

# STRATEGY ACTIVATION Driving Sustainability

Team Training to  
Spark Strategy Success

 COURSE SYLLABUS



Bridge the gap  
between strategy  
design and  
implementation,

one  
conversation  
at a time.

Most companies have at least one strategic goal relates to generating additional revenue or improving profitability. Omni Consulting team training programs support those goals by engaging everyone in the organization in achievement of these goals.

Our **“Driving Sustainability”** program trains teams on how to achieve operational efficiency and bottom-line improvements by looking at their work as a series of projects or initiatives in pursuit of company objectives.

Through team learning, debate, discussion and commitment to new ways of thinking, the strategy is \*activated\*.



### PROGRAM OBJECTIVES

The Driving Sustainability program is designed to accelerate strategy implementation by teaching new business concepts to all employees, build their strategic thinking skills and encourage new ways of working, thinking and behaving, leading to higher achievements in company performance, such as:

- » Increased operating efficiencies
- » Improved quality
- » Enhanced employee effectiveness
- » Reduced expenses



### LEARNING OUTCOMES

You will come away from the Driving Sustainability program with a new framework for thinking strategically about the challenges you face and how to manage the change. You will improve your understanding of factors impacting profitability and will acquire new knowledge, tools and skills to execute strategic projects.

At the conclusion this program, participants will be able to:

- » Challenge the status quo and think more creatively about how to get things done
- » Recognize blind spots and blast away bottlenecks to efficiency
- » Plan to protect against, and embrace, failure
- » Learn to test new ideas and concepts in pursuit of continuous improvement
- » Adopt system-wide thinking about their roles in the company

# Program Details

Strategy Activation is the *\*spark\** that generates team discussion, builds team cohesion, and moves organizations past “business as usual”.



## COURSE SCHEDULE

This course takes place over 12 months, with one session scheduled each month (with an additional session at the mid-point).

Each module is 90 minutes, except the first and last modules, which are 120 minutes.



## INSTRUCTIONAL HOURS

Participants will receive 21 hours of training.

- » 10 – 90 minute modules (15 hours)
- » 3 – 120 minute modules (6 hours)



## NON-INSTRUCTIONAL HOURS

Between sessions participants will receive virtual encouragement and online coaching through the Actionable™ Habit Builder.



## DELIVERY METHOD

All sessions may be held on-line or in-person, depending on the clients preferred delivery method.

Each module is engaging and participatory. Attendees are expected to actively collaborate and discuss how to apply concepts learned.



## EVALUATION

The Habit Builder tracks participant’s self-reported changes in applying new knowledge. This information, as well as other data from Actionable™ will be reported to the client (see Measurable Impact section).

Participants will be provided a Certificate of Completion at the conclusion of the program if they attend 12 out of 13 modules and make commitments for all 13 modules.

# What to Expect?

Prior to each training module (we call them conversations), you will be provided with a short pre-read, introducing you to a new business concept.

Insights gained in each module are added layered onto concepts previously learned.



Monthly, in teams of 3 – 8 people, you will meet with your facilitator for 120 to 90-minutes. The facilitator will share additional information about the business concept and as a team you will discuss how it can be practically applied in the context of your work.

Our goal is not knowledge retention, it is application of knowledge. At the conclusion of each conversation, you will be asked to make a commitment in our Habit Builder and apply your new learning over the next 21 – 28 days. Your facilitator will provide online encouragement in the Habit Builder during this period.

# Overview

## Driving Sustainability Modules / Conversations

<b>Foundations Conversation</b>	Month 1	1. Navigating the Gray Zone
<b>Planning Conversations</b>	Month 2	2. How to Begin
	Month 3	3. Getting to Done
	Month 4	4. Fire Bullets, Not Cannonballs
	Month 5	5. Unveiling the Value of Your Work
<b>Execution Conversations</b>	Month 6	6. Systems for Gaining Traction
	Month 7	7. Navigating the Dip: Strategic Quitting
	Month 7	8. The 1% Difference
	Month 8	9. The Checklist Manifesto
<b>Performance Conversations</b>	Month 9	10. Unleashing Deep Focus with Your Second Brain
	Month 10	11. Rethink & Roll: Flex Your Mind for Creative Change
	Month 11	12. Decoding Decisive Decision Making
<b>Capstone Conversation</b>	Month 12	13. Looking Back to Move Forward

# Modules



## **Navigating the Grey Zone** (Foundations Conversation)

120 minutes

Your organization's strategy outlines the current state of the organization and where it wants to go. It seems simple, just move from point A to point B. However, in any change initiative, there is a lot of uncertainty along the way (the "gray zone") that threatens to derail strategy implementation. This foundational conversation will assure the team that change is difficult and sometimes messy, but with a commitment to learning and working through the gray zone together, they can achieve the new strategy goals.

Conversation objectives:

- » Learn a simple change model to lean on in the difficult times
- » Connect with teammates and commit to moving through the grey zone together
- » Discover areas where the team may run into roadblocks while implementing their organization's strategy and individual work plans



## **How to Begin**

90 minutes

We create 3-5 year strategic plans, often trickled down to yearly work plans. And when looking at a 12-month year, it's easy to procrastinate on our annual goals. But we really don't have 12-months to work on strategic initiatives, do we? Especially for companies with intense busy seasons, like farming (seeding & harvesting), accounting (tax season) and retail (December).

This conversation explores how to break-down a 12-month year into 12-weeks (or 12-days!) by thinking of non-standard work as a series of pursuits and projects designed to improve the organization, meet strategic goals or change how work has traditionally been done.

Conversation objectives:

- » View non-standard work as a series of pursuits and projects
- » Break down annual plans into worthy pursuits and worthy projects
- » Realistically estimate how long it will take to achieve those projects, and when they can be accomplished

# Modules



## Getting to Done

90 minutes

Lose the never-ending to-do list and bring important initiatives across the finish line to move toward your vision.

The challenges of living and working in a VUCA (volatility, uncertainty, complexity and ambiguity) world mean new things need to get done constantly. VUCA makes it easy to get distracted and react to new demands. You can easily lose sight of the strategic priorities that add the most value to customers and the business.

Conversation objectives:

- » Shift your mindset using the guiding principles of commit, adapt, learn.
- » Develop planning horizon to quickly accomplish projects.
- » Create a clear picture for what a completed project will look like.



## Fire Bullets, Not Cannonballs

90 minutes

Large projects can be seen as daunting endeavors, particularly those that are new to the organization or to an individual. In this conversation, we explore the importance of strategic experimentation and iterative approaches to decision-making.

We'll also look at how you can create mini-projects or phase a large project such that you take on less risk, and are more likely to successfully execute on the project.

Conversation objectives:

- » Recognize the significance of strategic experimentation over committing extensive resources.
- » Understand the role of small, incremental steps in achieving big goals.
- » Integrate small experiments into larger projects.

# Modules



## Unveiling the Value of Your Work

90 minutes

Sometimes the value of the work, the projects you undertake, or the initiatives you tackle are unclear. In this era of evidence-based inquiry, value needs to be credible, accurate, and compelling. Think about how to drive success and measure that success at different levels and from different perspectives.

Conversation objectives:

- » Understand the importance and advantages of using OKRs for goal setting.
- » Explore how to set challenging yet achievable goals using OKRs.
- » Understand the importance of aligning goals to the organization's strategy for collective success.



## The 1% Difference to Strategy Success

90 minutes

A long-term strategy can appear daunting to many, and even with a well-designed action plan, it is often difficult to know where to start. In this conversation we discuss how small, consistent improvements lead to significant changes, improvements and improved profitability over time.

Conversation objectives:

- » Comprehend the core principles of the 1% Difference concept, recognizing how consistent, incremental improvements can positively impact profitability.
- » Develop the ability to identify key areas within your role where small, continuous improvements can be made.
- » Empowered to cultivate a culture of continuous improvement to drive incremental growth, cost-efficiency, and revenue generation.



# Modules



## The Checklist Manifesto

90 minutes

As discussed in "The 1% Difference" conversation, small changes can have big impact. Yet the complexity in our lives continues to increase, which also increases the likelihood of errors and oversights, regardless of our level of skill or expertise. In this module, we discuss the power of the checklist and other simple tools to enhance productivity, minimize errors, and streamline processes that improve outcomes and the quality of our work.

Conversation objectives:

- » Explore tools for tracking and verifying their work
- » Overcome resistance to using checklists
- » Strategies to encourage adherence and integration of checklists into daily routines.



## Unleashing Deep Focus with Your Second Brain

90 minutes

Ever felt buried under distractions? In this conversation, we will discover how Deep Work can pull you out of that rabbit hole. We'll also delve into the concept of a "Second Brain" as a strategic information management system to free up mental space.

Conversation objectives:

- » Master Deep Work (vs. Shallow Work) to combat distractions and nurture undivided focus. They will discern the difference between Deep Work and Shallow Work, recognizing techniques to foster deep concentration for heightened productivity and creativity.
- » Comprehend the concept of a "Second Brain" for organizing and managing information
- » Identify methods to incorporate Deep Work strategies into a Second Brain framework for enhanced focus and efficiency.

# Modules



## Rethink & Roll: Flex Your Mind for Creative Change

90 minutes

Are you the bottleneck to others workflow and to their ability to get things moving? Learn a decision-making framework to allow you to make decisions quickly and keep your team moving. Embrace delegation and coach your team.

Conversation objectives:

- » Develop an understanding of the key concepts of intellectual humility, cognitive flexibility, and unlearning.
- » Acquire practical strategies and tools to recognize and overcome cognitive biases, fostering an open mindset for reconsideration and learning.
- » Apply decision-making frameworks and communication techniques to embrace disagreement, promote constructive dialogues, and leverage diverse perspectives.



## Decoding Decisive Decision-Making

90 minutes

A key challenge preventing projects from "getting to done" is the large number of decisions that need to be made to move the initiative forward. Decision fatigue and paralysis can set-in. This conversation uncovers ways that our existing biases and thinking systems can lead to less than ideal decisions and discovers some ways to improve critical thinking and decision quality.

Conversation objectives:

- » Discuss linchpin employees, those who provides value beyond their job description and are constantly looking for ways to improve existing processes.
- » Overcome resistance to move strategic projects forward.
- » Identify barriers to creativity in delivery.

# Modules



## Systems for Gaining Traction

120 minutes

Salaries and wages are often an organization's greatest expense, and without an operating system, meetings can feel like Groundhog Day - repeating the same conversations over-and-over, without moving forward. Discover how can we make 1% differences in meetings to focus on true collaboration in pursuit of the company's vision.

Conversation objectives:

- » Improve productivity, speed and innovation through high-quality, focused meetings
- » Learn to dig deep to discover the true issues within a discussion
- » Foster accountability for results



## Navigating the Dip: Strategic Quitting

90 minutes

The single greatest way to find time to execute on strategic projects is to say “no” more often. If you respectfully say “no” to a one-hour meeting, you magically create an hour to focus on other initiatives. Commit to the long-term, high-leverage projects - the projects you can look back on and feel proud to have been a part of, and learn how to manage their inevitable low points.

Conversation objectives:

- » Identify strategies to differentiate between situations where persevering through challenges is beneficial and recognizing when quitting strategically can lead to greater success
- » Learn to identify dips to be able to focus energy and attention on projects when its most challenging
- » Be prepared for the dips by accessing tools you need to overcome them

# Modules



## Looking Back to Move Forward (Capstone Conversation)

120 minutes

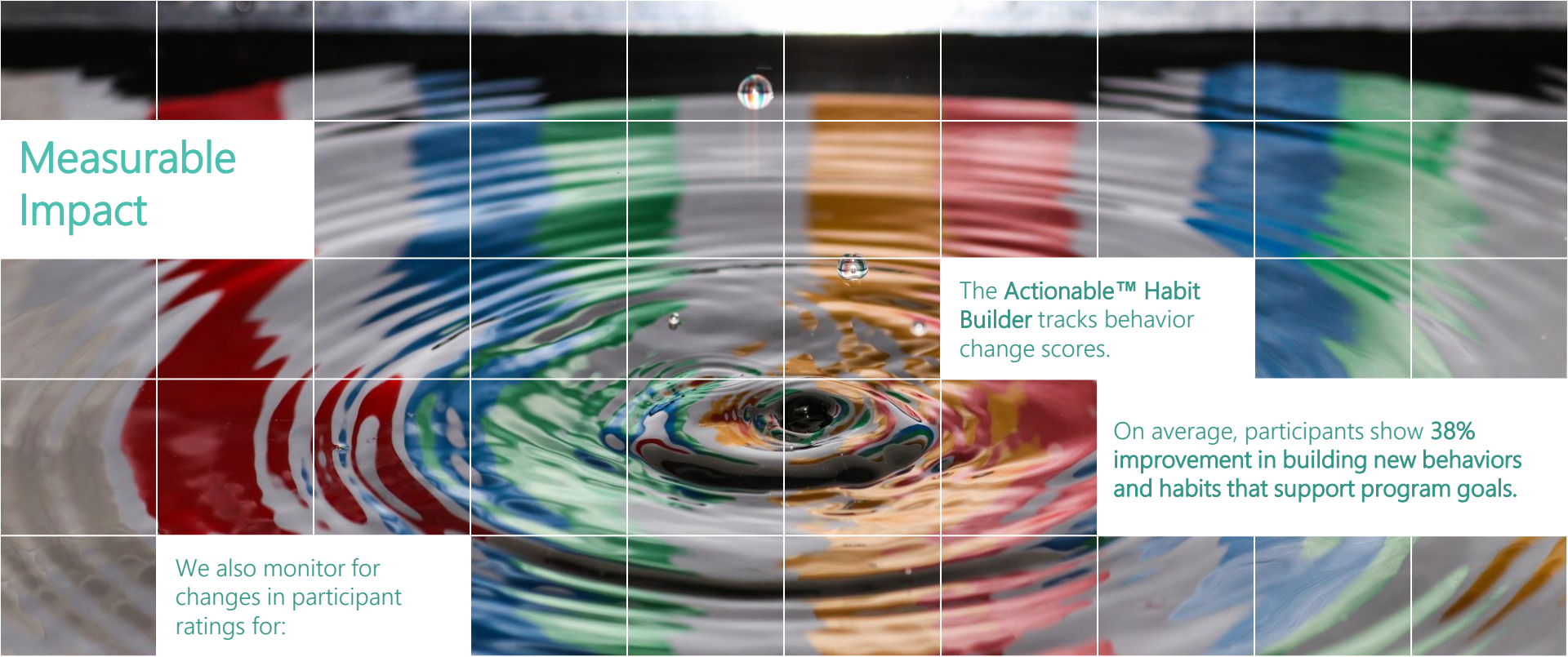
In our first conversation, we learned that the gray zone in a transformation is a time of taking risks, experimenting, learning, reflection and team development, and that mistakes and failures are inevitable. Move through the gray zone and discomfort of those mistakes by learning from them and, as uncomfortable as it may be, sharing that experience with others so they may learn as well.

Conversation objectives:

- » Become more comfortable with making mistakes and learn to re-frame them as learning opportunities
- » Utilize a "retrospective" to diagnose project failures and foster a culture of continuous improvement
- » Explore four categories of project failure and core questions to ask in each

*Strategy Activation  
**conversations** facilitate the  
shared experience of learning  
and transitioning together.*

*Each conversation is designed  
to **build the strategy execution  
capabilities** of the team.*



# Measurable Impact

The Actionable™ Habit Builder tracks behavior change scores.

On average, participants show **38% improvement** in building new behaviors and habits that support program goals.

We also monitor for changes in participant ratings for:

I understand my company's strategy

I understand my role in the success of my company's strategy execution

The culture of the organization supports the vision

Everyone in the organization understands the why, what, and how of the strategy

I believe that the work I do provides a competitive advantage for our company



# STRATEGY ACTIVATION

For more information about our company and our facilitators, please contact:

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