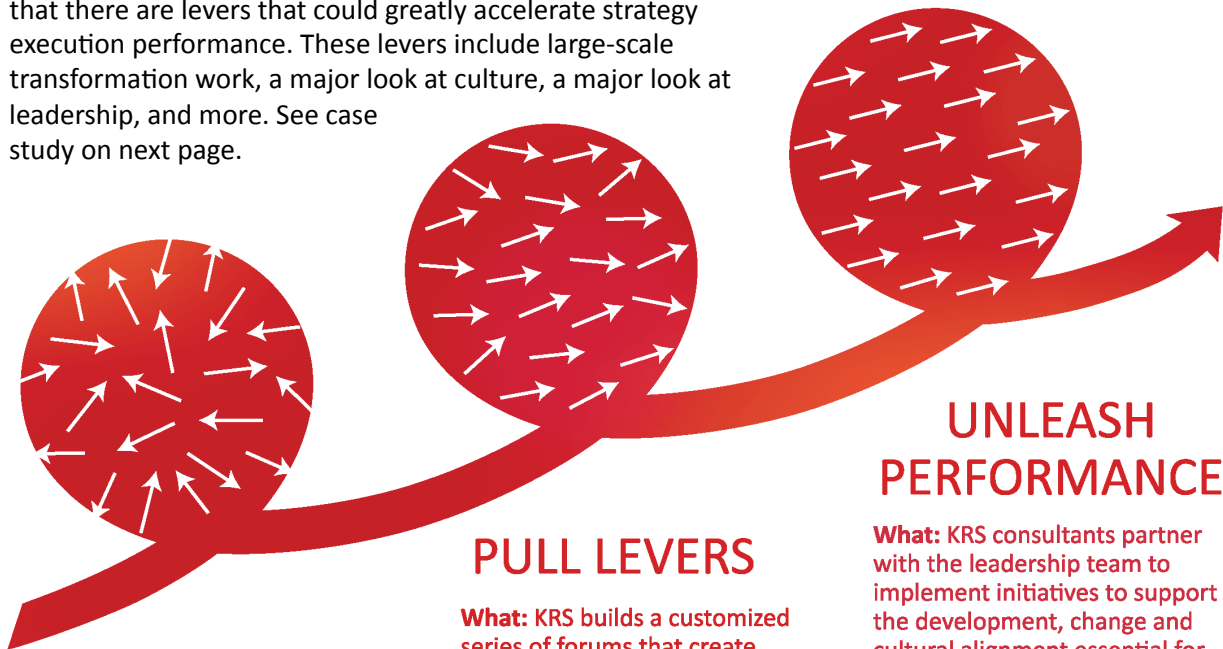


Our *Acceleration* work, which is a product that draws from the proprietary *KRS Strategy Execution Method*, typically flows from *Ignition* work. Our clients often discover through *Ignition* that there are levers that could greatly accelerate strategy execution performance. These levers include large-scale transformation work, a major look at culture, a major look at leadership, and more. See case study on next page.



SPOTLIGHT

What: KRS consultants truly focus on turning great strategy thinking and planning into meaningful and aligned action. From the outset of their involvement with a client organization they are focused on catalyzing action and momentum in delivery that is aligned to the strategy and vision. KRS consultants identify areas that need to be better aligned with your strategy or strategic plan to ensure successful execution.

Outcomes:

- ▶ Briefing for the leader on the key levers to drive aligned execution with particular focus on the ‘what next priorities’ to maintain momentum.
- ▶ Integrating these insights into a dynamic and thoughtful plan and process to drive the necessary cultural alignment and organizational change.
- ▶ Customized approach to leadership team dialogues.
- ▶ Individual leadership development.
- ▶ As needed, baseline metrics on the issue being addressed.

PULL LEVERS

What: KRS builds a customized series of forums that create powerful dialogues among key stakeholders related to the business issue being addressed. We guide you in gaining agreement and prioritizing areas to be aligned with your strategy or strategic plan.

Outcomes:

- ▶ Prioritized initiatives across people, leadership, processes and technology to support strategy execution.
- ▶ Development of measurement and reporting practices.
- ▶ A shared understanding and acceptance of the picture of success for each lever and key elements of the plan for each lever, including metrics and assessment of internal barriers.
- ▶ Preparedness to execute at the team and individual level, including individual understanding of strengths and capability gaps required for successful execution.

UNLEASH PERFORMANCE

What: KRS consultants partner with the leadership team to implement initiatives to support the development, change and cultural alignment essential for successful execution.

Outcomes:

High speed, stable, measurable progress and performance aligned with the strategy and vision.

Client Challenge

A government health agency wanted to improve on its performance culture in terms of agility, collaboration and innovation. More specifically, the team:

- ❖ Was having trouble operating effectively as a business under heavy regulations
- ❖ Aimed to shift from a bureaucracy to a customer-driven culture
- ❖ Aimed to reshape the leadership culture to prepare for the future and drive profitable market growth
- ❖ Aimed to improve on new client acquisition in a competitive market while simultaneously increasing customer service.

KRS Approach

KRS guided the managing director, board and senior leadership teams in the design of an overarching change approach, framework and set of cultural initiatives to support the transition to the new operating environment. This work, for which we customized our *Acceleration* method, included:

- ❖ Developing a change plan to integrate internal changes with external government requirements
- ❖ Designing specific interventions to address key roadblocks and intractable problems
- ❖ Supporting organizational redesign, including a restructured service delivery model
- ❖ Engaging middle and senior leadership in a change management development program to support embedding local business plans
- ❖ Supported communication of the culture change by developing a culture journey map to illustrate the overarching culture transformation as well as defining cascaded vision and values
- ❖ Supported talent management initiatives, including redeploying management from local to regional leadership roles, reshaping performance measures of the business, and formalizing organization-wide skills and capability development
- ❖ Facilitated group meetings and coached individuals on the leadership team and across the organization as needed, with the goals of aligning them with the new vision and culture
- ❖ Create a team of embedded, knowledgeable internal champions to ensure continued success.

KRS was effective at culture change work because we were able to gain the trust and respect of all members of the client team. Not only because of our experience and ability to say, “I’ve been in your shoes,” but also because we understood the nuances of individual change. For example, we prioritized maintaining cultural artifacts that supported social cohesion and staff morale, while at the same time we were able to challenge outdated beliefs about performance levels. KRS had the full skill-set for implementing and manifesting change front to back.

Impact

- ❖ Organization successfully delivered on the business’ strategic plan, and improved financial results through revenue creation and cost management
- ❖ KRS measured the culture change through the Denison Organization Culture Assessment and quantitatively proved its success, which will also be used as a benchmark going forward.