trying to do what they have done in the past (driving forward by looking into the rearview mirror). Those that thrive welcome change and renew themselves by aligning with current and future realities.

### **Core Strategic Decisions:**

Strategy is defined as the way an organization meets the challenges and opportunities presented by its environment. It consists of a set of conscious choices about how it will deliver value to its customers and distinguish itself from its competitors.

We guide your senior leadership team (and other key stakeholders) through a process to:

- › Assess the changing landscape, challenges and opportunities in your external environment.
- › Make educated assumptions about the future and determine how you'll respond.
- › Clarify your core ideology, a unique mission that motivates and inspires as well as guiding principles around which you want to build your culture.
- › Define your strategic direction and ideal vision regarding customer service/ quality, financial performance, internal operations and culture.
- › Identify characteristics of your customers (today and in the future) and determine end-result benefits you provide each customer segment.
- › Identify core organizational competencies and how to leverage them in the long run.
- › Stake out your playing field by creating a long-term business focus and how you differentiate from your competitors.
- › Develop a value proposition for each major segment of business.
- › Set short-term performance goals.
- › Establish performance initiatives and a master plan to manage your organization's long-term development.

### **An Imperative:**

Most organizations eventually die because they fail to adapt to the changing demands of the external environment. Formulating a clear and compelling strategy is among the most important work that leaders of an organization can accomplish.

Our strategy planning process begins with doing research and gathering information and then coming together in an atmosphere of open dialogue to make these decisions. We encourage that key decisions be summarized in three to four pages that can then be shared with all employees so everyone knows where the company is headed and how they are going to help it get there.