



Business

24.44	3,038.9900	207.0000
140.31	1,170.0000	49.8000
22.85	N/A	N/A
122.52	156.9900	12.0300
38.69	4.9100	0.6640
	2.5000	0.1390
	3.3470	0.1990

Danish krone
Euro
Indian rupee
Japanese yen

10	27.45	0.82
10	49.21	1.45
1	59.28	1.76
100	44.16	1.31
100	66.55	1.98
	33.50	1.00

New Turkish Lira
Norwegian krone
Swedish krona
Swiss franc
U.K. pound
U.S. dollar
Ukrainian hryvna

ADRS, GDRS AND FOREIGN-TRADED STOCK

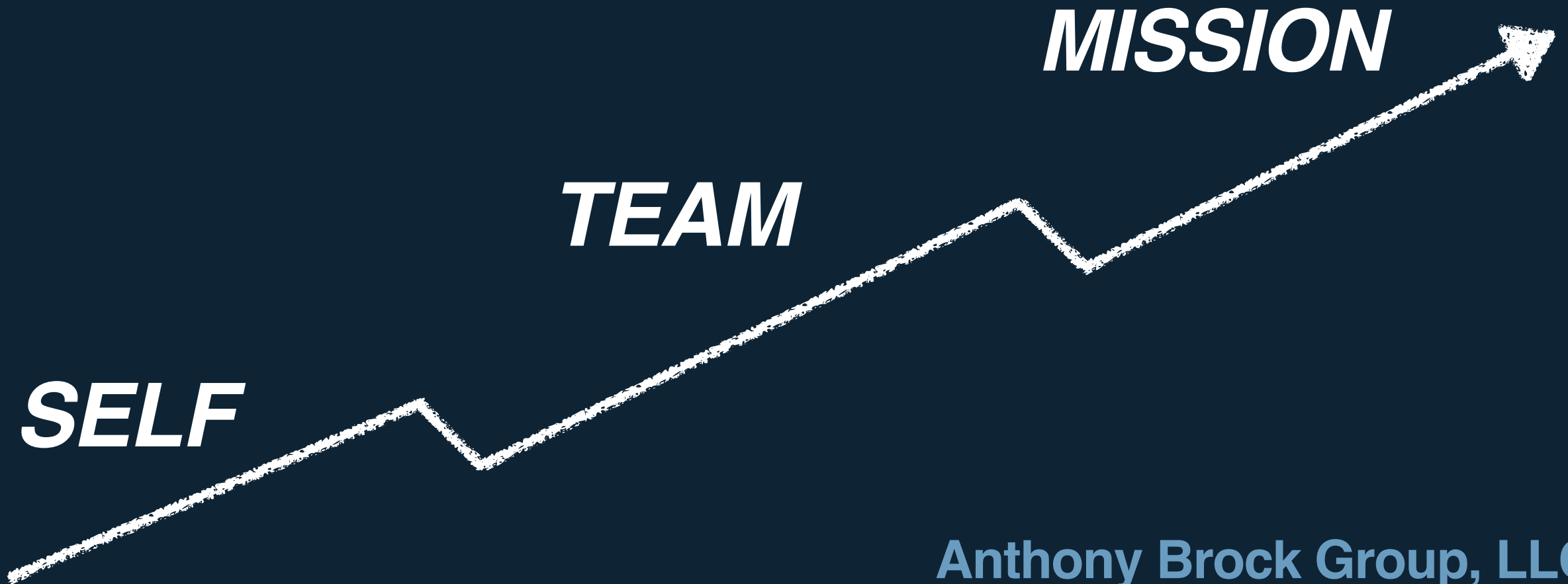
CHANGE, %
VOLUME*,
652,022

Help Economy



Leading Mission Alignment

How to Focus Everyone on Achieving the Mission



Anthony Brock Group, LLC

Key Lessons

Key lessons for Executive Leaders in *Leading Mission Alignment*

1. **Why** is alignment critical to success?
2. **What** are the focus areas for greatest ROI?
3. **How** can we leverage it for 10X results?



LESSONS IN EXPEDITIONARY LEADERSHIP ...



IMAGINE...



IMAGINE...

Join at www.menti.com
Use Code: 1391 6178



Join at menti.com | use code 1391 6178

 Mentimeter

You're tasked to lead an expedition. What do you need to know?

Waiting for responses ...



What do we need to know?



- Where are we going and Why?
- How are we task organized?
- How do we stay on course?



Why Alignment?



**MISSION
ALIGNMENT**

**FUNCTIONAL
ACTIVITIES**

**MISSION
ALIGNMENT**

**FUNCTIONAL
ACTIVITIES**

DRIFT

DRIFT

Why DRIFT?



Mission Achievement



**WHERE ARE WE
GOING AND WHY?**

**HOW ARE WE
ORGANIZED?**

**HOW DO WE
STAY ON COURSE?**



WHERE ARE WE GOING AND WHY?

- **Vision & Mission**
- **Business Intelligence**
- **Strategy & Plans**

HOW ARE WE ORGANIZED?

- **Organizational Design**
- **Roles & Responsibilities**
- **Culture: Policy, Procedures, and Practices**

HOW DO WE STAY ON COURSE?

- **Measuring Effectiveness & Performance**
- **Education, Training & Experiences**
- **Redirecting & Reinforcing Behavior**
- **Expanding & Strengthening Partnerships**



LEADING MISSION ALIGNMENT

How to Focus Everyone
On Achieving The Mission

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Mentimeter

Using 100 pts total, assign values to those areas most OUT of alignment in your organization?



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LEADING MISSION ALIGNMENT

How to Focus Everyone
On Achieving the Mission

Vision & Mission



Business Intelligence



Strategy & Plans



LEADING MISSION ALIGNMENT

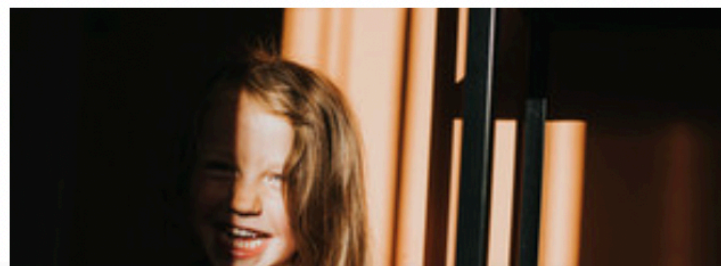
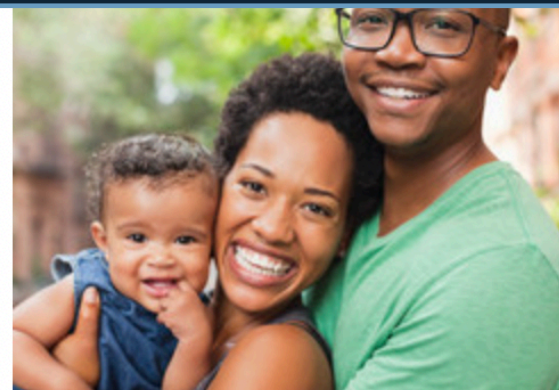
How to Focus Everyone
On Achieving the Mission

Vision & Mission



DEVELOP YOUR VISION & MISSION

Leading Mission Alignment



DEVELOP YOUR VISION & MISSION

Leading Mission Alignment

Vision: Imagining our future condition as —

- Purposeful
- Aspirational
- Inspirational



Hopeful; future tense.

DEVELOP YOUR VISION & MISSION

Leading Mission Alignment



DEVELOP YOUR **VISION & MISSION**

Leading Mission Alignment

Mission: What we do to make our vision a reality.

Actionable; present tense.

Your Mission communicates:

- customer's problem
- solution (product or service)
- value statement (think: benefit and feeling)



LEADING BUSINESS INTELLIGENCE

How to Focus Everyone
On Achieving The Mission

Business Intelligence



LEADING BUSINESS INTELLIGENCE

Leading Mission Alignment



LEADING BUSINESS INTELLIGENCE

How to Focus Everyone
On Achieving the Mission



LEADING BUSINESS INTELLIGENCE

How to Focus Everyone
On Achieving the Mission

INFORMATION < **INTELLIGENCE**

- **Timely**
- **Relevant**
- **Actionable**
- **Predictive**

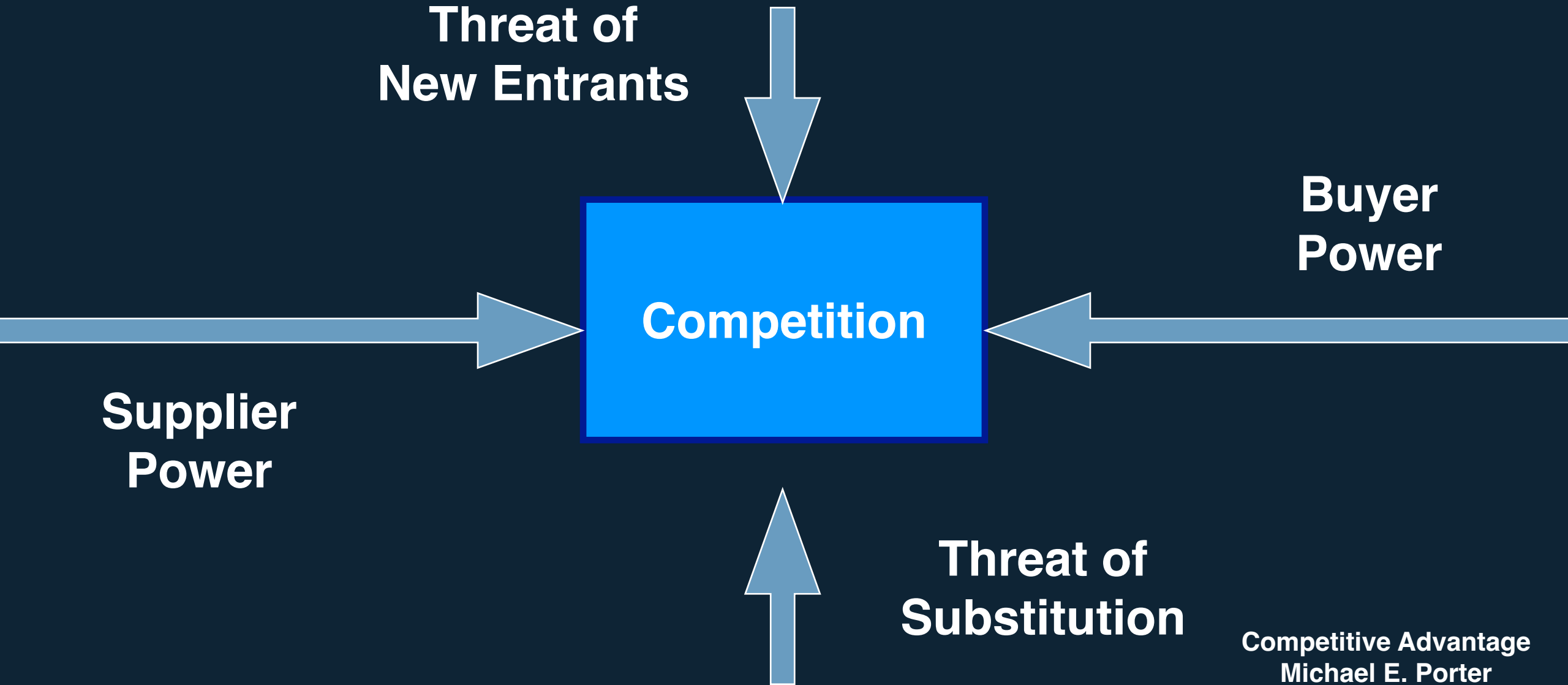
LEADING BUSINESS INTELLIGENCE

How to Focus Everyone
On Achieving the Mission



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Competitive Advantage
Michael E. Porter

LEADING BUSINESS INTELLIGENCE

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STRENGTHS

WEAKNESSES

OPPORTUNITIES

THREATS

LEADING BUSINESS INTELLIGENCE

Leading Mission Alignment

	S	W	O	T
SUPPLIERS				
BUYERS				
COMPETITION				
ENTRANTS				
SUBSTITUTES				

LEADING BUSINESS INTELLIGENCE

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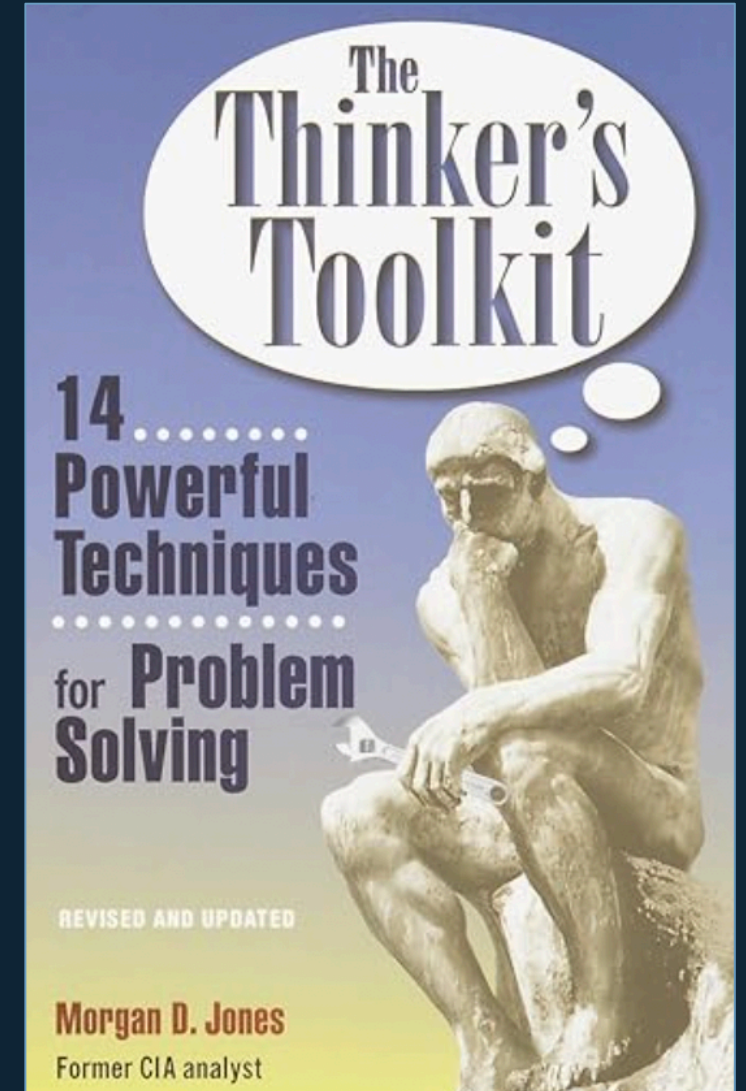
GET



LEADING BUSINESS INTELLIGENCE

Leading Mission Alignment

THINK



LEADING BUSINESS INTELLIGENCE

Leading Mission Alignment

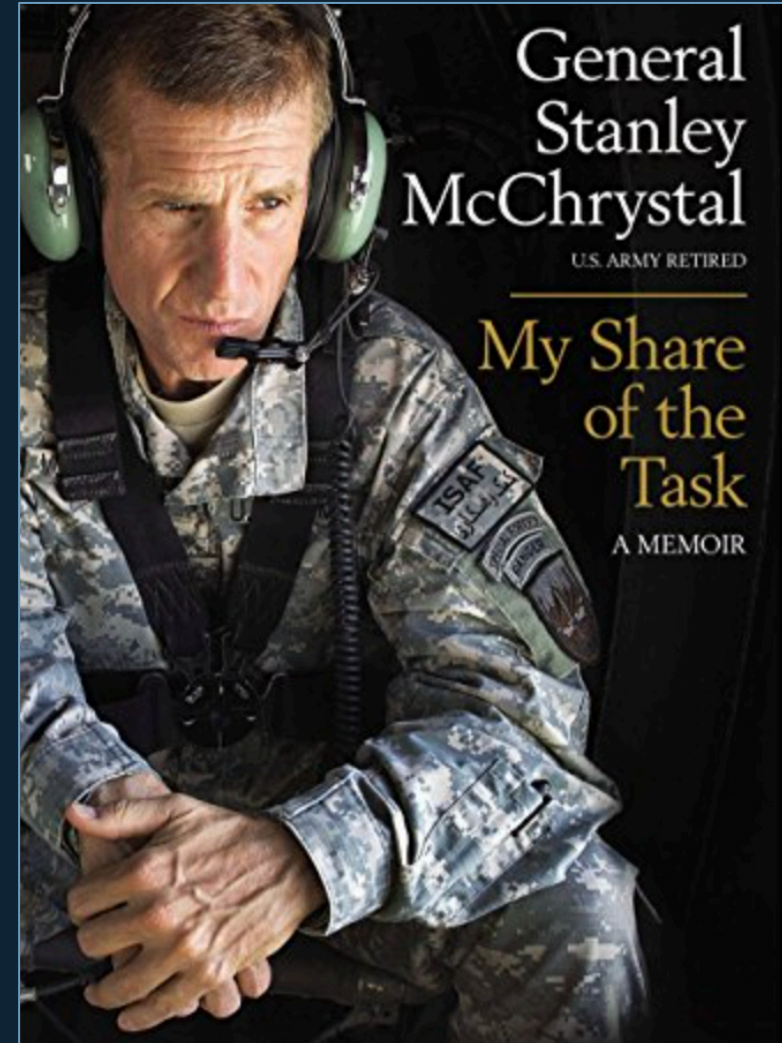
SHARE



LEADING BUSINESS INTELLIGENCE

Leading Mission Alignment

SHARE



LEADING STRATEGY & PLANS

How to Focus Everyone
On Achieving The Mission

Strategy & Plans



LEADING STRATEGY & PLANS

How to Focus Everyone
On Achieving The Mission

***"In the absence of a clearly defined strategy,
— even the strongest company —
is but a collection of disconnected tactics."***

— Michael E. Porter

LEADING STRATEGY & PLANS

How to Focus Everyone
On Achieving The Mission

***"Without strategy, execution is aimless.
Without execution, strategy is useless."***

**— Morris Chang, Founder,
Taiwan Semiconductor Manufacturing**

LEADING STRATEGY & PLANS

How to Focus Everyone
On Achieving The Mission

“It was really about us getting back to doing the things we do even better —

and admitting and saying out loud the things that weren’t working well and fixing them.”

**— Corie Barry, CEO, Best Buy
Chairwoman, Retail Industry Leaders Association**

****100K Employees & \$47B in Revenue***

LEADING STRATEGY & PLANS

How to Focus Everyone
On Achieving The Mission

Strategy: How you intend to position for success?

- Vision & Mission
- Business Intelligence
- 5 Forces / SWOT Analysis
 - ***Therefore = STRATEGY***
- Plans / Lines of Effort (LOE)



END STATE — RISKS — RESOURCES

LEADING STRATEGY & PLANS

How to Focus Everyone
On Achieving The Mission

**“If You Fail to Plan,
You Are Planning to Fail”**

— Benjamin Franklin

LEADING STRATEGY & PLANS

How to Focus Everyone
On Achieving The Mission

Plans: What Will Do to Achieve Success? By When?

- **Multiple Lines of Effort (LOE)**
 - **Goals**
 - **Objectives**
 - **Timeline**
 - **Metrics**



END STATE — RISKS — METHODS — RESOURCES

WHERE ARE WE GOING AND WHY?

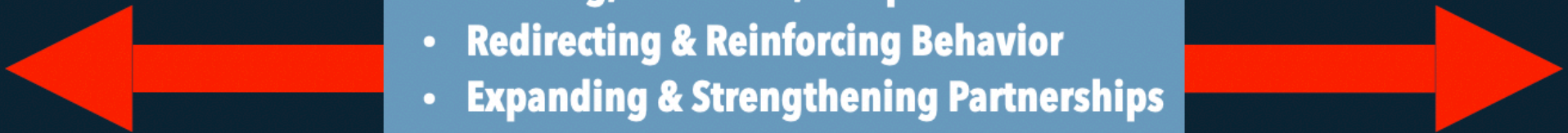
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ALIGNMENT**

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DRIFT

IMAGINE...



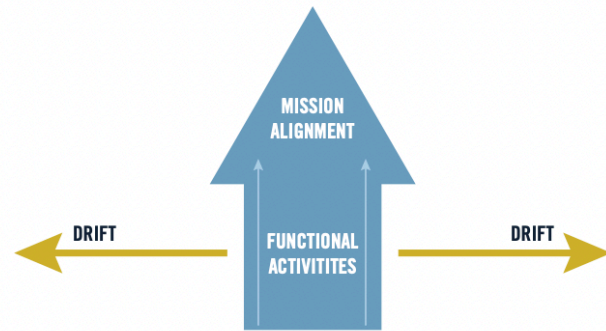
Actionable Takeaways

1. Exceptional Executive Leaders continuously work to improve — **Self, Team, and Mission.**
2. ***Leading Mission Alignment*** is an executive leadership function.
3. There are specific target areas for action; and a weighted ROI.
4. Gained a deeper understanding of how to leverage the most impactful:
 - A. Vision & Mission**
 - B. Business Intelligence**
 - C. Strategy & Plans**
5. Gained additional resources to enable design, development, and implementation.



LEADING MISSION ALIGNMENT

The Leader must have a relentless bias toward making things better. One way we do this is by consistently working to align the time and talent of the team toward a shared vision and mission.



A Leader of Character **advances the mission** by repeatedly aligning activities **against natural drift** and **towards our shared vision and mission**.

Some of these functional activities include:

<p>Vision & Mission Business Intelligence Strategy & Plans</p>	<p>WHERE WE'RE GOING & WHY?</p>
<p>Organizational Design Roles & Responsibilities Culture, Policy, and Procedures</p>	<p>HOW ARE WE STRUCTURED?</p>
<p>Measuring Effectiveness & Performance Training, Education, & Experience Redirecting & Reinforcing Behavior Expanding & Strengthening Partnerships</p>	<p>HOW DO WE STAY ON COURSE?</p>

★ ACTIVITY INSIGHTS & REFLECTION QUESTIONS *WHERE WE'RE GOING AND WHY:*

VISION & MISSION

Identify your aspirational and inspirational **Vision** of the future – your "Why" or purpose.

Next, state your clear and present directional **Mission** – "What" you do to provide value to your customer. What is your "one-liner"? (i.e., We deliver, produce, provide...).

Reflections:

- ★ In an ideal world, what positive change does our company create for our customers?
- ★ At the operational level, what problem do we exist to solve?
- ★ If our company no longer existed, what would be lost that couldn't be found elsewhere?
- ★ Who is our customer? What value do our customers enjoy?

BUSINESS INTELLIGENCE

To make effective decisions, understand your operating environment. Be proactive in gathering information and creating intelligence (Timely, Relevant, Actionable, and Predictive). Build a cycle to Ask, Get, Think and Share!

Reflections:

- ★ What 2 or 3 questions would help us better understand our business environment and enable more effective executive decisions? Consider any/all facets (i.e., Suppliers, Buyers, Production, Delivery, Barriers, etc...).
- ★ Where are we most likely to find accurate information source(s)?
- ★ What assumptions are driving our data collection?
- ★ How effectively do we differentiate between information vs. intelligence?
- ★ What do we need to stop paying attention to?
- ★ How effective are we at analyzing information and sharing intelligence?

STRATEGY & PLANS

Strategy is how you position your team for success. It describes what you want to achieve, what risks you're up against, and what resources are available. **Plans** detail the different ways to achieve your end state over time, while mitigating risk to an acceptable level. Both are a process and a product. Consider "Big S&P" at the enterprise level; "Little S&P" at the Department level.

Reflections:


- ★ How clearly do we define our Strategy vs. our Plans?
- ★ Do we have a development process and a deliverable product for each?
- ★ How might we improve our enterprise position to enable success?
- ★ What are the risks? How might we mitigate those risks?
- ★ What are 3 to 5 of your different and reinforcing (P)plans to enable success?
- ★ How flexible should we be regarding Vision, Mission, and Big/Little S&P?

Leading Mission Alignment

How to Focus Everyone on Achieving the Mission

Anthony Brock Group
Executive Leadership Coaching & Advisory

Leading Mission Alignment: Intro
How to Focus Everything on Achieving Your Mission



"Alignment is the single most critical factor to success."

- Stephen Covey, Author of "The 7 Habits of Highly Effective People"

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Executive Leadership Coaching & Advisory

Leading Mission Alignment:
Module 2: Developing Your Vision & Mission




"Good business leaders create a vision, articulate the vision, own the vision, and relentlessly drive it to completion."

- Jack Welch, Former CEO of General Electric

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Leading Mission Alignment:
Module 3: Understanding Business Intelligence




"Business intelligence is a key driver in making informed decisions in an organization."

- N. R. Narayana Murthy, Co-Founder, Infosys

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Leading Mission Alignment:
Module 4: Understanding Strategy & Plans



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