



ADAPT
BY DESIGN

Build your Resilient Business Strategy

Establish and implement the strategy you need to achieve your goals and objectives.



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We understand that it is difficult to get the time and headspace to remove yourself from the busy day to day of working 'IN' the business to focus on this critical strategic 'ON' work. The two-day offsite workshop with you, your Leadership Team and your coach is so essential that we have made it a non-negotiable step in The ADAPT Way. It establishes the level of commitment required to be successful.

This workshop focuses on building a resilient business strategy using the inputs from the Organisational Review, aspirations for yourself and the business, clarity around your vision, purpose and values, and an exploration of your economic drivers.

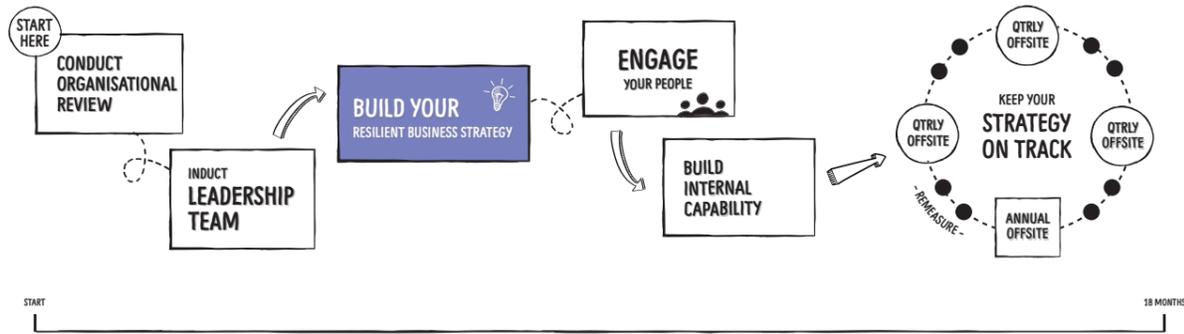
Your coach will work with you and your Leadership Team over these two days to guide you through building your Resilient Business Strategy and answering these questions:

- 1. Why do we exist?
- 2. How do we behave?
- 3. Where are we going?
- 4. What do we do – and DON'T do?
- 5. How will we succeed?
- 6. What is important now?
- 7. Who needs to do what?

Using our proven process, your coach facilitates the Leadership Team as you discuss, debate, clarify and ultimately agree on the answers to the above questions. The result is a practical Resilient Business Strategy that will be documented, communicated and implemented within the whole business.

Your strategy will be banked in the ADAPT platform, making it visible to all and supporting communication, focus and alignment across the business.

Step 1. Clarify Organisation Guidance



Craft your Purpose and Value Seeds

Healthy culture is at the core of the ADAPT Way approach. The first step in building your Resilient Business strategy is to get clarity and alignment on why you exist and how you behave.

Having a clear purpose and well-defined values helps keep everyone driving in the same direction. People understand why the organisation exists and what behaviour to expect, and this provides a stable foundation to guide the organisation.

Your purpose answers the question of why this business exists. It should talk to your cause, your passion, what you care about.

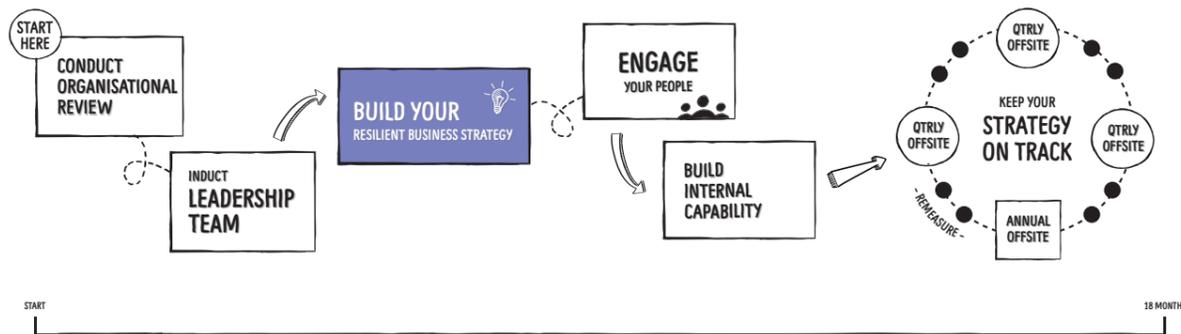
To address the question of how will we behave, your Leadership Team will create value seeds, then get input from the rest of your people to build your final values code. The more input you have from the people you work with, the better! Your coach will support you in preparing this work after you have completed the offsite workshop.

When your values are clear, it helps attract like-minded people to your business. A values code will support you when making decisions and dealing with the challenging work of managing underperformance or conflict in your business.

Determine the Vision

As the owner, you have the vision of where you see the business heading, but to bring that vision to life, you must rally your Leadership Team, painting the picture so that everyone is aligned and you gain the traction to make it happen.

Step 2. Understand your Economic Engine



Some common mistakes we see which impact a business in building an economic engine include:

1. Not solving a REAL customer problem or underserved need.
2. Lack of focus because the owner gets excited by the next shiny thing.
3. Opening up too many market segments that you can't resource.
4. Having an offering to solve the customers need, but it is not commercially viable.
5. Developing an offering that is too bespoke.
6. Not enough thinking about focus versus diversification.
7. Not enough clarity on your point of difference.
8. Processes not systematised to ensure consistent quality of service and product is delivered.
9. An ineffective lead generation and non-systematised sales process.



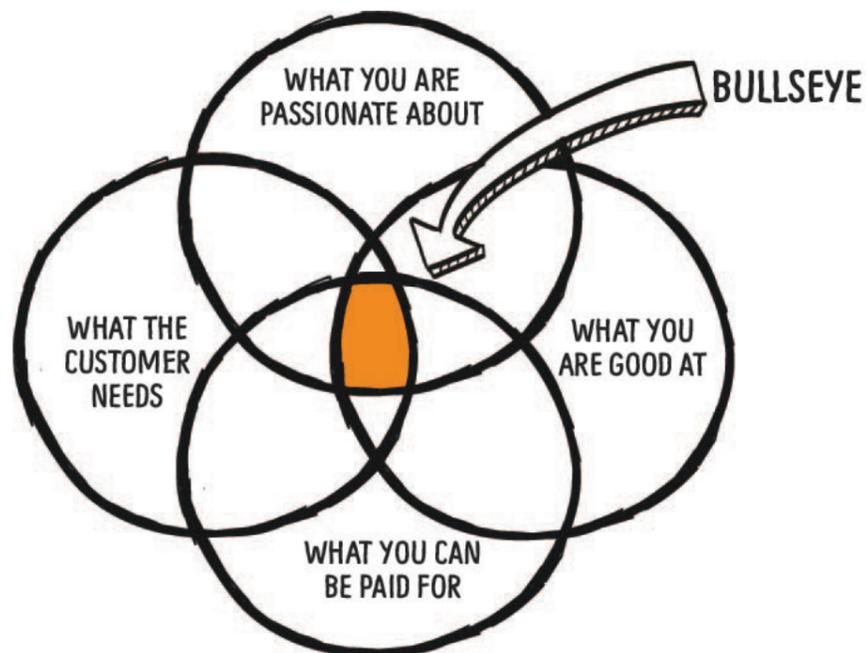
We use the results from the Resilient Business Assessment done as part of your Organisational Review to determine some of the strengths and weaknesses in your Economic Engine.

What is your Bullseye?

To successfully build a resilient business, you must establish your Bullseye.

A business can quickly go off track, becoming distracted by perceived opportunities or overly focused on perceived threats. Or simply the owner gets bored! It's important to define what you do clearly, so you can be clear about what you will *not* do.

Getting this focus is what we are going to refer to as your business's Bullseye. Some call it the sweet spot or core focus. In *Good to Great*, Jim Collins calls it the Hedgehog. In Japan, they have the idea of Ikigai. Your business's Bullseye is the intersection of what you are passionate about, what you are good at, what your customer needs and what you can be paid for.



What you are passionate about

With the help of your Leadership Team, you have defined your business's purpose, your reason for being. The purpose should answer the question of what you are passionate about?

At ADAPT, our purpose is to help owners build resilient businesses. We are passionate about supporting the success of owner-led businesses.

What you are good at

A whole lot of passion with no competency is not a recipe for success. We can often understand a business's core competency by looking at the owner's own experience in a domain. It's essential to be realistic about your business proficiencies and where your strengths lie.

At ADAPT, our founder was a business owner and entrepreneur. He built a business that provided geoscience data management software and services for the mining industry. He rode the waves of running a business in a boom and bust cycle and empathised with the many challenges an SME faced. This experience, plus the experience of other business owners and people who came from the adult learning and leadership coaching space, provided the core competency to build ADAPT.

What the customer needs

You need to be crystal clear about what the customer needs. Sadly, we have seen many businesses fail because the owner assumed they knew what the customer wanted. Understanding your customer needs is not a do once, set and forget exercise. It is important for your 'customer's voice' to be in every decision you make in your Economic Engine.

What you can be paid for

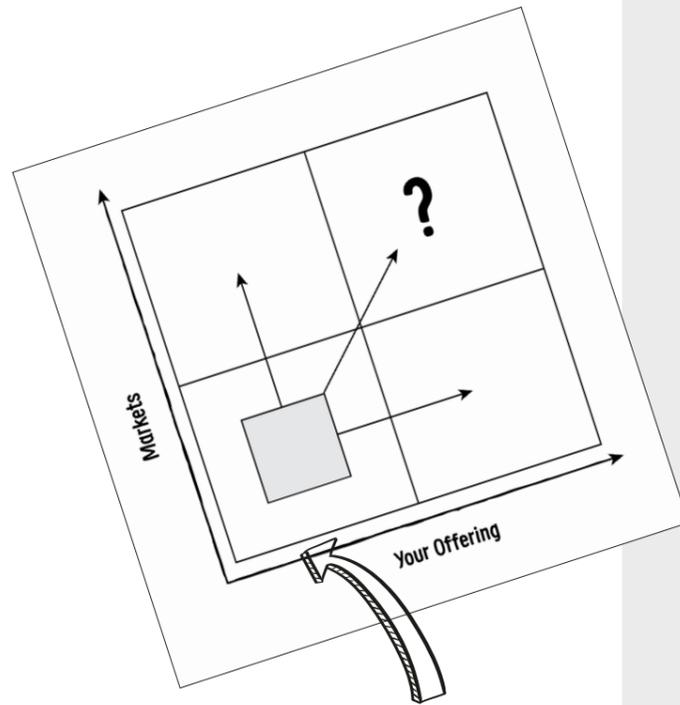
You need to establish a fair commercial exchange that the customer sees as valuable while providing financial security to the business.

Your Market

With your Bullseye firmly established the Leadership Team have the focus to go deep and understand your Economic Engine.

Describe your market as clearly as possible. This description could include type, business to business or business to consumer, industry, size and geography.

You then list the customers you wish to target your strategy at and identify what those customers NEED. Being able to satisfy that need is key to your offering being successful.



Graph where your market and your offering sit. You can then plan where you want to go - a new market or a new offering?

ADAPT Example...

Market Description:

Small to medium privately owned businesses operating from Australia.

Customer Roles:

Owner, Leader, Employee, Technology Catalyst, Coach.

Example Customer Stories:

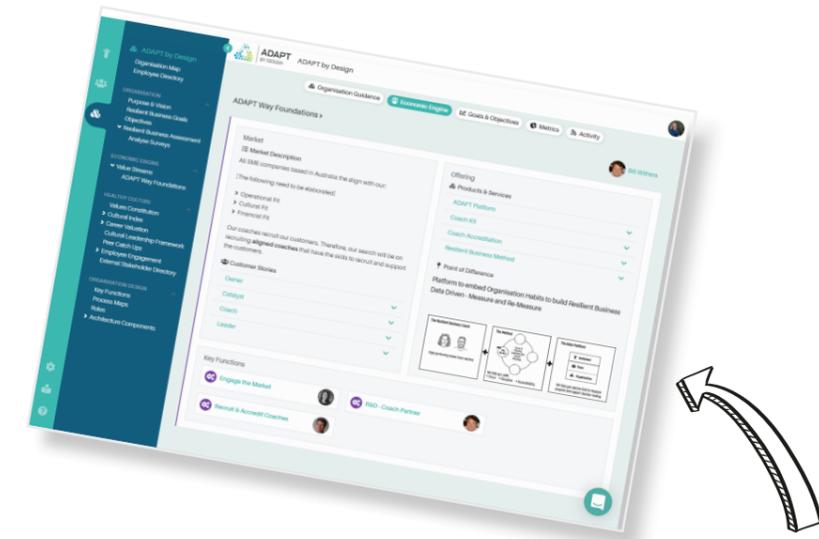
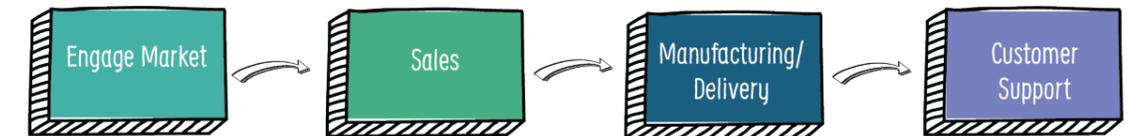
As an Owner, I want to run my business in a way that delivers on my aspirations.

Your Offering

Describe the products and services you are taking to the market.

Identify who your competitors are and what makes you different. Why would your targeted customer buy your products and services over another business doing something similar?

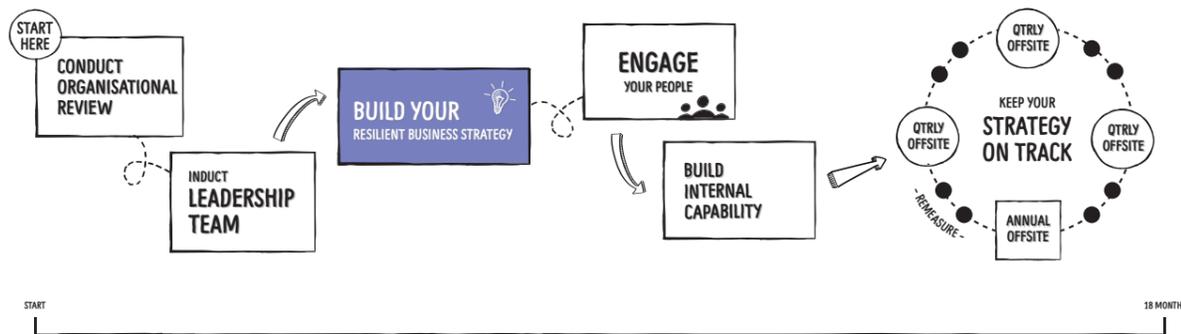
Describe the key functions that you undertake in your Economic Engine to add value to your customers and ensure they are understood by everyone in the organisation. Capturing these in the platform will help you to rise above and 'see' the flow in the system.



You can capture the details of your Economic Engine in the platform, making it transparent to everyone in your business.

Step 3.

Set your Goals and Objectives

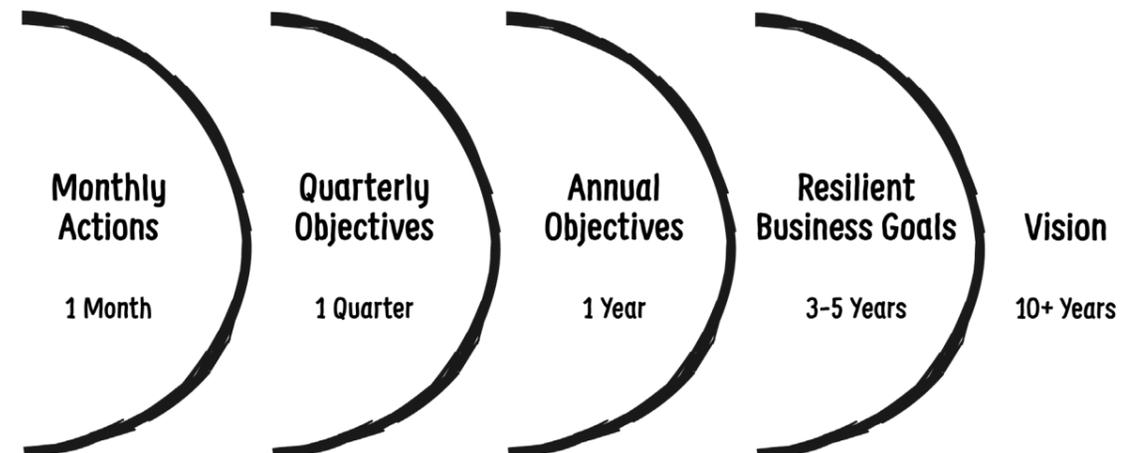


With your clear purpose, vision and values now agreed and a shared understanding of your Economic Engine, it's time to think about how you are going to be successful in making your vision a reality.

Your ADAPT coach will use proven processes to facilitate the Leadership Team as you discuss, debate, clarify and agree on your business strategy.

Your strategy will articulate your Resilient Business Goals, Annual Objectives and Quarterly Objectives.

Objectives should be measurable with clear accountabilities, key results, and time frames. They will be banked in the ADAPT Platform, making your Resilient Business Strategy visible to everyone in the business.



Your Resilient Business Goals

To work towards your vision, you need to identify your Resilient Business Goals. These are your 3-5-year goals across the business. Your coach will support your team to ensure you are considering the whole system when you set them.

Just like your vision, you use these goals as a way of communicating and motivating the organisation on the direction you are taking.

Setting clear goals will also help focus energy, reduce confusions and support your decision making.

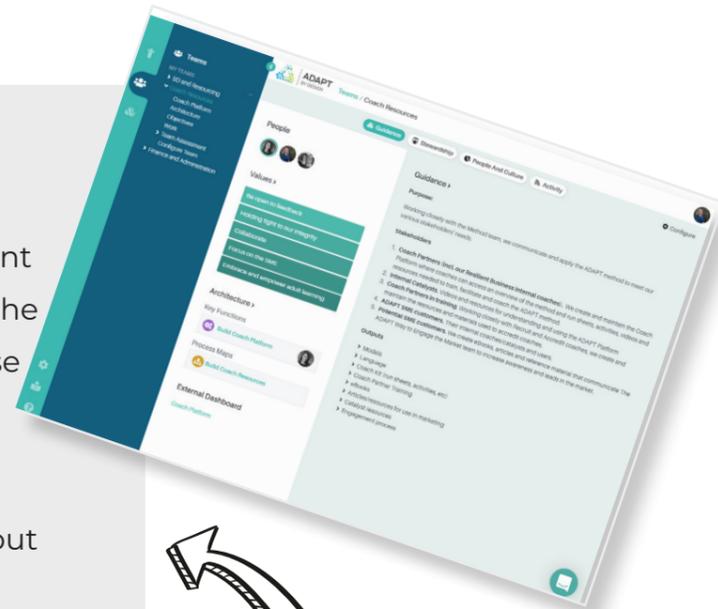
Example Goals...

Economic Engine: We want to expand our offering to the Eastern States and increase revenue to \$15M.

Architecture: Design our business to leverage without an exponential increase in employee numbers.

Healthy Culture: We want to develop leaders from within the organisation – not external.

Financial Security/Ownership: We want owners to be leaders in the business.



You capture your goals in the platform.

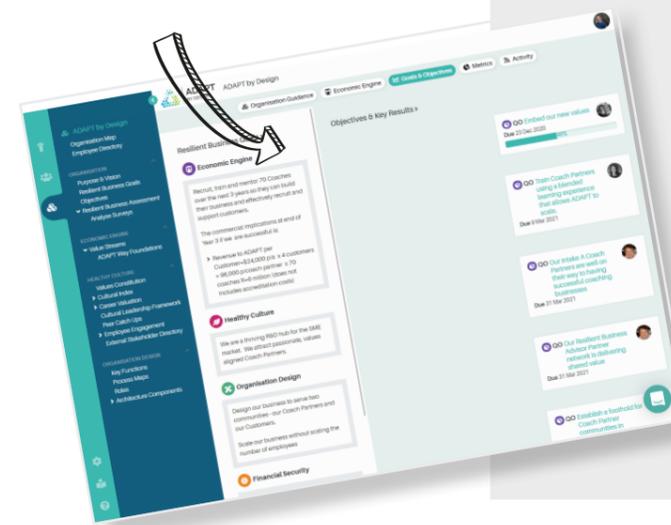
Objectives and Key Results

To support the implementation of your strategy, your coach will work with you to set some Annual and Quarterly Objectives with clear Key Results (OKRs).

Objectives and Key Results should be visible and shared with everyone in your organisation. The introduction of OKRs to your business will bring the focus, energy, alignment and accountability you need to be successful.

Your objectives break down the work you need to be doing in the next year and 90-days.

The platform captures your Objectives, allowing you to link Annual - Quarterly - Team objectives and related actions.



Tips for writing a good OKR...

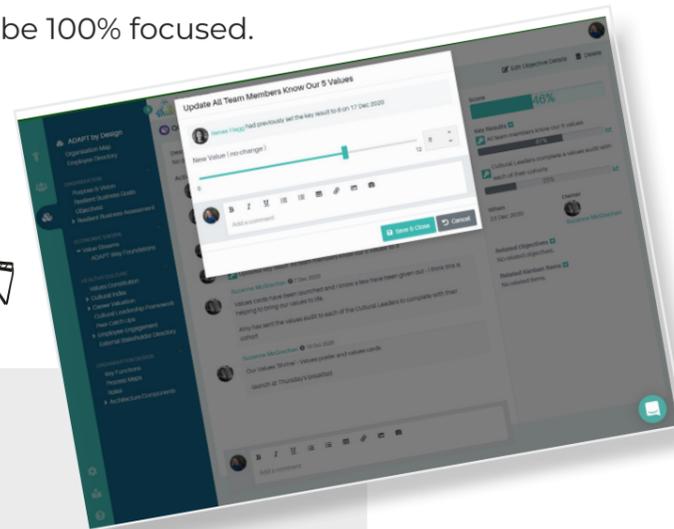
- ▶ Limit the number. No more than five Organisational Objectives and 2-3 key results p/objective.
- ▶ Measure progress; Key Results could be \$, units, % change.
- ▶ Be transparent. Make them to visible to everyone.
- ▶ Grading should be simple and take very little time.
- ▶ Link Organisational Objectives to team and individual actions.

Keep your Strategy on Track

Each month your coach will facilitate your Leadership Team in a Navigation Meeting to check in on the progress of objectives and capture monthly actions. Your coach will help you to stay accountable for keeping your strategy on track.

Running a tight monthly Navigating meeting focused on the ON work will give your business huge traction with implementing your plan. Your Coach will facilitate so you can be 100% focused.

As part of your Leadership Meeting you will update your Key Results for each Quarterly Objective in the platform.



Leadership Team Meeting Agenda....

- ▶ Check-in
- ▶ Critical numbers
- ▶ Spotlight on People/Culture
- ▶ Spotlight on Customers
- ▶ Review actions
- ▶ Review Quarterly Objectives - on track/off track?
- ▶ Issues List review – prioritise - discuss - decide
- ▶ Document what decisions were made
- ▶ Check out and rate meeting

