
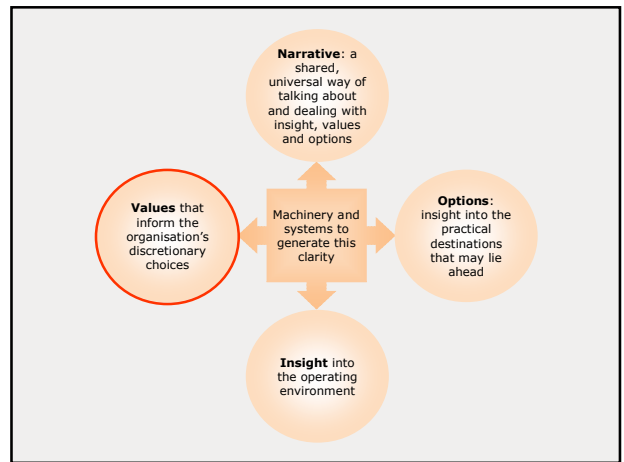
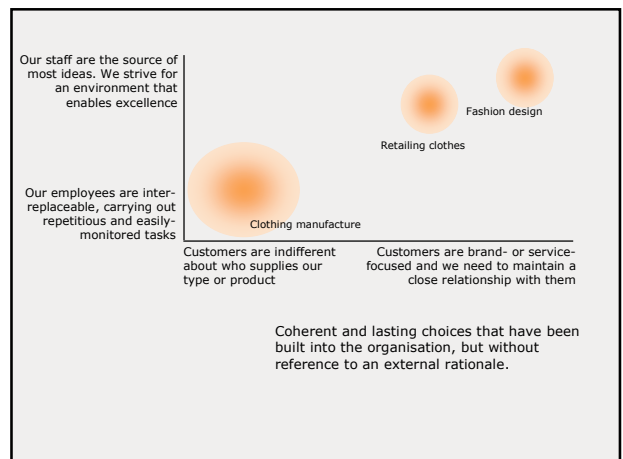
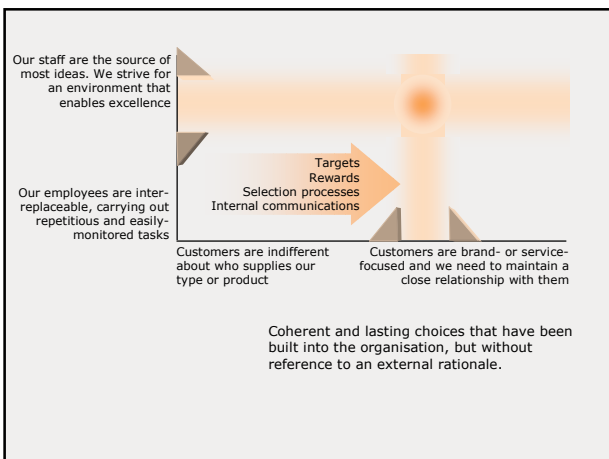
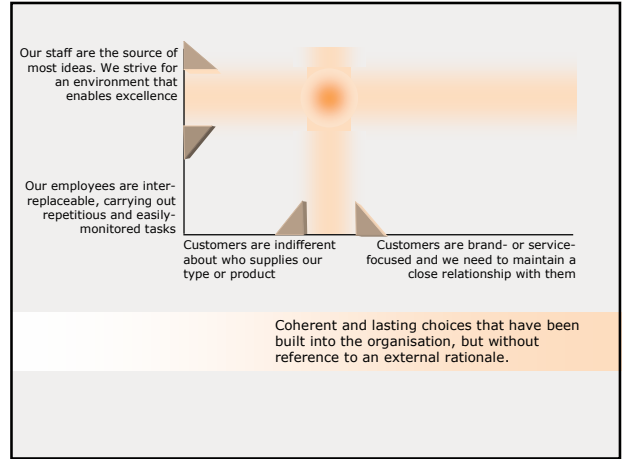
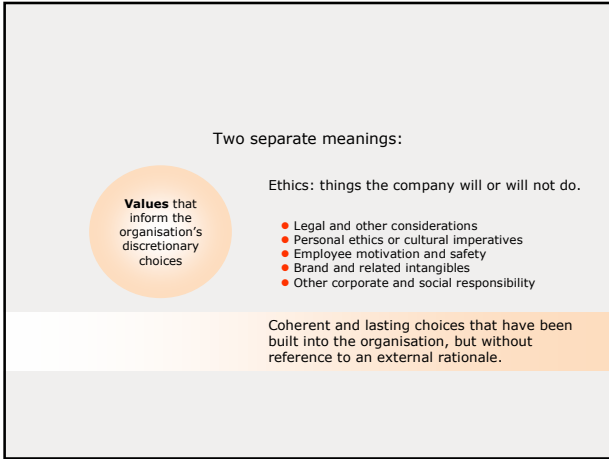
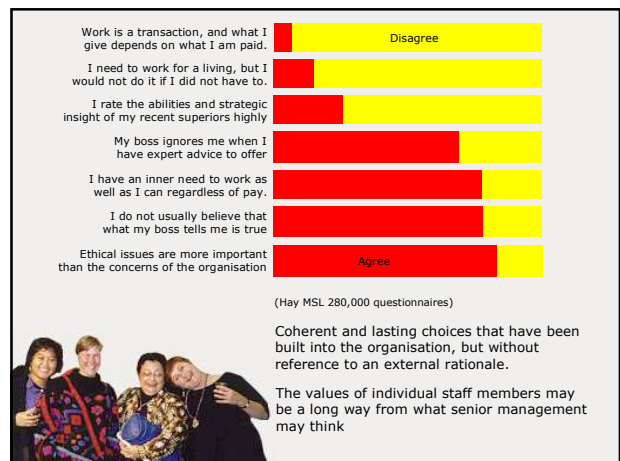
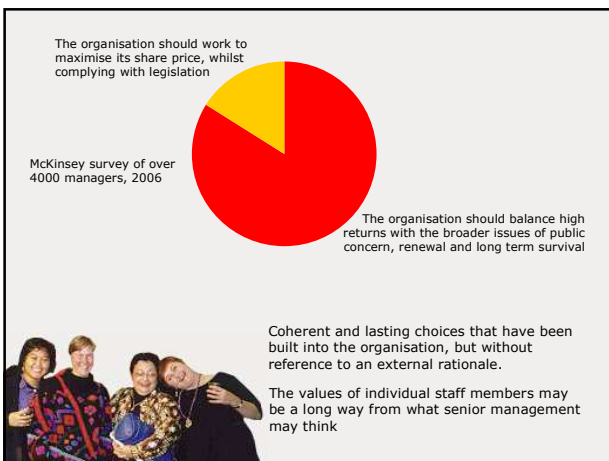
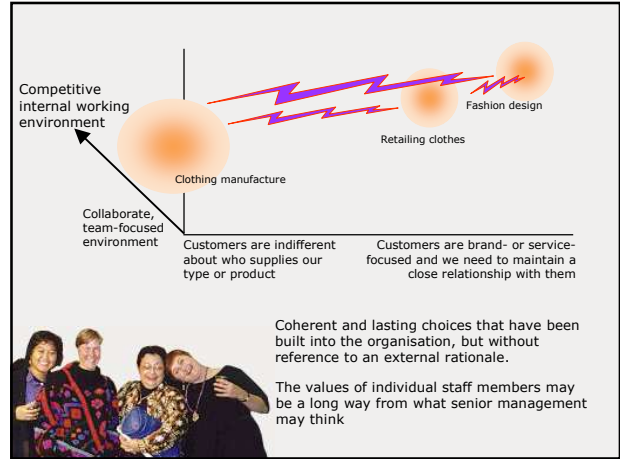
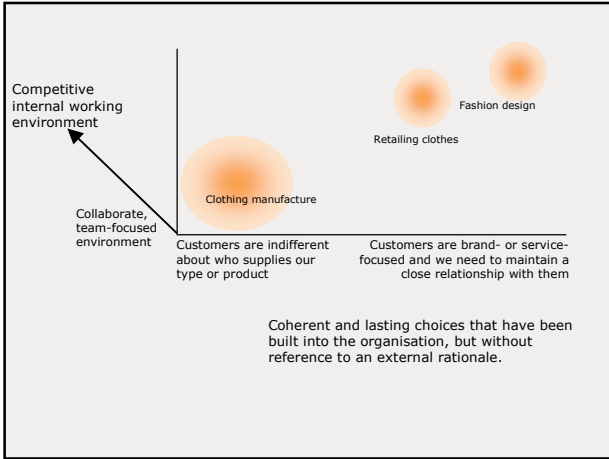


Our program:

- The quickening pace of change
- Models of adaptation
- On renewing an organisation
- The infrastructure of renewal
 - Insight
 - Values
 - Narrative
 - Options
 - Machinery
- Managing for renewal





Some essential truths:

- Organisations with mixed values do not share basic assumptions
- Organisational values must align with, or fight with, strategic direction
- The nature of some activities predefine the necessary values
- Many other values are 'heritage', or due to the industry ethos.



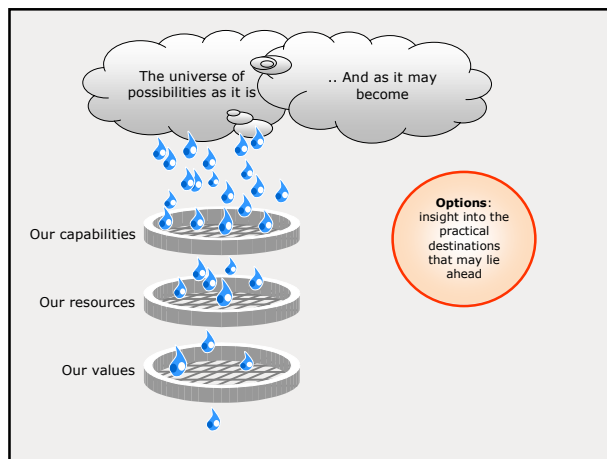
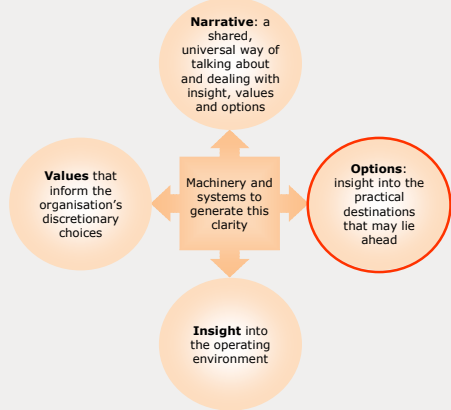
Coherent and lasting choices that have been built into the organisation, but without reference to an external rationale.

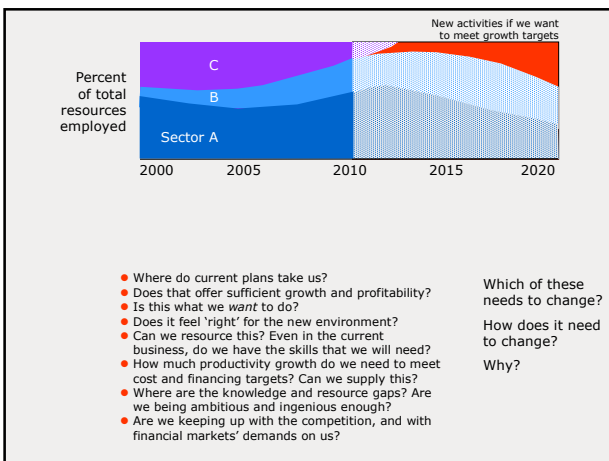
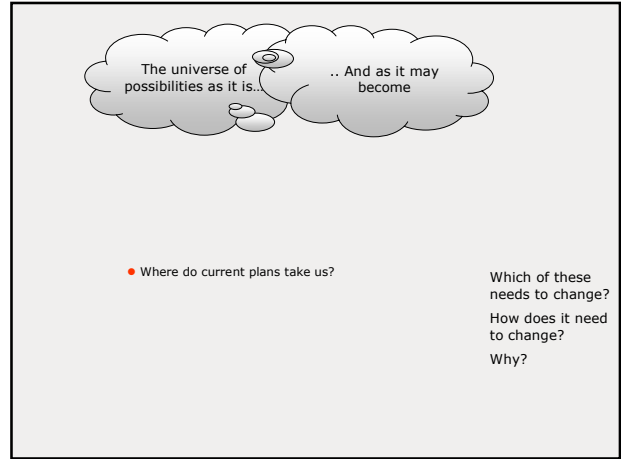
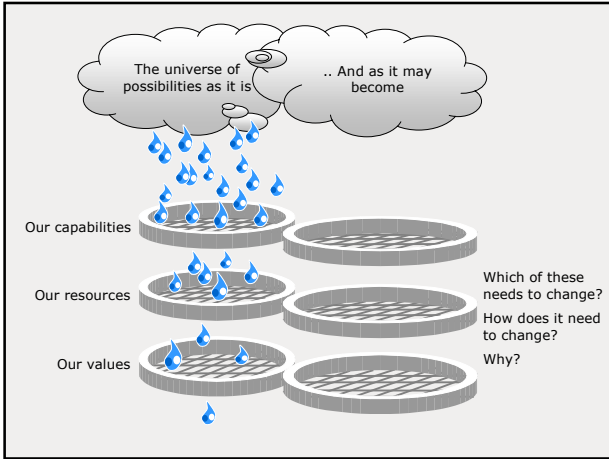
The values of individual staff members may be a long way from what senior management may think

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Values that inform the organisation's discretionary choices





There are no right answers to these questions, only approximations

- Success is usually made of thousands of steps, but all taken in a single direction
- Strategy is always iterative, and you can only see success in retrospect
- Strategic action usually occurs at the level of resource allocation
- "Grand strategies" are almost always doomed

- Where do current plans take us?
- Does that offer sufficient growth and profitability?
- Is this what we want to do?
- Does it feel 'right' for the new environment?
- Can we resource this? Even in the current business, do we have the skills that we will need?
- How much productivity growth do we need to meet cost and financing targets? Can we supply this?
- Where are the knowledge and resource gaps? Are we being ambitious and ingenious enough?
- Are we keeping up with the competition, and with financial markets' demands on us?

