



Private Meeting Agenda

STRATEGY COUNCIL

October 7-8, 2014

Confidential: please do not share outside Council

NOTE: This agenda has been changed so it can be shared as a sample of the kinds of topics and discussions our Strategy Councils have.

Names and identifying company information have been removed.

Real agendas are never shared outside the individual private council meetings.



STRATEGY COUNCIL

Leading Through Change

Day 1: Tuesday October 7, 2014

8:00 - 8:45

Breakfast

We'll have breakfast waiting for you. Come eat with us and get a good start to our council meeting!

8:45 - 9:00

Welcome, opening remarks & agenda review

Moderator

9:00 - 10:15

Introductions

We have several new members and will use this time to welcome them and set the foundation for the meeting and beyond.

10:15 - 10:30

Break

10:30 - 11:30

Dashboards & Scorecards - VP of Strategy

Situation: One of XX's current owners purchased the remaining ownership of the company (72%) from four other owners and will own the entire company as of October 1st. The Council member anticipates that dashboards, metrics and measurements will change and evolve going forward with the new single owner. Today XX operates the business with Monthly Operating Reports, financials and Balance Scorecards.

How do you facilitate your...

- Operating Reviews and Balance Scorecard meetings (attendance, frequency, duration, culture, presentation style, distribution, etc.)?
- How much external data, market forecasts, industry benchmarks, etc. do you integrate into your performance management measures?
- I would image the performance requirements will increase and what experience have you had in pulling the leadership team together to raise the bar proactively and addressing organizational design issues?

11:30 - 12:30

Frameworks for Organizational Design

A Council member will set up the organizational redesign goals their company has set for its Sales and Marketing organization. Along with new leadership and a desire to centralize previously decentralized functions, we want to discuss how to define and socialize the organizational model.

Questions to address:

- How to evaluate gaps between existing (legacy) talent and future needs and capabilities?
- How to balance short-term vs. long-term expectations?
- How to determine what elements are in and out of scope?



STRATEGY COUNCIL

Day 1: Tuesday October 7, 2014 { Continued }

12:30 – 1:30

Lunch

1:30 – 2:30

RFH: Customer Experience SVP has been named, now what?

This head of strategy now reports to the new Chief Customer Experience Officer. She is moving over to him to “transform the customer experience” for the company. There are minimal details on how to scope out this effort for the company.

Questions to address:

- What are the key considerations and how should we think about prioritizing?
- How do we find out what we don't know without losing credibility or creating new issues?
- What is a reasonable expectation on timing and the approach for building awareness, understanding and buying of the details of the effort?

2:30 -3:30

Impact of New Strategy: Roles and Influence

The Council member will talk about his situation where the company has already communicated and set into motion a new strategy focused on software development and the impact to their customers. This topic will focus on what happens during implementation of a change initiative.

Questions to address:

- When is the right time to focus on role clarity versus building relationships and rolling with it?
- How do you maintain clarity on who the “business” is and what they need to be successful?

3:30 – 3:50

Break

3:50 – 4:50

Re-platforming: Managing Personal Risk

A Council member's strategy has led to a new visible task force she's leading to help the company pivot a new business model. She is spending a significant amount of her time on this task and will share some details on what has occurred and how she expects it to evolve.

Questions to address:

- What are the personal risks of being associated as a leader of such a highly visible initiative and how do you deal with them?
- How do you identify all of the stakeholders, influencers and decision-makers and manage their expectations throughout the process?
- What are the typical unintended consequences and blind spots we should be scanning for?

4:50-5:15

Tools and Tips

5:15- 6:00

Break and Travel To Dinner



STRATEGY COUNCIL

Day 2: Wednesday, October 8

8:00 - 8:50

Breakfast

We'll have breakfast waiting for you. Come eat with us and get a good start to our council meeting!

8:50 - 9:00

Day 2 Kickoff

Moderator

9:00 - 10:00

Synchronizing Customer Data & Information Flow with Transformation

Group

For this topic, we will address the practicalities and role of data (small & big) in supporting the business strategy, especially during the evolution of new capabilities.

Questions to address:

- What are best practice frameworks and organizational models?
- For a lot of companies, customer data lags the product and sales engine. With the reality of “you can only go as fast as your slowest thing,” what investments, priorities and processes can be put into place to ensure that customer data remains supportive through growth?

10:00 - 11:00

Health Check: How are we doing as heads of strategy?

Moderator

The Moderator will build off of Phil Terry's note regarding sharing mistakes to focus on how we are doing as leaders. We want to unpack how we are handling situations with more complexity, more uncertainty and higher stakes and how that might be impacting our careers and personal goals.

Questions to address:

- What mistakes have we made recently in formulating or implementing strategy where we learned the most? What would we do differently next time?
- Where are we getting stronger/more efficient? What gaps do we still need to work on?
- What techniques are people using to guard against defaulting to their old ways of doing things?

11:00 - 11:15

Break



STRATEGY COUNCIL

Day 2: Wednesday, October 8 { Continued }

11:15 - 12:15

Topic Soup

- Updating strategy to reflect market changes – competitive assessment and proactive scanning?
- How to think about speed/timing and its associated tradeoffs? What are legitimate acceleration mechanisms?
- Insourcing vs Outsourcing?
- Getting new teams to “gel”?
- Does your messaging to your customers sync with what your strategy? If not, how do you manage the gap?
- Trends you think could impact your strategy in the next 1-3 years?
- Are you still having fun? What are the best parts of doing what you do?

12:15 – 12:45

Wrap-Up and Next Meeting Logistics

- Next Steps
- Parking lot items and possible topics
- Net Promoter Survey
- Please type the following link into your phone, ipad or computer to complete the survey today: <http://www.surveymoz.com/s/fall2014>

12:45 – 2:00

Lunch

2:00 – 3:15

Keynote: Marty Cagan

Partner, Silicon Valley Product Group

“Continuous Innovation”

3:15 – 4:15

Talk: Irene Au

Operating Partner, Khosla Ventures

“Cultivating Focus, Empathy, and Creativity for Better Product Design”

4:15

Cocktail Reception