

# *The Tao of Business Agility*



Joseph Raynus  
ShareDynamics

# *To Manage Business we Need to...*



- Look Up
- Look Down
- Look Out
- Look In
- Look Around

Understand the Environment

# *Are we Aligned?*

- Before: Strategy and Operations Alignment
- Now: Strategy and Operations Balancing
- Alignment vs. Balancing



Managing operations  
Adapting to change

Managing innovation  
Creating a change

# *Balancing*

- Balancing Goals and Results
- Balancing Strategy and Operations
- Balancing the rate of change and the rate of progress



# *Management*



- Derived From the Italian (maneggio) and the French (manege)
- The meaning is the training, handling and riding of a horse

Who's the horse?

# *Management Past*



- Command
- Control
- Set Direction
- Taming the horse
- Willingness of people to be managed

# *The C's of Change in Business*

- *Content Change*
- *Context Change*
- *Conduct Change*
- *Capacity Change*
- *Capability Change*



## How Do We Respond?

# *Forces Effecting Business according to Michael Porter*



- Competition (Current and New)
- Customers
- Complementors
- Chain of Supply
- Conversion (Substitution)


*Companies Needs a Strategy to Deal With Each*

# *Satisfiers of Needs and Wants*



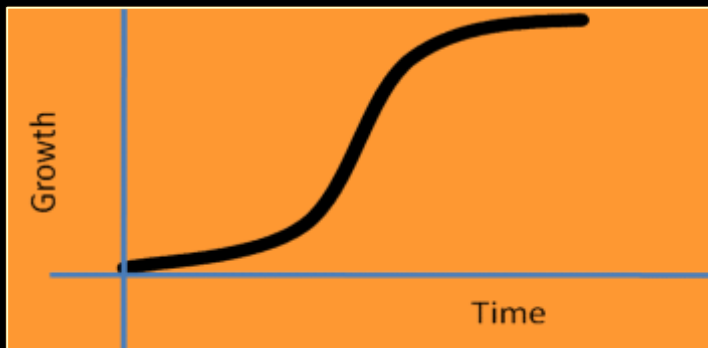
- **Products** - anything that can be offered to a market for attention, acquisition, use or consumption and that might satisfy a need or want.
- **Services** - activities or benefits offered for sale that are essentially intangible and don't result in the ownership of anything.

# *How Customers Make a Choice*

- 
- **Customer Value** - benefit that the customer gains from owning and using a product compared to the cost of obtaining the product.
  - **Customer Satisfaction** - depends on the product's perceived value versus expectations.

# *Efficacy*

- **Efficacy** is the capacity of organization to produce an effect.
- **Efficacy** can be represented by the s-curve as a strategic and planned trajectory toward the achievement of desired impact.
- The **measure of efficacy** is the volatility of strategy execution process represented by s-curve.
- Deviation from planned trajectory will slow down or not allow organization to reach its goals utilizing identified strategy.



# *Planning in Business: Strategic Planning*

## The Process:

1. Define a Mission: Statement of an organization's purpose; should be market oriented.
2. Set Company Objectives: Goals and objectives to guide the entire company.
3. Design Business Portfolio: Collection of businesses and products that make up the company.
4. Plan Functional Strategies: Detailed planning for each department designed to accomplish strategic objectives.

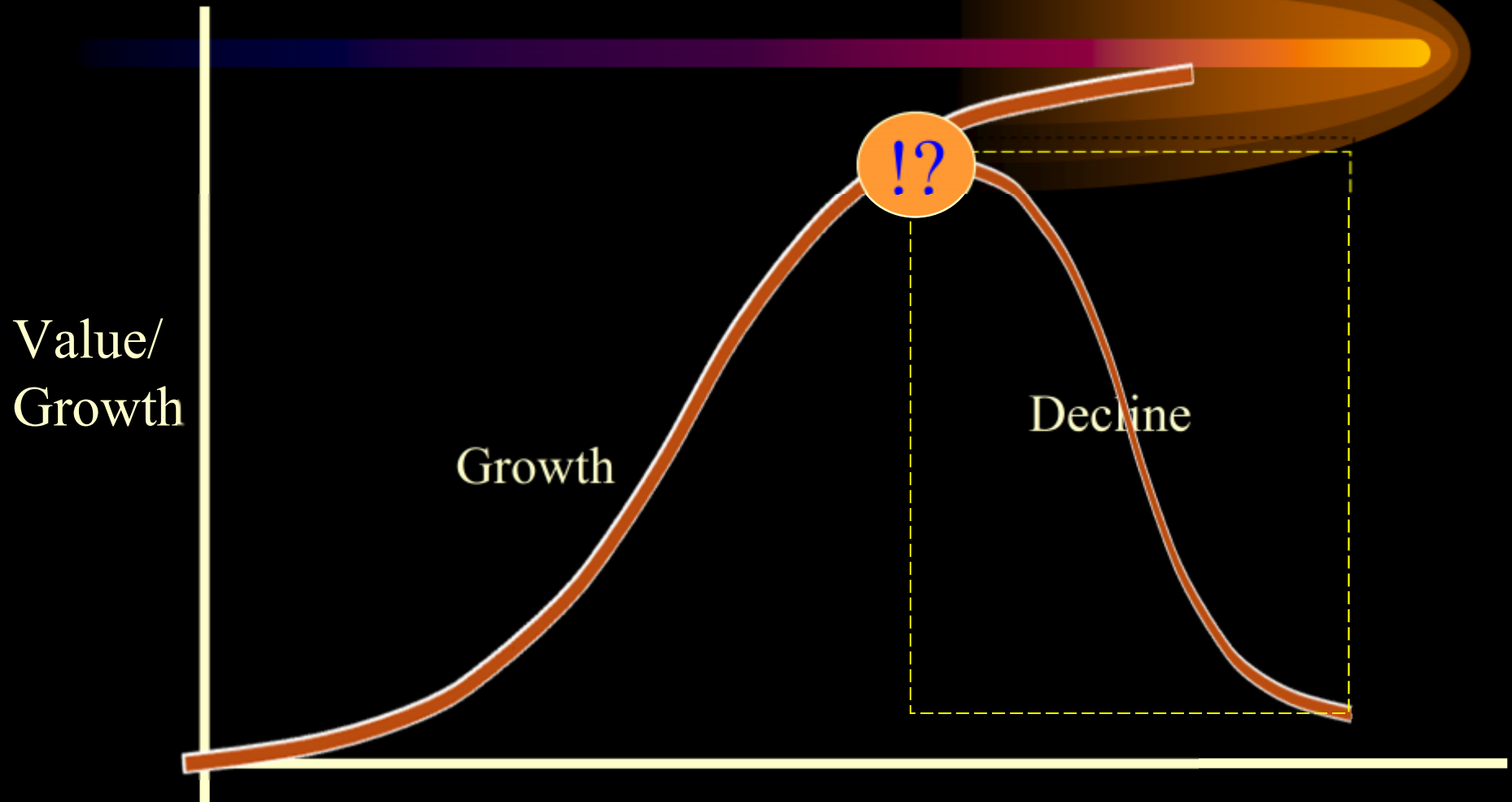
# *Strategic Planning Is Supposed to...*



- Help detect, define and determine a strategy and tactics to create profitable growth for the business.
- To See The Strategic Inflection Point Coming

**It Rarely Does**

# *The Power of Inflection.....It Transforms the Very Essence of Business*



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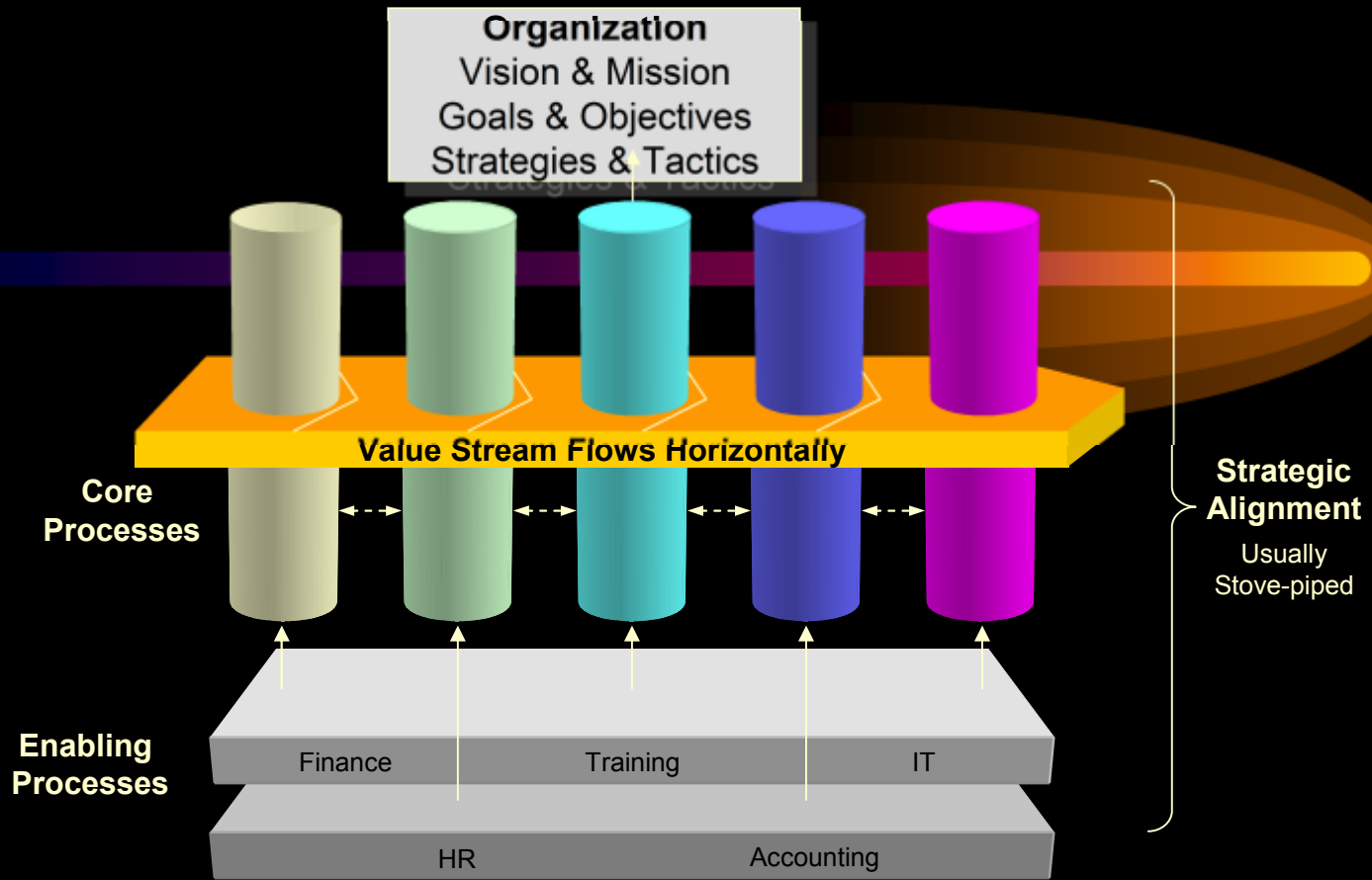
# *What Causes Inflection Points*



- Innovation and Technological Change
- The Nature of Competition
- The Nature of Regulation Changes
- People Change in Demographics
- Fear, Uncertainty and Doubt

# Value Stream – Capabilities Delivery

**Value Management** = configuring and coordinating core and enabling processes to achieve goals of the organization and to consistently deliver results and value to customers.

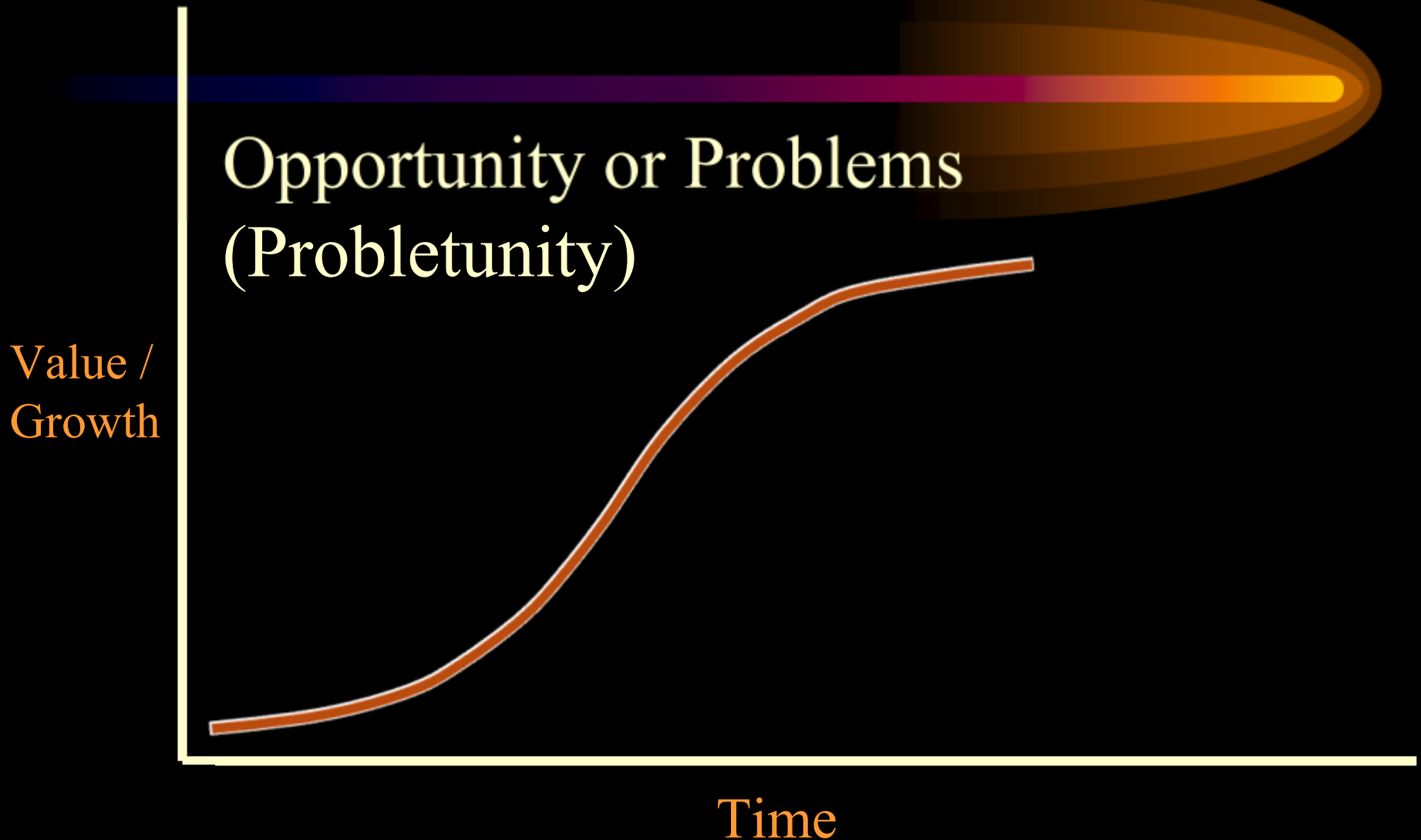


# *Envisioning the Changing Landscape of Business .....*



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# *Strategic Inflection Points Create*



# *This Inflection Point Changed the...*

- Strategy
- Structure
- Skills
- Style

*How Do We Sustain Balance in  
this Environment?*

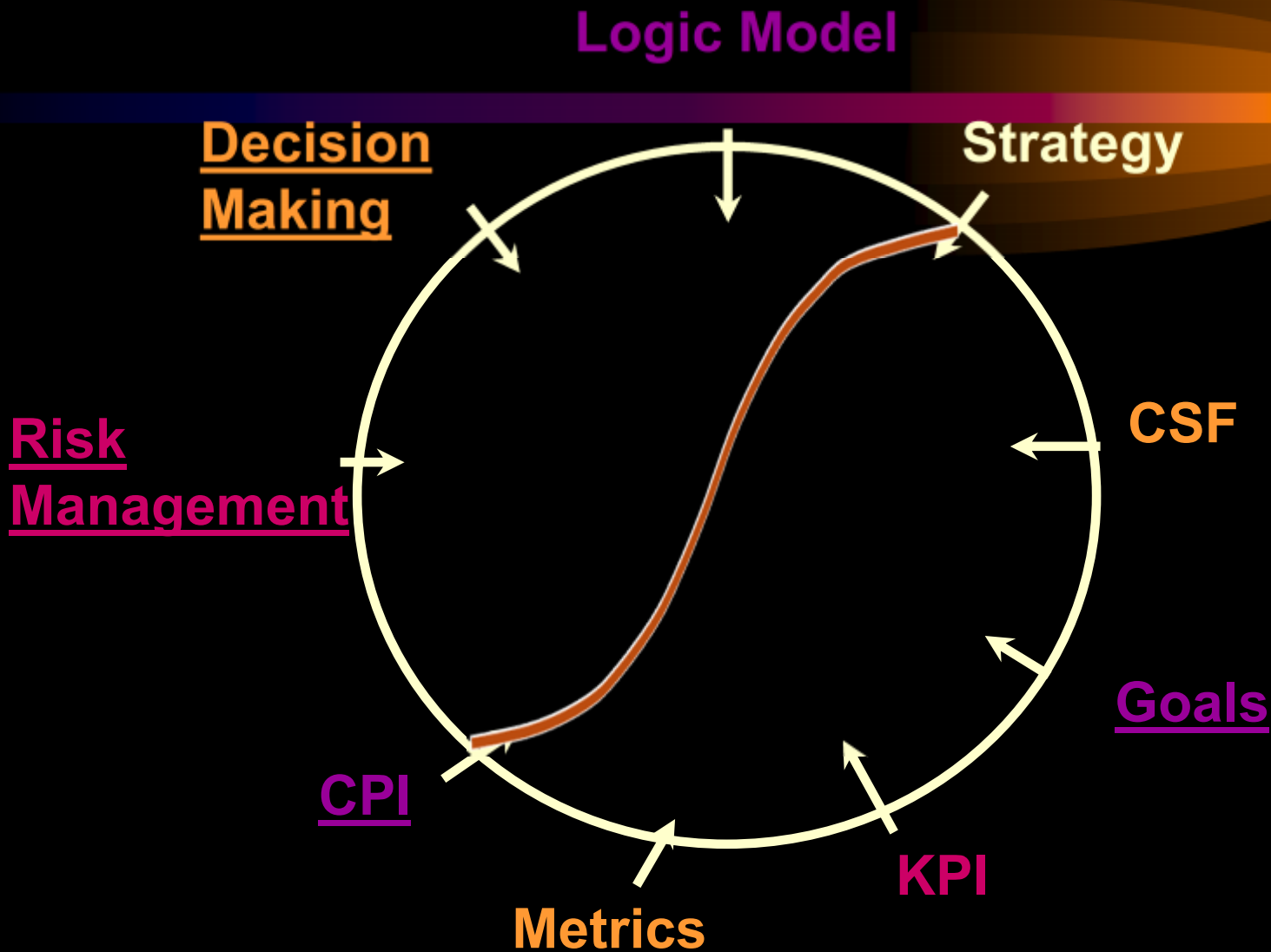




## *Guiding Philosophy*

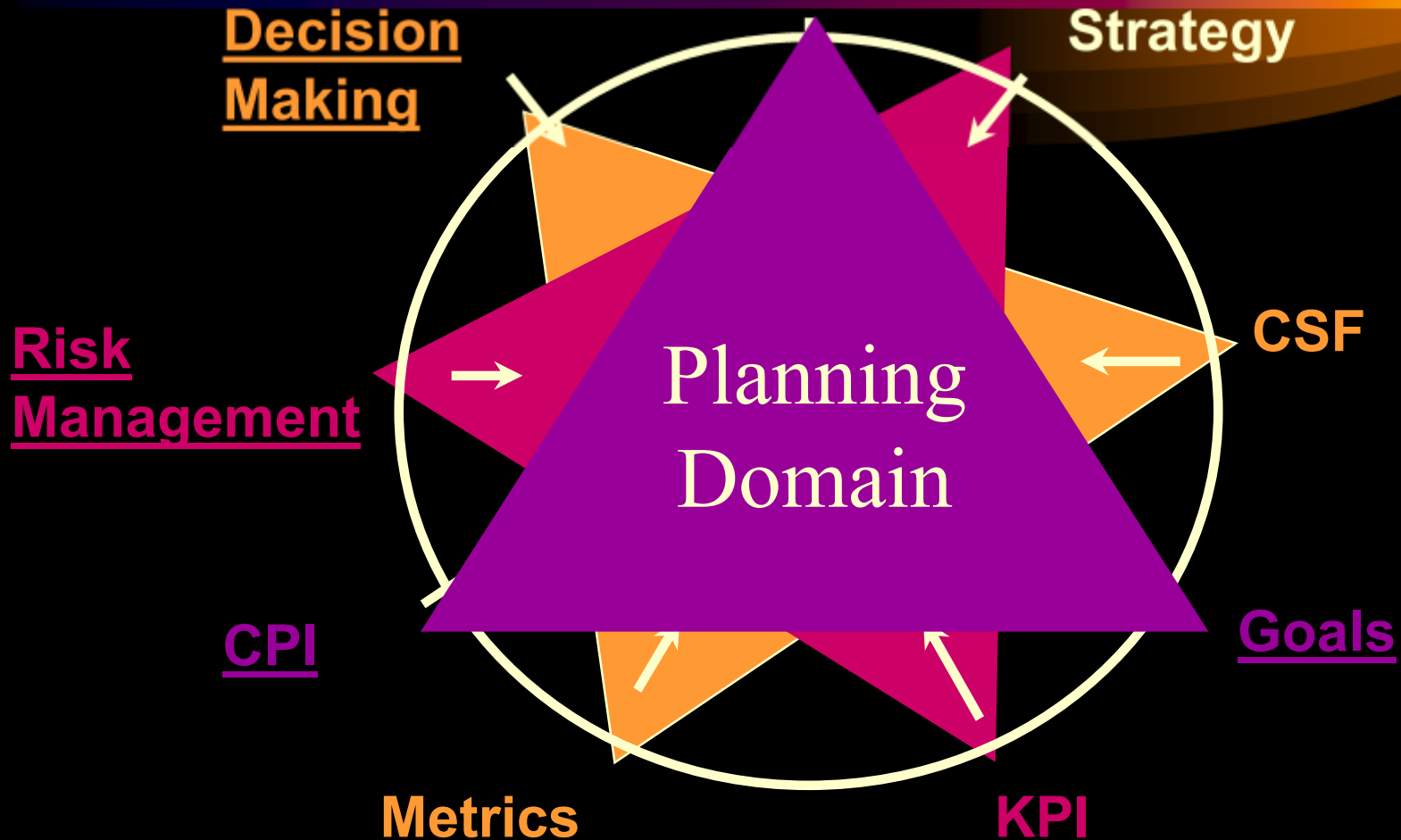
- The framework is rooted in principles of balance and continual change.
- At the core is the belief that there is one Universe with two opposite relationships that are always in a constant and interdependent state of motion and balance.
- Both are evolving and in Balance...
- These universal principles apply to everything in our lives—including global business.

# Balancing Strategy and Processes



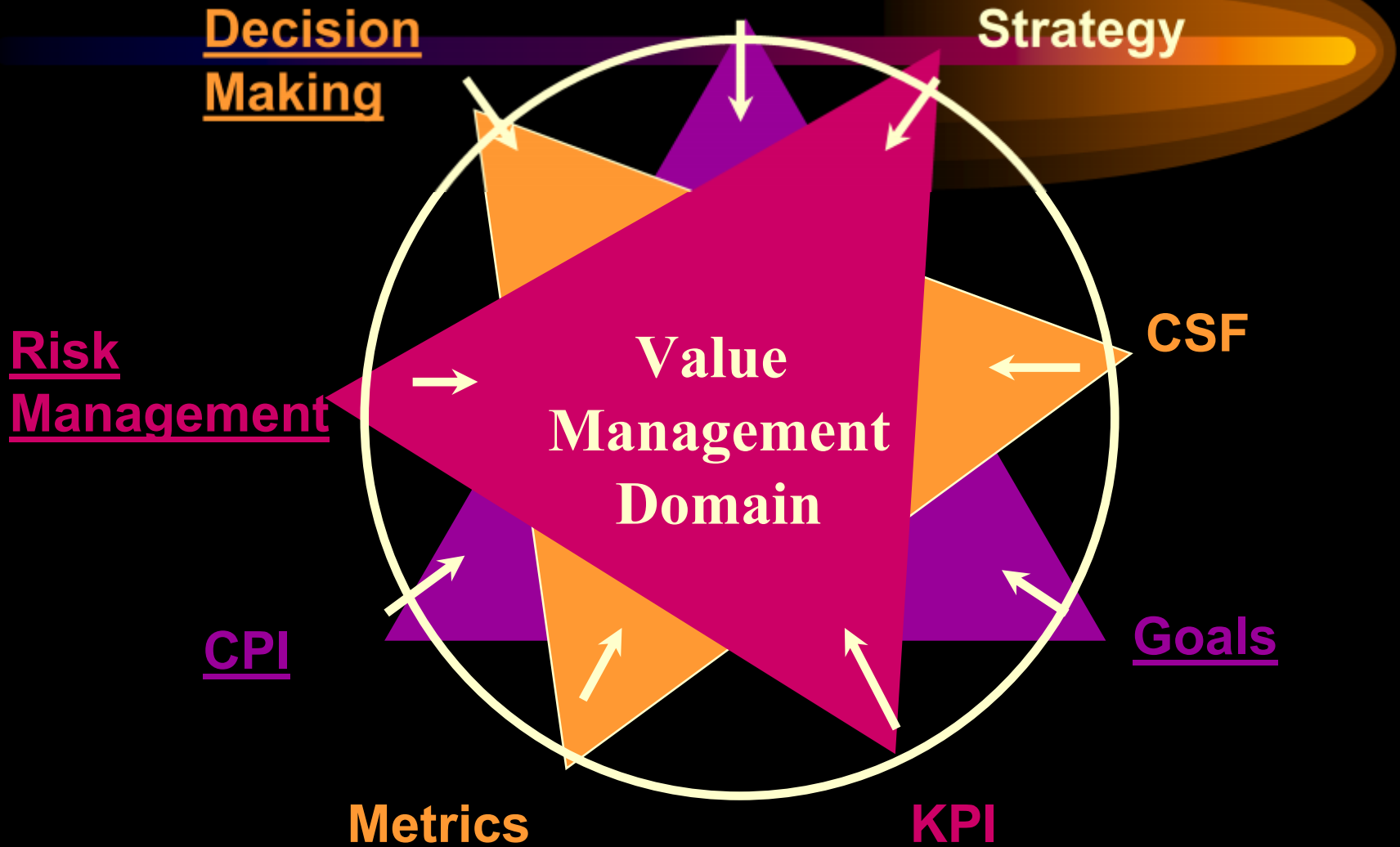
# Strategic Planning

Logic Model



# *Value Management*

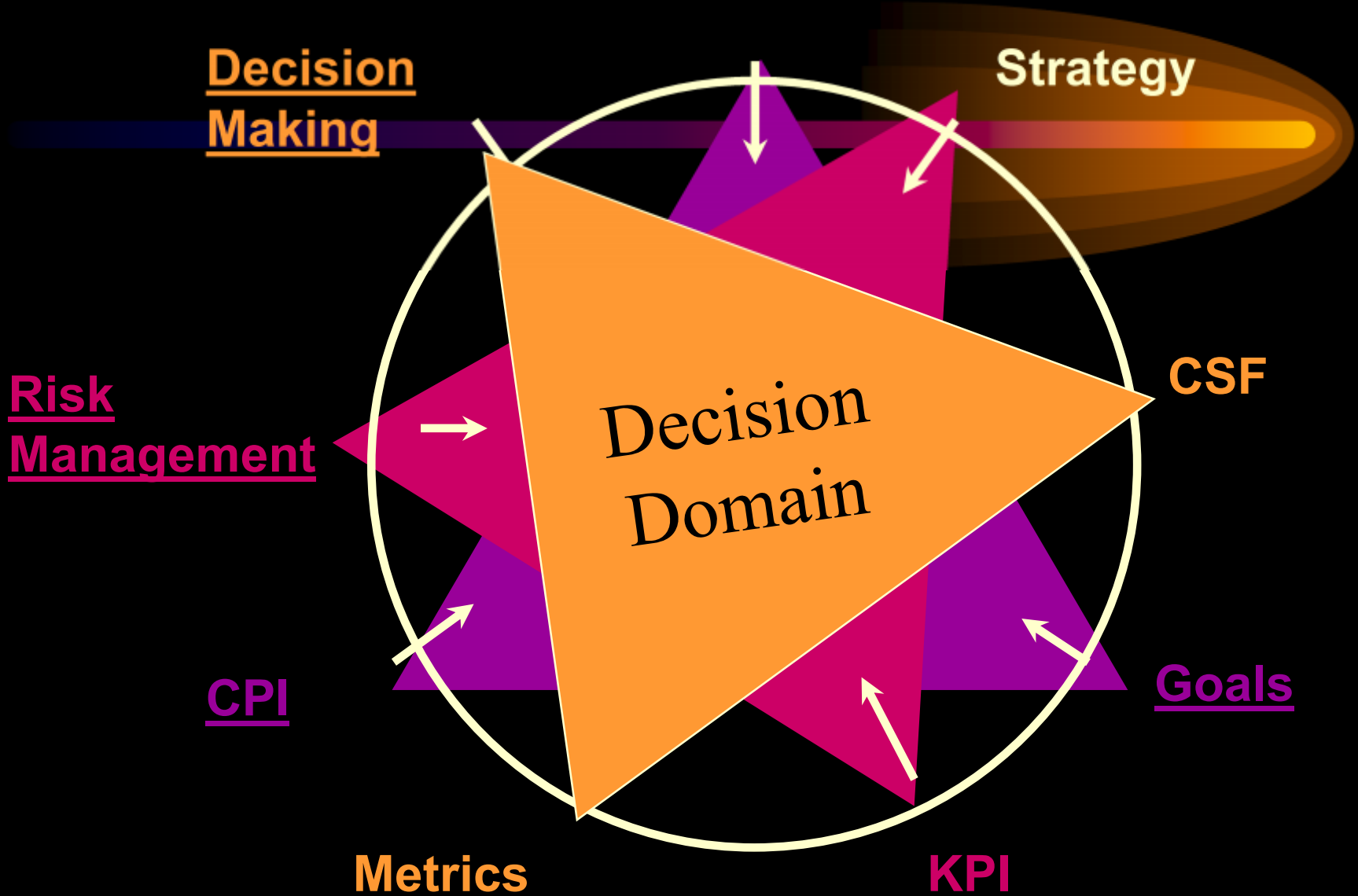
Logic Model



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# Decision Management

Logic Model

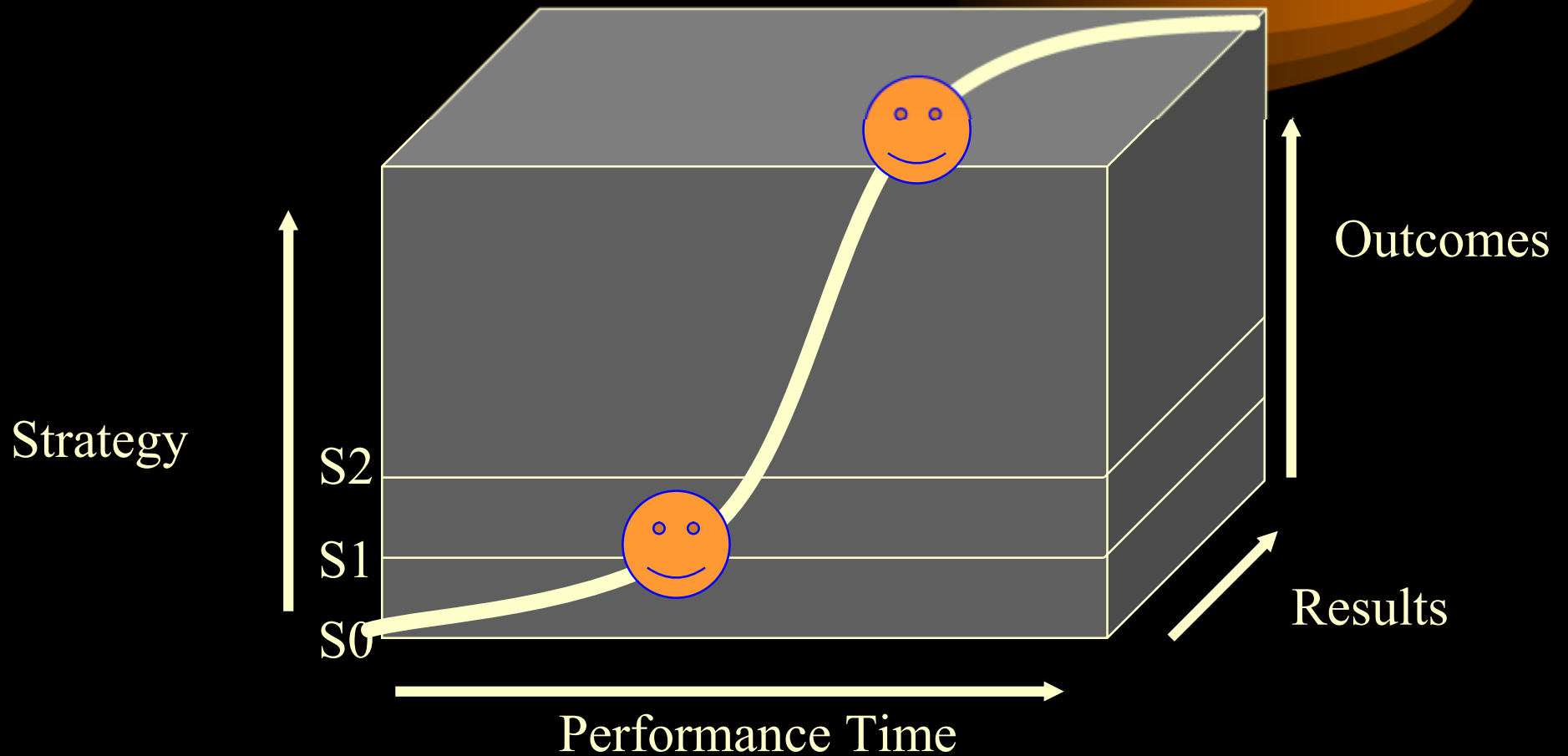


*The Time Between What is and What  
Will be is Shorter!*



The past, present and the future gets closer

# *It is all about Strategy and Outcomes!*



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*Questions???*



Joe Raynus

ShareDynamics, Inc

[joer@sharedynamics.com](mailto:joer@sharedynamics.com)

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