

Real Time Strategy workshop (2 days and 7 participants) for XXX Divisional Leadership Team

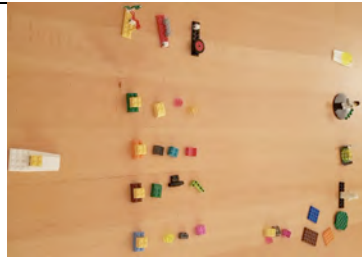
Content overview

Getting comfortable with the LSP method, goals and flow of ws (75)
 Building the TODAY org. identity of the division
 Building the ASPIRATIONAL org. identity for the division +3 years
 Identifying the agents and creating the landscape
 Making the landscape complete with connections
 Selecting focus areas - round 1
 Introduction to Learned Strategy vs. Planned Strategy and the 2D vs.3D approach
 Playing Emergence
 Introduction to Simple Guiding Principles, extracting and consolidating SGP
 Selecting focus areas - round 2
 Committing to actions on individual level
 Personal 3 year commitment with the Legacy Challenge question

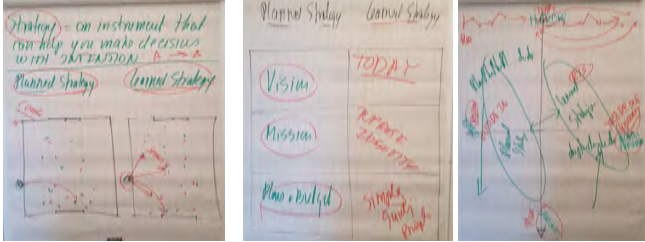
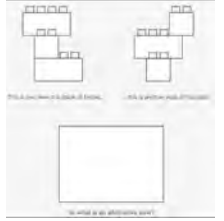
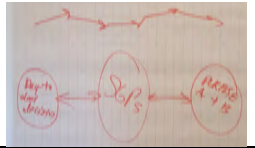
Deliverables (tangible) at end of workshop:

Commitment to their org. Identity as of today (video of model)
 Commitment to asp org. and external org. identity(video of model)
 A list of all the factors in their strategic landscape
 A set of Simple Guiding Principles that can guide their decision-making
 A list of which areas to focus on first to succeed with their strategy
 Personal actions plans related to the focus areas for each team member
 A personal commitment to what they will have achieved in 3 years from today (their legacy statement)

Day 1

App Time	Purpose	Main LEGO SERIOUS PLAY challenges - plus misc		Expected outcomes
60 min	Getting the participants comfortable with the LSP method and also give them an aha experience of the power of LSP	1.0: Build a tower. Use green and orange brick only, plus brown plate and bush 2.0: Build a model from the instructions 2.1: Modify your model or use it as it is so you can tell a story about what is energizing for you in your work / your responsibility 3.0: Build the leader you do never want to be yourself (app. 6 min. to build) AT1 application		Framing of this part: <i>"We will spend the first 60 min. getting you comfortable with the LSP approach. Then I will share with you the goals and flow of the 2 days."</i> <i>We will be using LSP because otherwise there is no chance we can achieve what we need to achieve in these 2 days."</i> Close part 1 with a short reflection of the effectiveness of the method they have experienced
10 min	Give the group a 3D overview of what we know about their current situation, what the goals of the workshop are and the flow over the 2 days			Explained to the participants the 3D interview landscape I had created together with the leader of the team, when planning the workshop. This was used to show the goals with the workshop and create an overview of the flow of the 2 days
Break				
60 min	Core Organizational Identity as it is right now.	4.0: Build the Core Org. Identity of the division as you see it right now - today (10 - 12 min. to build) 4.1. Add to you model an emotional component of your C.I.		Use the Training Chart to explain more about what C.I can include. Make a point of the environment NOT being part of the C.I Give an example such as this: If you have partners

		Can be a value or something you are really proud of regarding the division AT1 application	then the actual partner is not part of your C.I., but the fact that you have partners is. Or if you are afraid of competition the actual competitor is not part of your C.I., but your fear of competition is part of your C.I.
Break			
70 min	Constructing a the shared model that everyone will commit to	4.2. Indicate your red brick non-negotiable part of the C.I model you have built. What is that you can't imagine NOT having the shared model for you to be committed 4.3 Negotiate to one model and sharing AT2 application	Explain the shared model concept vs. the common model concept. Explain the red brick approach . Mention that we are not finished with the shared model until EVERYONE has told the same story/meaning Record video of final model story
Lunch			
5 min	Introduction to the duck	Build a duck. Whatever it looks like, if it is a duck for you it's a duck	Introducing the generic duck at this point, because I want to use the duck as feedback end of day and end of workshop
45 min	Aspirational organizational identity	5.0 Build the aspirational identity for the division three years down the road. (10 - 12 mins to build) AT1 application	As part of the sharing ask then to describe the main differences in their models compared till today
10 min	External organizational identity	5.1 Build a small model that expresses one thing that you believe or hope your customers will say about the division (3 min to build)	Keep these models separate from the aspirational models. Once they shared model for the asp is done simply connect these AT1 models to the asp. building plate
45 min	Constructing a the shared model that everyone will commit to	5.2. Indicate your red brick non-negotiable part of the asp. model you have built. What is that you can't imagine NOT having the shared model for you to be committed 5.3 Negotiate to one model and sharing AT2 application	Mention that we are not finished with the shared model until EVERYONE has told the same story/meaning Record video of final model story
Break			
70 min	Identifying agents and building the landscape	6.0 Build one agent and share 6.1 Build more agents (3 - 5) 6.2 Cluster and place the agents to build the landscape. Let the structure of the landscape emerge 6.3 Build one or none more agents and place AT1 and AT3 applications	Introduce the agents concept and give a couple of examples. Incl. the points - agents can cause events. - an agent is typically a noun without an adjective in front of the noun
15 min	Closing of day 1	7.0 How does the duck feel about the outcome of the day?	
Day 2			
50 min	Creating a connected landscape ie. showing how everything is tied	8.0 Build 2 connections between the B model and two agents 8.1 Build more connections	Give a short introduction to connections with a couple of examples from outside the actual

	together in a system	AT 4 and AT5 applications	landscape
10 min	Where to focus strategically "tomorrow"	9.0 Using 3 orange bricks indicate which 3 areas you would choose to focus on if having to decide right now	The bricks can be place - on an agent - on the B model - on a connection
Break			
20 min	Setting the stage for Playing Emergences and the Simple Guiding Principles concept		Use these 3 illustrations to give the rationale for what we are doing and what we want to achieve by playing emergence. Use the 2D - 3D activity to give the rationale for why having written plan can give a false sense of seeing the real picture 
70 min	Playing Emergence round 1	10.0 Write 3 events 10.1 Pick one event randomly and play the event 10.2 Read all events and indicate with 3 bricks what you would find interesting to play 10.3 Play the second event	Use the Playing Emergence poster explicitly so people know what is going on. Make sure the 2 rounds does end with formulating a principle that guided them to the bottom of the WHY. Write these down on the flipchart
20 min	Introduce the SGP concept by referring back to the Planned Strategy vs. Learned Strategy Poster	11.0 Build a pencil cup following the detailed instructions 11.1 Build a pencil cup following the SGPs	Consider using this illustration as part of the debrief of the pencil cup and intro. to next challenge 
15 min	Extracting a SGP	12.0 Based on your insights gained until now, build one SGP that you believe would be useful	
Lunch			
60 min	Playing Emergence round 2	13.0 Play the third event 13.1 Play the fourth event	Standard playing. Remind them that we are NOT planning the scenario - we are testing the scenario to find out what drives our decisions
7 min	Rechecking strategic focus areas	14.0 Check where you earlier placed your 3 orange bricks. Do they stay there? Or do you want to move some or all?	Remember to write down the list of the choosing focus areas incl. how many "votes"
40 min	Extracting more Simple Guiding Principles	15.0 Build another Simple Guiding Principle 15.1 Test you SGPs against a few of the events you have written down earlier incl. those played	Use the standard charts to describe the nature of SGPs. Make the connection back to the earlier flip-chart you have made. Once they have built their SGP use the standard approach to crafting the wording and consolidating the final list of SGPs

Break			
20 min	Commitment to action	16.0 Write down 1 or more actions you will commit to take beginning tomorrow related to the focus areas	This is an individual act. - no building. Once they have written down, share with the group and place on poster for all to view
20 min	What do you hope to have contributed with once we have achieved our 3-year aspiration?	17.0 The standard legacy challenge	When sharing each's story is video recorded
10 min	The duck moment and closing	18.0 How does the duck feel right now at the end of the workshop	