

ORGANIZATIONAL NAVIGATION

Leading change together



Introduction

Organizational navigation in "troubled water" reality is an important challenge that senior management teams face.

In a fast changing reality inside and outside organizations, the ability of co-navigation in real time, according to mutually agreed team strategy, vision and values, is highly needed.

The aims

- To facilitate senior management team in the process of organizational navigation to optimal results.
- To get the "buy in" of the whole management team to a mutually agreed upon codes of organization navigation.

Outcomes

- Create a language shared by the team to improve communication
- Build a 'consensus-based' strategy and optimal vision for the organization
- Surface the obstructions and challenges that could jeopardize or impede the achievement of vision and goals
- Identify and define the organization's core success values
- Identify critical goals and create a tactical plan to achieve the organizational vision
- Create together the values that will be the foundation of the culture of the organization.



Course Outline



Day One

Session 1- Introduction & Analysis

- Navigation in uncertainty.
- Navigation - Past and present.
- The team's responsibility to self-navigate.
- The three steps in navigation.
- 1st Step in navigation- Asses current position.
- The N.E.W.S.™ Team Navigation Compass.
- Team questionnaire analysis.

Session 2- Three Steps in Navigation

- Management team's 'stakeholders map'
- Identifying the attributes of a 'Great Team'
- Strength & weaknesses analysis
- 2nd Step in navigation- Assess changes in the environment.
- Analyzing opportunities & threats.
- 3rd Step in navigation- Operating the compass.
- Introduction to the North.

Session 3- The North

- Analyzing past direction.
- Defining core abilities of the team.
- Defining the basic drivers of the team.
- Defining the team's optimal development direction- its "Greatness" direction.
- Defining the organization's next phase
- Identifying what the organization needs to develop now

Session 4- The North

- Defining the strategic drivers of the organization- The 'must win battles'
- Defining the organizational vision- A picture from the future
- Creating a clear, detailed & operational vision for the next 3 to 5 years

Session 5- The East

- Introduction to the East.
- Identifying the organizational DNA values.
- Identifying joint importance.
- Identifying team/ organizational values.
- Defining the values, what they mean and the behaviors that result.



- Exploring how the values are manifested in the team behaviors, both positively and negatively

Day Two

Session 1- The South

- Recap of day one
- Closing the 'be-do gap'- Gap between behaviors and values
- Individual commitments to close this gap
- Introduction to the South
- Identifying the obstacles as a team
- Discovering the limiting beliefs
- Clarifying the interpersonal obstacles

Session 2- The South

- How do we create our reality?
- Window of beliefs & paradigms
- Point of choice
- Finding out how we can breakthrough those obstructions
- Realizing new perceptions to create a breakthrough

Session 3- The South

- Overcoming our South- Finding solutions
- "Baby steps" & alternative beliefs.
- Team's agreements to overcome our South
- Personal commitments to overcome our South
- Introduction to the West

Session 4- The West

- Defining organizational critical goals
- Setting performance & execution indicators
- Choosing champions for critical goals

Session 5- Conclusion

- The tactical plan for the forthcoming year
- Individual responsibilities & commitments to achieve these goals
- 20/80 activities & weekly planning
- Summarizing the journey
- Sharing our compasses
- Long-term follow up and implementation
- Conclusion & 'take-aways'.



Methods, Duration and Process



Workshop methods

Facilitating the management team through a process of organizational navigation, providing tools and insights during the workshop.

During the workshop, participants will summarize their outcomes and agreements in a special on-line format and share it with the group.

Duration

Two full days.

The process

1. Interview of preparation with the CEO to learn and understand the situation.
2. Interview all team members 1x1, to understand their personal view and create a personal contact with each participant.
3. Pre-navigation questionnaires for all participants to analyze the starting point of the navigation process.
4. 1x1 meeting with the CEO to submit a summary of all interviews and analyzes of the questionnaires. Finalizing the agenda and structure of the navigation process.
5. Adaptation and design will be done by the facilitator of the process to customize the navigation process according to the decisions taken with the CEO.
6. Two days team navigation.
7. Meeting with the CEO following the navigation process to conclude the 2 days navigation.
8. Four annual checkpoints meetings for implementation of the navigation process.
9. Post questionnaire for all participants to analyze the end of the navigation process.
10. Summary meeting with the CEO to present the outcomes of the questionnaires and to summary the process.

