

STRATEGIC ACCELERATION

THE PROCESS

Tony Jeary

COACH TO THE WORLD'S
TOP CEO'S AND HIGH ACHIEVERS

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What's ahead? Most of us want to know what the future holds and our best hope is to know it with certainty! Unfortunately, the only certain thing about the future is uncertainty. That means leaders have to be diligent and prudent in creating organizational strategies for the future.

The speed of life today can produce instant and shocking change, without warning, and sometimes it is the kind of change that forces leaders to adapt and strategize in less than controlled or serene environments! The economic events of 2008 are a perfect case in point.

The manuscript for Tony Jeary's new book, *Strategic Acceleration* was completed months before the economic meltdown of October 2008 and, while we are as concerned about the current economy as anyone, these recent events have powerfully validated the basic premise of the book. The core message of *Strategic Acceleration* is that economic and social changes created by the speed of life today demand a new way of strategic thinking to support and sustain the creation of superior results. After all, leadership and success is essentially a results contest and if you don't get the results you want and need, your vision will not become reality.

This document is intended to give you a brief overview of the core principles of Strategic Acceleration and to explain the process by which Strategic Acceleration can be embraced and implemented by your leadership team.

While this document gets to the heart of Strategic Acceleration in an abbreviated form, there is no substitute for reading the entire book. I would encourage you to do that because the book has a rich quality and contains some profound discussion that will impact your thinking in a powerful way.

We look forward to continuing a dialogue with your leadership team and assisting you with integrating the Strategic Acceleration process,

Very Truly Yours,



STRATEGIC ACCELERATION

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STRATEGIC ACCELERATION

CORE PRINCIPLES AND CONCEPTS

THE SPEED OF LIFE

The speed of life is a global condition that presents a strategic challenge for those who lead and manage organizations. The speed of life combines excessive amounts of unrefined information with a glut of choices and opportunities and presents itself in the form of confusion and distraction! How well leaders function within this constant condition determines value, competitive advantage and the ability to create results that will convert a vision or a dream into reality.

The speed of life can't be stopped but it can be understood and leveraged in a positive way. It is a fact that knowledge and information have always been a cornerstone of power, influence and achievement! However, the speed of life generates so much information it creates distractions that unwittingly lead people into well-intentioned *busyness*. *It is a form of busyness that marginalizes results*. The solution is to identify and deploy high-leverage activities that harness the right information at the right time and focus on actions that will move the results needle! Strategic Acceleration combines a method of strategic thought with a practical process that consistently produces superior results, faster.

The challenges of contending with a global economy and the complexity of all the forces that influence economic well-being demand flexible, effective leadership responses. Leaders must be able to guide their organizations through periodic times of unforeseen stress that are and will continue to be inevitable.

The only certain thing about the speed of life is uncertainty. It is impossible to accurately forecast future conditions over a long period of time, so that a leadership approach based on the principle of *“going as far as you can see – so that you can then see farther ahead”* is needed. Such a strategy is created by concentrating on the three strategic issues that matter most: Clarity, Focus, and Execution.

CLARITY

If there is no cohesive vision among leaders there is little chance of achieving sustained organizational success and superior results. Most organizations have adopted vision and mission statements; however, many within those organizations find it difficult to articulate the vision or mission, without reading it. This condition is typical and may be evidence that leadership does not have clarity about what it really wants and how to achieve it. Unless there is clarity regarding a vision – there is no vision!

When leaders have clarity concerning their vision it lives! It also creates zeal and passion for the commitment and determination needed to execute the vision. A powerful effect of clarity is that it creates positive perceptions of leadership's vision and negates the need to *push* others toward it. The vision itself becomes able to pull the entire organization forward. The pulling effect is created because clarity impacts people at the level of belief and produces voluntary change in their attitude and behavior.

Clarity is achieved when leaders have an unfettered view of their vision and are united in understanding what they really want, why they want it, the value of doing it and the highest purpose for doing it! The purpose of a vision is understood when its importance to all is clearly and simply stated. Value is found in the felt needs that the vision will touch and fill.

FOCUS

Focus is the opposite of distraction! Organizational success hinges on the ability to cut through the clutter created by the speed of life and focus on the high-leverage activities that directly impact results. Focus is not something that comes naturally for most people, and that is why it is a skill that must be learned, polished, and practiced. Specifically, focus is a thinking skill that is acquired as a result of mental discipline.

Focus is rarely treated as a strategic skill, and most people haven't really spent much time factually examining how well they focus. For this reason, focus does not get the respect it deserves and is usually treated as a 'time-management' issue, which minimizes its true importance. The heart of the focus issue is

distraction and distraction is a natural occurrence in every person's life. Even the most organized people with the greatest time management systems can be routinely distracted.

Because the human mind serves as a connector of facts and information, fresh input is the raw material of creativity, opportunity recognition and problem solving. The mind is always hungry for new information because it stimulates thought and is fulfilling. Unfortunately, the basic process of thinking provides the opportunity for distraction. Distraction is always the path of least resistance and the most natural activity for the mind to embrace. The speed of life offers up scores of opportunities each day that lure us into distractions that gobble time.

Evaluating the ability of an organization to focus is a matter of measuring how well predetermined objectives are completed on time. Being late for meetings, missing telephone appointments and completing projects behind schedule are indications of an organization's inability to focus. To defeat distraction a clear view of current conditions must be understood in relationship to the vision leaders hope to execute. Between today's conditions and tomorrow's hope is a gap that must be crossed. In that gap is every goal, objective and action step that must be taken to be successful. Achieving focus is a matter of identifying the high-leverage activities in the gap that powerfully impact results and developing the mental skills to ensure they receive the time they deserve.

EXECUTION

Executing a vision and creating superior results faster requires persuading others to take action that exceeds normal expectations in a positive way. Unless expectations are exceeded, the results of yesterday will continue to be the results of tomorrow. Because it is impossible to force people to exceed expectations, it means they must do so voluntarily. They must become willing to make voluntary changes in their behavior and it is the responsibility of leadership to persuade them to do so.

The ability to persuade and motivate others has a direct impact on achieving superior results, faster. As organizations gain

clarity and develop focusing skills, the need to concentrate on high-leverage activities becomes paramount. However, identifying and focusing on those activities is only the beginning. Once an organization's high-leverage activities are known, the challenge of actually doing them becomes the issue. People must be persuaded to focus on these activities and to act quickly! This always involves exceeding expectations.

There is more to exceeding expectations than adopting the idea as a business strategy. Exceeding expectations has its greatest impact when it is adopted by individuals as a way of life. When you have a group of people who are willing to exceed expectations in the normal course of their daily activity a powerful force for superior results is created.

People are persuaded to exceed expectations based on the positive strategic presence of the leadership team. Leaders create images of influence in the minds of those they lead and those images define the organizational perception of leadership. It is this overall persona that creates Strategic Presence. Leaders are constantly creating positive and negative Strategic Presence based on their values and their behavior. The most important fact about Strategic Presence is that it produces two possible reactions in others. It either produces voluntary cooperation or it produces various forms of resistance. If the Strategic Presence of leadership is highly positive, people will be more likely to support the vision of leadership. If the Strategic Presence of leadership is negative, people will not be willing to exceed expectations. They may actually try to undermine the goals of leadership!

The key to persuasion is Strategic Presence and the ability to communicate strategically is the foundation for both. Organizations frequently treat communication as a collection of skills, or just another training or coaching objective. This idea represents a tactical approach to communication. If execution can be seen as a train rolling down a track to a predetermined destination, communication is the engine that powers the train!

THE PROCESS

Strategic Acceleration is a concept designed to help leaders develop new ways of thinking about the issues of Clarity, Focus and Execution. It is also a process by which leaders may work with the Tony Jeary Team to turn these concepts into a practical working strategy and an organizational action plan. The process unfolds into a three-part activity whereby the Jeary team fills the role of a Strategic Collaborator, facilitating the development of leadership's execution strategy for its vision.

The goal of the Strategic Acceleration process is to make the concepts of Clarity, Focus and Execution come to life and produce the following three specific results among the senior leadership group and the management team at large:

- A. Make the concepts of Strategic Acceleration *intuitive among the leadership team*.
- B. Make the concepts *memorable*.
- C. Make the concepts *habitual*.

These three objectives are accomplished by the three parts of the Strategic Acceleration process. A brief description of the elements of each part follows and a matrix is provided to present a visual depiction of the process.

Part A: Assessment (Make it Intuitive)

Part A has two components. The first component is a series of personal, telephone interviews of the leadership team by a member of the Jeary Team. The purpose of the interview is to collect information that is reflective of the leadership group's collective strategic belief about the organization's vision, its value and its purpose. The interviews also document the degree to which the leadership team is prone to distractions and how aware each team member is of the high-leverage activities that create results. Finally, the interviews establish the team's current perception regarding the Strategic Presence they have created and the various images of influence that contribute to their Strategic Presence.

These interviews are the first step in raising the concepts of Strategic Acceleration to a higher level among the leadership team.

The second component of Part A features a Jeary Team Leadership Report that compiles the data collected during the interviews and presents that information in a straight-forward, direct manner. The Leadership Report documents three specific subjects that lay the foundation for building a powerful strategy using clarity, focus and execution.

The three issues presented in the Leadership Report are:

1. **Perception Gaps:** The leadership interviews typically expose variances of opinion and perception about current conditions as it relates to vision, distraction, high-leverage activities and strategic presence. The report captures these gaps in perception and makes recommendations to unify them.
2. **More of Less of:** Since concentrating on high-leverage activities is key to achieving superior results faster, an evaluation is provided that indicates what the leadership team might do more of and less of to increase their effectiveness. This information helps set the stage for strategy development in Part B of the Strategic Acceleration process.
3. **Strengths and Opportunities:** The interviews will expose the collective opinions of leaders about organizational strengths and the opportunities that exist if the right conditions can be met. The report presents this information and makes recommendations about future strategies that can be adopted to maximize organizational strengths and direct to its full potential.

The leadership interviews and the Leadership Report set the stage and provide a foundation for developing powerful future strategies for the organization. Strategy creation is accomplished in Part B of the Strategic Acceleration process.

The interview process and the Leadership Report also have the effect of intuitively elevating the strategic issues leaders must

address to increase their effectiveness.

Part B: Strategy (Make it Memorable)

Part B is accomplished through a two-day Leadership Strategic Facilitation event with Tony Jeary and the senior leadership team of the organization. This two-day facilitation enables the creation of a unified vision and creates a strategic blueprint for action. This event is followed by a one-day event for up to 150 additional management team members that unifies the entire leadership group to embrace the common strategy to execute the vision.

Creating the Vision and Blueprint

The senior leadership team comes together for a two-day, fast-paced, high energy session with Tony Jeary in his Strategic Acceleration Studio. The session is characterized by the following:

Strategic Collaboration and Facilitation

The Strategic Collaboration session with Tony Jeary utilizes a powerful collection of tools, resources and proprietary tools that swiftly move participants through thought processes and decisions that shape execution of their vision and strategies into a laser-like focus. The resources available in the Strategic Acceleration facility are extensive and immediately accessible by Tony as he works with his facilitation support team. Participants have access to critical data related to best practices within many diverse industries. The material includes over 2500 of the best business books ever written, as well as audio and video clips that provoke thought and creativity. Tony expertly blends all of these resources into a powerful facilitation process that produces dramatic results, quickly. The specific tasks and actions accomplished during the senior leadership sessions are:

Creating/Affirming The Vision

Gaining clarity for the organization's business is the first step in the Strategic Acceleration sessions with Tony. The Leadership Report created in Part A provides the factual

basis to begin to define the gap between current conditions and the eventual realization of the vision. The agenda for creating the vision contains activities that produce the following:

- **Creation of Objectives:** The strategic objectives for the facilitation process are clearly established in detail.
- **Clarifying the Vision:** Tony leads the group through a proprietary process that culminates in a clear statement and laser-focused understanding of the organizational vision. The process involves, but is not limited to:
 - i. Determination of purpose and value – Clarity is only achieved when the value and purpose of a vision has been clearly stated. Tony leads participation through 13 specific issues that relate to value and purpose.
 - ii. Competitive Comparison – Understanding competitive advantages and disadvantages are key to the development a powerful unique selling/marketing positions. Tony facilitates a proprietary process that produces clarity on the strategic issue of defeating the competition.
 - iii. Persuasion and Strategic Presence – Every leader and every business continually creates images of influence that contribute to success as well as failure. Tony facilitates new understanding of this strategic component of Communication Mastery by leading participants through over 25 strategic issues that impact images of influence.
 - iv. Strengths & Opportunities – Tony facilitates participants through a proprietary process that identifies not only the strengths that will support execution of the vision, but identify the real opportunities that exist for future growth and success.

- v. High-leverage Activities – The team identifies and agrees upon the high-leverage activities that must become the action priorities of the organization.
- **Focusing the Team:** Tony leads the participants through a proven process that produces laser focus on the specific issues that must be recognized and form the basis for powerful execution of the action plan.
 - vi. Communication Mastery Mini-Workshop
 - Tony rapidly condenses the strategic essence of Communication Mastery which is to enhance the ability of leadership to persuade and generate a positive strategic presence. The concepts elevate Communication Mastery to the level of becoming a strategic asset for flawless execution. The basic components of the workshop are:
 - The Belief Window and its power
 - The Inspirational Model for Persuasion
 - Creating Images of Influence and Strategic Presence
 - Creating Performance Standards
 - The Presentation Universe
 - The Strategic Information Arsenal

Creating the Action Blueprint

The final stage of the two-day leadership facilitation event produces an Action Blueprint to propel the organization forward and execute the vision of leadership. The Action Blueprint contains:

- Clear Specific Strategies & Objectives
- Specific list of high-leverage activities needed to execute strategies and objectives

- Specific list of tangible and intangible resources needed to execute the strategies
- Action steps with owners and time-lines
- Criteria to measure results

Following the two-day strategy session with the senior leadership team, the Strategic Acceleration process moves forward to unify the remainder of the management team and communicate the blueprints created during the strategy sessions.

Communicate the Vision and the Blueprint

Once the senior leadership group has completed its work and created the vision and the blueprints for action, there must be a process for engaging the remainder of the management team so that organizational clarity, focus and execution can be unified. This unification of the management team occurs during a one-day live event and can accommodate up to 150 managers. Tony Jeary personally facilitates this event.

During the management unification event, Tony takes participants through an accelerated version of the strategy sessions conducted with the senior leadership team and secures personal buy-in and support for the organizational vision and action blueprints. The day is organized to produce an atmosphere of inclusion so that the management team knows they have had a part in creating the vision and the blueprints for action.

Part C: Methodology (Make it Habitual)

Following the creation of the action blueprints and the unification of the management team there should be a time of reinforcement so that the leadership team can make the issues and solutions offered by Strategic Acceleration habitual. Periodic personal coaching of

the senior leadership team by Tony Jeary for the first year is the most powerful and effective way to achieve this goal. To make anything habitual there must be guided repetition and focused practice that takes a leader through a process that focuses on three strategic issues:

Alignment:

The Speed of Life continually introduces distractions that have the potential to threaten clarity, focus and execution. Personal coaching helps leaders ensure their attention remains on the goals and priorities created during Part B of the Strategic Acceleration process and that they do not fall back into old ways and practices.

Effectiveness:

The key to effectiveness from an action standpoint is to ensure that focus be maintained on the high-leverage activities that move the results needle. Leadership coaching ensures that this issue will remain in the forefront of the team’s daily effort. In addition, leaders benefit from coaching that enables them to create positive strategic presence and develop the communication approach that will persuade others to exceed expectations and create superior results faster.

Measurement:

Finally, there must be measurement and accountability to ensure that the priorities and desired results are met. The best method to ensure this result is to include the elements of Strategic Acceleration into performance reviews throughout the enterprise, bonus formulas and specific expectations about production and results. The Jeary team works with the management team to develop and initiate the methodology needed to penetrate the entire

organization and measure results.

Strategic Acceleration ☐ <i>"Creating Superior Results Faster"</i> ☐ The Process ☐				
PART A: Make it Intuitive ☐				
	Item ☐	CLARITY ☐	FOCUS ☐	EXECUTION ☐
A ☐ S ☐ S ☐ E ☐ S ☐ M ☐ E ☐ N ☐ T ☐	Leadership Interviews & Surveys ☐	Strategic Beliefs ☐ Vision, Value and Purpose ☐	Current Conditions ☐ Distractions and High-leverage Activities ☐	Images of Influence ☐ Persuasion & Strategic Presence ☐
	Leadership Report ☐	<ul style="list-style-type: none"> • → Perception Gaps ☐ • → More Of Less Of (MOLO) ☐ • → Strengths and Opportunities ☐ 		
PART B: Make it Memorable ☐				
	Item ☐	CLARITY ☐	FOCUS ☐	EXECUTION ☐
S ☐ T ☐ R ☐ A ☐ T ☐ E ☐ G ☐ Y ☐	Create The Vision ☐	Strengths & Opportunities ☐	Define The Gap ☐	Images of Influence ☐
	Create The Blueprint ☐	Vision, Purpose, Value ☐	Strategies, Objectives & Action ☐	Communication Mastery ☐
	Communicate The Blueprint ☐	<ul style="list-style-type: none"> • → Management Team Unification ☐ 		
PART C: Make it Habitual ☐				
	Item ☐	CLARITY ☐	FOCUS ☐	EXECUTION ☐
M ☐ E ☐ T ☐ H ☐ O ☐ D ☐ O ☐ L ☐ O ☐ G ☐ Y ☐	Alignment ☐	Commitment ☐	Performance Standards ☐	Goals and Objectives ☐
	Effectiveness ☐	Mentoring and Coaching ☐	Distractions and High-leverage Activities ☐	Persuasion & Strategic Presence ☐
	Measurement ☐	<ul style="list-style-type: none"> ▪ → Performance Reviews ☐ ▪ → Bonus Formulas ☐ ▪ → Production & Results ☐ 		

