



## The Four Pillars

Senior leaders in an organization are tasked with harnessing the collective genius of their people towards a Strategic True North. More often than not, things get in the way. Changing customer behaviour, competitive threats, and operational breakdowns, are but a few of the challenges that blow strategic efforts around like leaves in the wind. Staying true to an organization's strategy requires a special type of organizational discipline. Let me explain with an example.

Imagine for a moment that you are the captain of a ship. You and your crew are ready to set sail to a destination of your choice. Where will you go and how will you get there? You could just pick a destination from the top of your head and boldly set sail with hope in your eyes and the wind in your hair. As charming as that sounds, such spontaneity could lead to disaster. Let's consider a different approach.

The first order of business would be to get good at staying afloat, since a sinking ship is no fun. Next, you'll want to gather known information about what's out there and assess how well your ship will fare in those waters. This will give you the best chances of picking a suitable destination for the journey. Finally, you need to let the crew know. As this is a journey into new waters, you may need to make major changes to the ship and its best practices.

Organizations are like ships headed out into strange new waters. They face similar challenges. Some questions to ask yourself about your organization are:

- Is my organization operationally sinking?
- Do we have a Continuous Improvement program for employees?
- Do we study the market and how well we fit?
- Do we cascade strategy down to every level of the organization?

If you are a senior leader in your organization, you are like the captain of the ship. You are leading your organization into a future state. Welcome to the **Four Pillars Seminar**, your first step in making this happen.



## Agenda

- 1.0 The Perfect Storm
  - 1.1 Strategic Traction
  - 1.2 Resource Management
  - 1.3 Learning Organization
  
- 2.0 Design Your Ship
  - 2.1 Standard Work
  - 2.2 Continuous Improvement
  - 2.3 Study
  - 2.4 Strategy Deployment
  
- 3.0 Build Your Crew
  - 3.1 Integrity
  - 3.2 Judgment
  - 3.3 Choice
  
- 4.0 Getting Started
  - 4.1 Self Assessment
  - 4.2 Champions
  - 4.3 Commitments vs. Constraints
  - 4.4 Share Your Journey