



Unleash the magic within your organisation

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In this issue:

- Article: The 3 Q's of the strategist. How a strategist combines IQ, EQ, and SQ to develop a powerful strategy.
- Why it is important not to simply follow the latest trend of SQ, but to use our full range of intelligence: IQ, EQ and SQ.

What's new from Change Designs

- Strategic tools and workshops which help your team to combine their IQ, EQ and SQ into a powerful strategy for your organisation.

The Change Designs newsletter is free to clients and members of the Change Designs Community.

The purpose of this newsletter is to provide thought provoking articles, practical change tools, motivational quotations, and ideas to help you in your job as leader, consultant, or strategist.

I hope you find the information contained in this newsletter practical, inspirational and useful.

Please feel free to email me suggestions of topics you'd like to see in future issues. And forward this newsletter to friends who are interested in strategy or change.
Kind regards

Ruth Tearle. ruth@changedesigns.co.za

THE CHANGE MASTER SERIES

A series of change and strategy courses
Packed full of practical
intellectual, emotional, and spiritual tools
for consultants, leaders and strategists.

Learn how to capture the imagination of your customers and employees

SETA accredited.

**The Change Leader . 13, 14 Sept. CT.
Innovation & Implementation. 20, 21 October. CT.**

For more information visit www.changedesigns.co.za or contact Ruth Tearle at 021 712 2154.

N.B. Bookings close 2 weeks before the event.

STRATEGIC TRENDS 2004.

A tool for the mind of the strategist.



- Up to date macro environmental research on political, social, economic, technological and business trends.
- In a card (game like) format that can be used to trigger innovation in groups.
- Ideal for strategy, innovation, marketing, and HR workshops.
- A useful tool for generating 'out of the box' thinking in groups.
- A fun way of educating teams about the latest strategic changes, and encouraging creative participation.
- An essential part of every consultant and facilitator's toolkit.

Price for a set of 50 cards. R1500 plus VAT = R1710 per set.

For more information go to
http://www.changedesigns.co.za/StrategicTrends_facilitators_kit.htm.

A STRATEGIST CREATES FUTURES.

THE INTELLIGENT STRATEGIST.

In the 70's and 80's, intelligence was all in the mind. (IQ) a measure of intelligence, focused on thinking and reasoning skills. And the 'rational man' was much admired.

The work of a strategist then involved thinking:- applying research to analytical tools and models.

In the 1990's, EQ or emotional intelligence broadened our view of the smart leader.

Strategists began to explore how to get stakeholders to 'buy in' to their strategies, and how to 'overcome resistance to change.'

In the new millennium, the concept of 'SQ' or 'spiritual intelligence' has been added to the skill set required by leaders.

Strategists are looking at how to capture the imagination of their customers and how to inspire their employees to channel their energy into actions that support the company's vision.

The role of a strategist has got a whole lot larger.

Imagine if you had the power to create the future:

- The future of the organisation you work in.
- Your own future, and that of your family.
- The future lives of your employees and their families.
- The future lives of your customers.

Imagine if you had the power to determine:

- Whether your company will earn healthy profits in the future, or whether you will be forced to cut costs and retrench staff.
- Whether your customers and staff will be bored and cynical about your products and services, or whether they will be excited and energised by the work your company is doing.

As a strategist you are responsible for far more than simply developing a strategic plan.

You are responsible for helping your organisation, and the people within it to create their futures.

THE POWERFUL STRATEGIST.

A powerful strategist does far more than develop a strategy.

He uses all the tools in his treasure chest: IQ, EQ, and SQ in order to:

- Avoid the 7 traps of strategy
- Help his team to create a powerful strategy and thus a successful future.

The work a strategist did yesterday,
set the foundation for the achievements and challenges of today.
The work a strategist does today,
creates the world of tomorrow.
Ruth Tearle

THE SEVEN DEADLY TRAPS OF STRATEGY.

Many leaders believe that simply attending a two-day strategy workshop is 'doing strategy'. But as the little boy discovered in the fairy story 'The emperor who had no clothes', pretending to do strategy, without engaging the minds, hearts and spirits of your leaders, can be damaging to your company's future. And indeed to your own career.

Here are seven traps of pretence that any strategist should avoid.

THE SEVEN DEADLY STRATEGY TRAPS.

- 1. Squeeze strategy in between other more important events.** Dates are booked for a strategy session, but there is little commitment or energy from the leaders. The strategy sessions get cancelled, or postponed. The time available to do strategy is reduced from three days, to two days, and finally to the afternoon just before a public holiday.
- 2. Do strategy via presentations and debate.** The leaders go away for a 2-day strategy conference. They spend one and a half days 'listening to presentations' and asking questions of the presenters. The last half a day is spent with a facilitator 'engaging the group in a debate.' Somehow, a few strategic focus areas emerge. These are written into the company's strategic plan, but nothing really changes.
- 3. Delegate strategy to a project team.** A team of potential leaders is given the task of formulating strategy. They begin with hope, excitement, and by doing research and analysis. They use every model available: Trend analysis, Porter's 5 forces, scenario development, SWOT analyses, balanced scorecard and financial analyses. They analyse their current mission, objectives and strategies. They develop strategic options. They evaluate these options and present their findings to the executive management. The leaders demonstrate through their questioning (or interrogations) who holds the power in the company. The youngsters leave with their self-esteem in tatters.
- 4. Do strategic analyses without a solid foundation of research.** Leaders analyse trends, markets, and competitors. They do scenarios and SWOT analyses. But they do this without any research. The outcomes of their analyses are vague. And nothing really changes.
- 5. Ignore the creative side.**
While the strategic research, and analysis may be excellent, little creative thinking takes place. No paradigms are broken. No excitement is generated. The strategies that emerge are predictable. People leave with a feeling of 'why did we bother?'
- 6. Fail to act.** A brilliant, inspiring strategy has been developed. The focus then moves to the question of 'what do we need to do, to make the strategy work?' Leaders suddenly become aware of how the strategy will impact on their power bases, and their careers. They then try to find flaws in the strategy or the process to justify their need to maintain the status quo.
- 7. Fail to inspire your people.** The CEO and his team go on exhausting road shows to communicate their strategy to their people. A quiet comment is heard after the presentation. 'Why should I burden myself with additional work to make the CEO richer?' What are the chances of this strategy being a success?

The biggest trap of all is pretence.
Ruth Tearle

THE ROLE OF A POWERFUL STRATEGIST

A powerful strategist plays the following roles:

- **Sooth sayer.** A soothsayer or seer, 'is a person who sees the future.' The strategist seer helps his team to imagine the future world within which they will be competing. He begins by reading the palm of the organisation. He identifies its competencies and unique strengths. He throws the bones and researches changes occurring in the macro environment, the markets, the industry and the competitors of the business. He then uses the crystal ball of scenarios, and imaginative thinking to help the team to visualise the future within which the business will operate.
- **Sculptor.** A sculptor is an artist 'who carves a form' out of raw materials. The sculptor strategist creates a unique role or purpose for the organisation. He predicts the reason why the organisation will be successful within the soothsayer's imagined future. The sculptor begins by defining the organisation's future target markets. He then provides the future shape of the organisation by defining why its future customers will choose to support it, rather than any future imagined competitor. Having got the basic form for his sculpture, the sculptor then carves away everything that isn't the sculpture. So the strategist changes systems, structures, rewards, alliances, products and services to ensure that everything supports the organisational purpose.
- **The politician.** A politician is someone who is 'skilled in the art of maneuvering and manipulation.' The politician strategist knows the power players in the organisation. He knows what drives each leader. He knows who is motivated by ego. Who by money. Who needs to be recognised. Who thrives on 'making a difference'. The politician knows whom to involve, in what ways in the strategy process, to ensure that he gets the support he needs.
- **Guru.** A guru is 'a person who gives personal spiritual guidance to his disciples.' The strategist guru, shows how each individual employee in the company, can contribute to the greater, noble goal. He helps individual employees to discover their unique personal purpose. Then he shows them how to channel their energy and talent towards living their purpose, whilst acting in ways that support the company's goal.
- **The jail buster.** While at work, many employees find that their talents, passions, creativity, imagination, and energy are locked behind bars of the company culture. Fearful managers who want to 'be in control', and 'avoid making mistakes', often hide the keys to creativity, energy, passion, self-confidence, and innovation. The jail buster strategist shows employees how to escape from their prison of boredom and fear without alerting their fearful managers. He provides the key to unlocking their talents, creativity, and energy. He shows the employees how to frame their passions as 'simply a tool for helping the company to achieve its strategies.'

To perform all of these roles, a strategist needs to combine 3 aspects of human intelligence:

- Intellectual Intelligence. (IQ)
- Emotional Intelligence. (EQ)
- Spiritual Intelligence. (SQ)

**Use your head, heart, and soul
to lead your organisation
towards a successful future.
Ruth Tearle**

THE MIND OF THE STRATEGIST. (IQ)

THE MIND OF THE STRATEGIST. (IQ)

Before doing strategy, the strategist applies his mind to the unique challenges facing the organisation. He then answers these three questions.

- 1. Is strategy the best solution for the organisation right now?**
- 2. What is a powerful strategy?**
- 3. What information, research, and analysis do we need to create a powerful strategy?**

WHEN NOT TO DO STRATEGY

Think twice before attempting to do strategy, if any of the following conditions exist.

- **Conflict at the top level.** Conflict brought into a strategy session will prevent leaders thinking rationally and creatively about what is in the best interests of the organisation. Use interventions such as role clarification, or teambuilding to resolve conflict at the top level *before* doing strategy.
- **The CEO isn't committed to the strategy process.** The primary owner of the strategic plan is the CEO. He is the person who drives the strategy through the way he allocates resources and priorities. Don't do strategy if the leader doesn't want it, or if the CEO has left the organisation and a new leader hasn't been appointed yet.
- **A focus on survival.** Any operational crises that may affect the survival of the business need to be resolved before leaders can focus creatively on the future. Complete cost cutting exercises, retrenchments, and major systems or operational changes before doing strategy.
- **Stress.** Leaders, who are already stressed by their current workloads, will not be able to cope with the additional work, and learning curve from a new strategy.

WHEN TO DO STRATEGY

The most valuable strategy exercises occur when:

- **The leaders are bored.** The organisation has been through a period of restructuring, cost cutting, and retrenchments. They have improved their operational inefficiencies. They are bored and are seeking new opportunities.
- **After a merger, takeover, joint venture or BEE deal, there is often a need to create a new merged entity.** Strategy is most effective when the combining organisations have integrated their operations and systems, and are ready to exploit the benefits from combining their strengths.
- **The organisation lacks a common focus.** Symptoms of a lack of focus include:
 - A habit of working after 6:00 every evening.
 - Unclear roles. Duplication of effort.
 - Stress.
- **A desire for innovation.** The organisation is successful. It prides itself on its innovative culture. It regularly takes time out to ensure that it creates new products and services that take advantage of shifts in the environment.

WHAT IS A POWERFUL STRATEGY?

A **clear** strategy answers the following questions.

- **Clear target markets.** Which markets will focus our efforts on? Which markets will we choose not to compete in?
- **Competitive advantage.** Why should a future customer choose us, rather than any of our future competitors? What special value will we be providing?
- **80/20 focus.** What key areas do we need to address to ensure that our future customers support us, rather than our competitors?
- **Alignment.** How does everything that we do, support our focus? How do we align our technologies, people, systems, alliances, marketing, budgeting, and production strategies to support our focus?

A **powerful** strategy meets the following criteria:

- **Realistic.** It is based on exploiting the strengths the organisation currently has, or is capable of acquiring easily.
- **Exploits shifts in the external environment.** Shifts in political, social, economic and technological environment of the business often impact on the customer in some way – creating needs that your organisation could meet in creative new ways.
- **Imaginative and future focused.** It shows what your organisation will do to capture the imagination of your future customers, who are dealing with the challenges of that future.
- **Balanced.** The strategy achieves a balance between a challenging dream, and what the organisation is capable of achieving.
- **Energising.** The strategic plan should be positive and inspiring. It should capture the imagination of customers. It should excite and energise employees. It should make them believe that they are doing meaningful work, and that their future with the organisation will be an exciting adventure.
- **Implementable.** A strategy that will be achieved is one which has:
 - **Clear projects** led by powerful executives.
 - **An overall project management structure** with regular progress reports to the Executive committee.
 - **The attention of the CEO.** The CEO shows symbolic leadership by giving his time, and energy to supporting strategic projects.
 - **Consequences** for achievement or non-achievement of the projects.
- **Inspirational torch.** As employees grapple with the details of implementing projects, the leaders continue to remind them of the big picture. I.e. the contribution they are making through their efforts towards a greater noble goal.

POWERFUL STRATEGIC PLANNING.



This easy to read, twenty four page booklet, outlines the key steps involved in developing a powerful strategy.

Contents include:

- *Creativity - the key to competitive advantage.*
- *The power of vision.*
- *Energy - the secret ingredient.*
- *Team dynamics and strategy.*
- *Information - the essence of genius.*
- *Steps in The Change Designs strategic planning process.*

R50 plus postage per booklet. Give one to each member of your team.

See
<http://www.changedesigns.co.za/products.htm>
for more details.

**Information, imagination, purpose and action,
are the ingredients for a powerful strategy. (Ruth Tearle)**

POWER AND POLITICS

Why do so many brilliantly conceived strategies get hi-jacked? Why are so many strategy sessions filled with posturing, conflict, or quiet sniping?

Power and politics play an important role in the development of any strategy. The end result of a strategy (the strategic plan) determines:

- What is, and what is not important to the company's future.
- Who will get scarce resources such as budgets, and skills
- Who will be gain and who will lose power.

Thus a new strategy will impact on the power and the careers of executives and their teams.

If you want to get an executive team to develop a powerful strategy, you will need to consider how your strategy process is going to impact on each team member. Ask yourself the following questions:

- Who are the stakeholders of the strategy process?
- What motivates/drives each stakeholder?
- How can I design the strategy process to support the goals of as many stakeholders as possible?
- Who do I need to involve in the process of developing a strategy? Who will I leave out?
- What message will my choice of participants send to the rest of the organisation?
- Who else do I need to involve to ensure fresh creative thinking occurs?
- How can I design the strategy sessions to capture the interest and imagination of each stakeholder?
- How do I facilitate the sessions to ensure that self-interest is replaced by creativity, excitement and purpose?

THE STRATEGIC FOCUS KIT.



A powerful tool for building a powerful, integrated strategy. It comprises clue cards and two charts. One of the organisation today, and one of the aligned organisation in the future. This tool can be used to balance:

- **Logic and creativity**
- **Focus and alignment**
- **Individual interests and overarching organisational interests.**
- **Vision and supporting goals**

The strategic focus kit encourages:

- **Equal participation.**
- **Creative thinking.**
- **Alignment of elements of your organisation to your core focus or competitive advantage.**
- **A common, shared vision.**

The kit is customised and printed on demand. So order a month in advance.

Price: R5700

For more information see:

http://www.changedesigns.co.za/Strategic_focus_kit.htm

"Man is by nature a political animal." – Aristotle

"Politics is the science of who gets what, when and why." Sidney Hillman

**"Against criticism a man can neither protest nor defend himself;
he must act in spite of it,
and then it will gradually yield to him."**

Johann Wolfgang von Goethe. (1749-1834)

INSPIRATION.

A few ingredients to inspiration include:

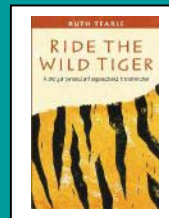
- **Energy**
- **Creativity**
- **Action or doing**
- **Wisdom**
- **Purpose**
- **Fun**
- **Awareness of the mystery**
- **Caring.**

To inject inspiration into your strategy process answer the following questions with your team:

- What energises us – as individuals and as a team?
- What is our unique purpose as an organisation?
- How can we make a difference to our communities, our country and to the world we live in?
- How can we encourage each individual in our organisation to discover their unique life purpose? How do we help them to align their personal purpose to the organisation's purpose? How do we encourage them to believe in themselves?
- How can we encourage each individual in our organisation to channel their energy, purpose, ideas and imagination to help the company achieve its strategy?
- How can we as leaders bring spiritual intelligence and wisdom into our leadership practices?
- How can we remove the barriers to spiritual intelligence in our organisations? (e.g. the need for status, power, respect, acceptance, recognition, control, and love.)
- How do we promote spiritual leadership qualities such as courage, trust, faith, respect, simplicity, enthusiasm, curiosity, delight and caring?
- How can we develop and promote leaders who:
 - Set free the creative spirits of their people.
 - Know how to connect to the energy of their people.
 - Help their people to channel their creative energies towards delighting their customers, and creating innovative new products or processes.

SQ TOOLS.

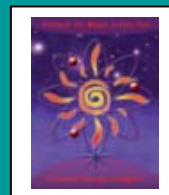
For your strategy toolkit



Ride the Wild Tiger book



Ride the Wild Tiger Inspirational cards



Unleash the magic within you Inspirational cards.

For more information visit
<http://www.changedesigns.co.za/products.htm>

I've come to believe that each of us has a personal calling that's as unique as a fingerprint

and that the best way to succeed is to discover what you love and then find a way to offer it to others in the form of service, working hard,

and also allowing the energy of the universe to lead you.

Oprah Winfrey (1954 -), O Magazine, September 2002