

AGILITY 3

SUPPORTING YOUR GROWTH



Foundations for Growth

Self-Assessment Toolkit

www.agility3.ch

Introduction



Hi, I'm Andreas Wettstein, Founder of Agility3.ch.

Agility3.ch helps small and mid sized companies find and develop new sources of revenue growth.

I founded Agility3.ch after working 10 years in Industry and 15 years in big 4 consulting firms, always focusing on business transformation or on building new businesses.

If you are an executive or business owner, passionate about your business, with a strong desire to see it grow, this toolkit is for you and your team.

At Agility3.ch we believe that business growth needs to build on a solid foundation. That is why we designed this toolkit. It will help you assess your foundations for growth, and identify where you need to invest to close the most critical gaps.

You should be able to work through this toolkit in no more than 15 minutes. And you can even do it over a glass of wine.

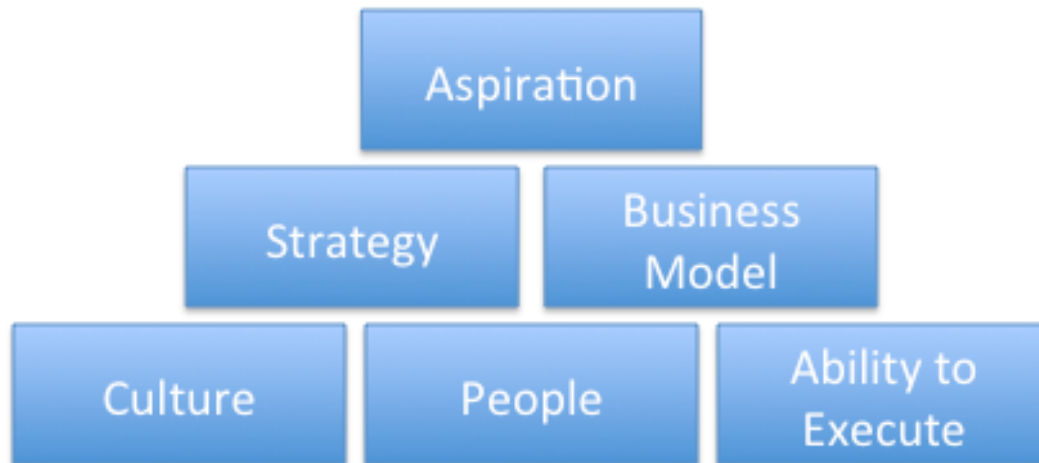
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How to use the Toolkit

The toolkit builds on the Foundations for Growth Framework, which has 6 building blocks.



I recommend that you print out this document and then allocate 15 minutes to go through the questions. This toolkit only contains the top 3 questions for each building block.

For each of the building blocks there is a short introduction, explaining why it is important.

At the end of every chapter there is space for notes to write down the thoughts that come to your mind as you think about the questions

Assessing the 6 Building Blocks of your Foundation for Growth

Aspiration

Why it matters

Aspirations define why an organization exists, why it wants to grow and what it wants to achieve. Without aspirations growth is unlikely to happen. They are needed to align hearts and minds of the people in the organization, and they provide a context for strategic choices. Strong and motivating aspirations are more than just sales or revenue targets. An organization with weak or half-hearted aspirations has a fundamental attitude problem."

The top 3 questions

- Do you and your team have a clear and shared ambition to grow your business – do you know where you want to be in 3 to 5 years?
- Are you motivated by more than just financial targets - we are driven by the desire to create a positive impact?
- Is your vision for the future feels inspiring and motivating to management and to our employees?

Your notes

Strategy

Why it matters

Strategy is more than just a plan. Strategy is about making specific choices on how to win in the marketplace. It defines how management intends to achieve ends (goals) with limited means (resources). Strategy is so important because the resources to achieve a goal are limited. In a nutshell, strategy defines how to get from current state A to future state B. It is obvious that strategy needs to be aligned to the winning aspirations, as well as with the ability of the organization to execute. Good strategies are measurable and are linked across different units of the organization.

The top 3 questions

- Is your strategy articulated in words that have no ambiguity and everyone has the same understanding of (rather than using words like efficient, effective, reliable, sustainable, etc...)?
- Does your strategy contain no more than 3 strategic themes to guide you and your team?
- Is your strategy supported by robust action plans in place for each strategic theme?

Your notes

Business Model

Why it matters

A business model describes the rationale of how an organization creates, delivers and captures value; with other words, how to make a business idea commercially viable by creating value to both the company and its customers.

Many formerly successful companies have faltered not because of the quality of their products or services, but because they failed to adapt their business model to new realities.

We live in the age of business model innovation. But before a business model can be adapted or innovated, it must first be understood.

The top 3 questions

- Does your business model build on a clearly articulated value proposition and it is easy for your clients to understand what value you provide to them?
- The cost to generate value to our customers is in line with the revenue we can generate with our customers
- Has the business environment or customer behavior changed, requiring that you have a fresh look at your business model?
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Your notes

People

Why it matters

People are the ones who translate strategy and business model into operational realities. If you don't get the people and the people processes right, you will have little chance to reach the full potential of your business. A robust people process does 3 things:

- 1) It provides the organization with the people resources to run the business
- 2) It evaluates individual's performance and fit accurately and in depth
- 3) It fills the leadership pipeline at all levels of the organization

The top 3 questions

- Do you have committed and motivated people in the key management positions?
- Do you have a process in place to assess the development potential of your people?
- Can you ensure that you have a good match between the personalities and skills of our people and the jobs they perform in our organization?

Your notes

Culture

Why it matters

Culture summarizes the shared values of the organization, typically acquired over time. If the aspiration describes the tone from the top, culture defines how much of it has been assimilated and is lived day to day by the organization.

Culture can be described as "the way we do things". Culture needs to be compatible with the aspiration of the organization, and vice-versa.

A strong and dynamic company culture can be a great asset, a weak and rigid culture a crippling liability."

The top 3 questions

- Is your culture outward and result-oriented, or does it tend to be rather internally focused?
- Do your employees have a high sense of urgency to solve customer problems and capture opportunities to grow?
- Do your key people display a high degree of ownership and responsibility, rather than blaming others when performance is low?

Your notes

Ability to Execute

Why it matters

Execution is all about the discipline of getting things done. Without the ability to execute, the best strategy is useless.

Execution is a systematic process of rigorously questioning goals and realities, consistently following up and following through, and ensuring accountability for actions and results. Ability to execute requires knowing what is going on in the marketplace and in the organization, and then acting accordingly. It also requires robust dialogue to surface the realities of the business.

Execution capability is also essential to strategy and has to shape it. No strategy can be defined without taking into account the organization's ability to execute.

The top 3 questions

- Do you have robust monthly, quarterly and yearly action plans in place to maintain your business on track?
- Do you have good quality of financial and operational data to judge the performance of our business?
- Is there a robust resource allocation process in place, which ensures that resources are used in line with strategic priorities?

Your notes

Interested in a more complete assessment of your Foundations for Growth?

For a more complete version of the toolkit, with supporting MS Excel Sheet, please contact us at info@agility3.ch