

SIMPLICITY—CLARITY—SPEED
The Systems Thinking Approach®

Presented by
The Haines Centre for Strategic Management

MAJOR CHANGE FAILS 75% OF THE TIME:
So what should we do?

TRANSFORMATION

*"We don't need to think more,
We need to think differently!"*

Albert Einstein

**FOR TRANSFORMATION TO OCCUR
THERE MUST BE A SHIFT IN THINKING**

**CREATING A FUTURE DISTANCE FROM THE PAST
REQUIRES A 180 DEGREE SHIFT IN OUR THINKING**

WHY THINKING MATTERS

The way you think creates the results you get.

**The most powerful way
to
impact the quality of your results
Is**

To improve the ways you think

SIMPLICITY



***Achieve a higher and broader perspective:
Take a helicopter view of life!***

SIMPLICITY WINS

SIMPLICITY WINS THE GAME

EVERY TIME

BANISH COMPLEXITY

SIMPLICITY

**EVERYTHING IS SIMPLE, YOU SEE
BUT
YOU JUST HAVE TO SEE IT**

KEYS:

- 1. Ask the #1 Systems Question: Clarity of Purpose/Goal?**
- 2. One piece of paper documents**
- 3. Rule of 3—3 Minute Rule**

SIMPLICITY: THREE MAIN PREMISES

MAIN PREMISE #1

**“PLANNING AND CHANGE ARE THE PRIMARY
JOB OF LEADERS”**

MAIN PREMISE #2

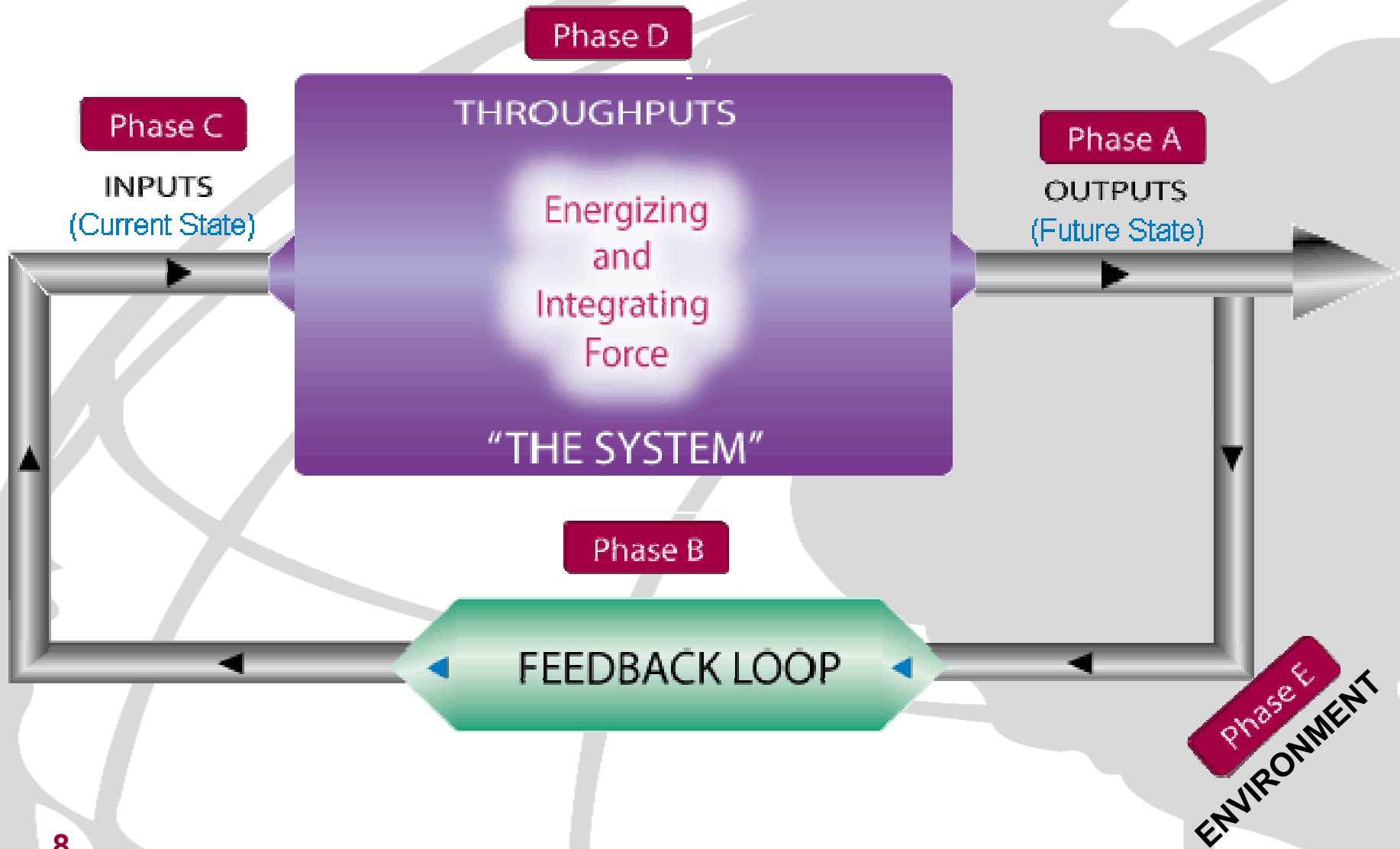
“PEOPLE SUPPORT WHAT THEY HELP CREATE ”

MAIN PREMISE #3

**USE SYSTEMS THINKING—FOCUS ON OUTCOMES—SERVE THE
CUSTOMER!**

SIMPLICITY OF SYSTEMS THINKING

A Holistic, Integrated, Organizing Framework



CLARITY: A SYSTEM OF MANAGING STRATEGICALLY (A YEARLY CYCLE)

MAIN PURPOSES:

- 1. Learn a Simple Yearly Strategic Management System**
- 2. Use our Research-Based Proven Best Practices**

CLARITY (OF DIRECTION)

AGREEMENT ON THREE SHARED DOCUMENTS:

- MISSION**
- CORE VALUES**
- CORE STRATEGIES/ANNUAL CORP. PRIORITIES**

AND

STRUCTURES INFLUENCE BEHAVIORS
(Biggest Leverage Points for Change)

CLARITY: THREE GOALS OF A STRATEGIC MANAGEMENT SYSTEM

GOAL #1:
DEVELOPING STRATEGIC, BUSINESS, AND ANNUAL PLANS
(AND DOCUMENTS)

GOAL #2:
ENSURING SUCCESSFUL IMPLEMENTATION
(AND ENTERPRISE-WIDE CHANGE)

GOAL #3:
BUILDING & SUSTAINING HIGH PERFORMANCE
(YEAR AFTER YEAR)

THE DESIRED RESULTS:
SUSTAINED BUSINESS EXCELLENCE & SUPERIOR RESULTS

CLARITY: MULTIPLE OUTCOMES

YEARLY STRATEGIC MANAGEMENT SYSTEM:

I. SUPERIOR RESULTS:

Financial
Customer
Employee
Society

II. BUSINESS EXCELLENCE:

Operational Efficiency
Organizational Health & Dignity
Organizational Effectiveness
Organizational Capacity is maintained

SIMPLE DRUCKER SYSTEM

Peter Drucker on a Strategic Management System:

Mission

Goals

Appraisal

Objectives

Budget

**Action
Steps**

CLARITY – SIMPLICITY - SPEED

SPEED (OF EXECUTION)

WHEN STRATEGY AND CULTURE COLLIDE

CULTURE WINS, ALMOST EVERY TIME

SO

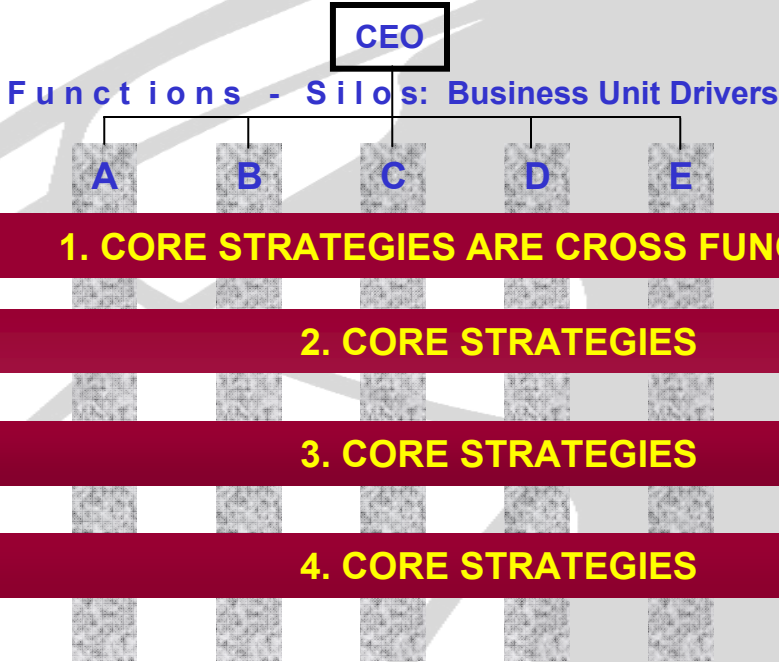
SPEED **(ACTING DIFFERENTLY)**

KEEP UP THE PRESSURE:

- ***People Support What They Help Create***
- ***People Do What We Inspect; Not What We Expect***
- ***Cascade the Planning and Change:***
- ***With a Monthly Change Leadership Team Led by the CEO***
- ***With Alignment and a Line of Sight to the Three Shared Documents:
(Vision-Values-Strategies)***

CORE STRATEGIES ARE LIKE THE WEBBING IN A CHAIR

“The Glue That Holds It All Together”



**ENTERPRISE-WIDE
 STRATEGY-
 ORIENTED
 SPEED DRIVERS:**



SPEED IS THE ULTIMATE COMPETITIVE EDGE

STOP

Using “Analytic Approaches” To “Systems Problems”

In *Systems Thinking* – the whole is primary
And the parts are secondary

In *Analytic Thinking* – the parts are primary
And the whole is secondary

THE SYSTEMS THINKING APPROACH

In Summary:

- **We are governed by the natural laws of life and living as open/living systems on earth**

—so —

- **A successful participant must learn the rules**
- **Analytical thinking is old Industrial Revolution thinking.**

**START USING THE
SYSTEMS THINKING APPROACH® TO SYSTEMS SOLUTIONS!**

SUMMARY: BACKWARDS THINKING: SIMPLICITY—CLARITY—SPEED

- 1. From the Future External Environment**
- 2. From the Customer's wants and needs**
- 3. From your Ideal Future Vision and Positioning**

TIME TO THINK?

Winston Churchill was once quoted as saying:

***"Gentlemen, it appears we are out of time and money.
Now we shall have to think."***