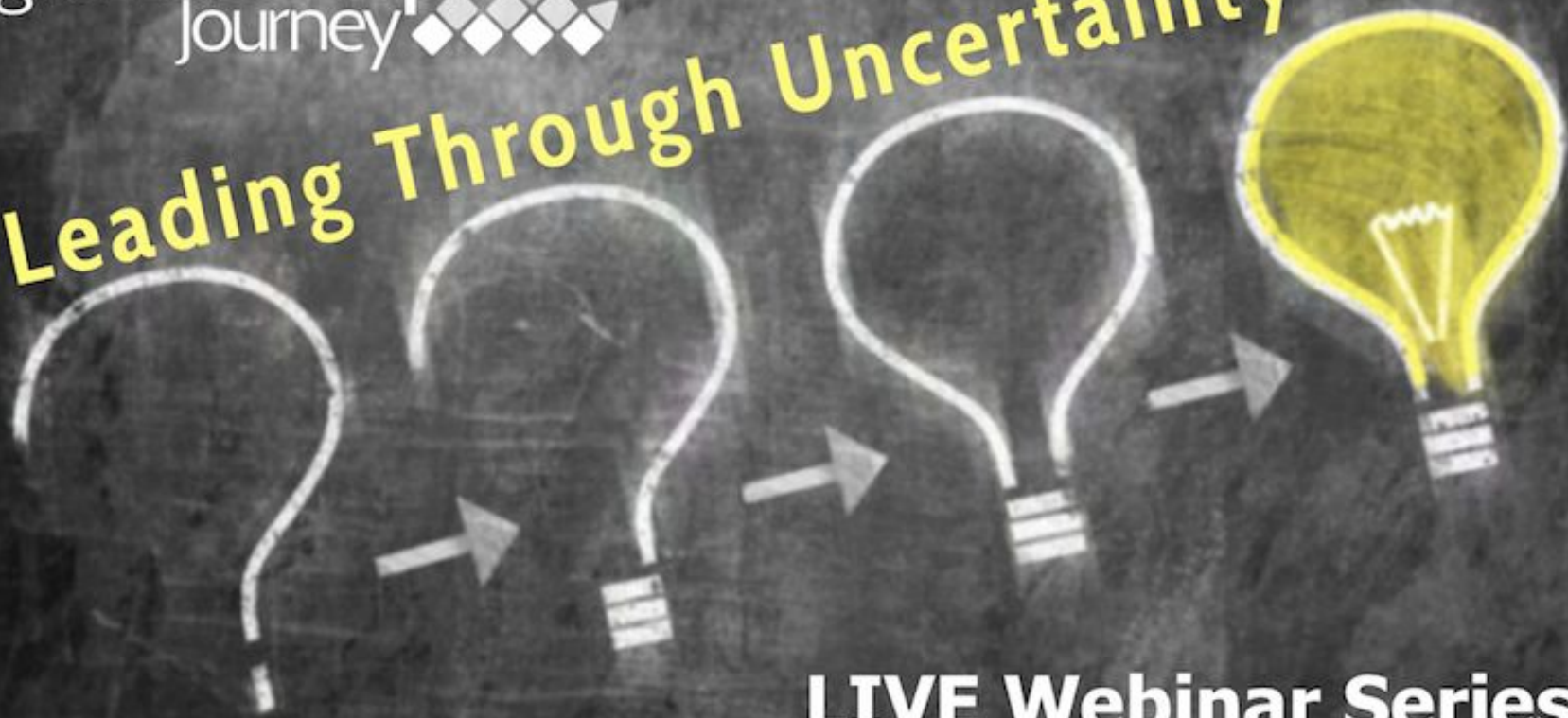


Leading Through Uncertainty



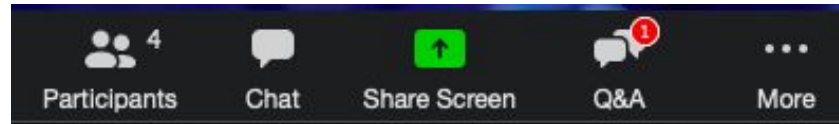
LIVE Webinar Series
For Leaders, By Leaders

Improving Value Focus Amidst Uncertainty

Leading Through Uncertainty Webinar Series

How to

- You are muted due to the number of attendees
- Post questions in Q&A
- We will share a recording after the webinar as well as answers to all questions



Webinar Recording

- This webinar is being recorded
- The recording link will be available following the session

Randy Hale



- Colorado based, Ohio native
- Transformation and Leadership Coach
- Experience with several large transformations
- Music lover and karaoke aficionado

Background

The Agile Leadership Journey is a cooperative of globally respected education and coaching guides collaborating to improve leadership awareness and execution in highly complex, uncertain and rapidly changing industries.

- 26 guides across the globe
- Check out agileleadershipjourney.com to learn more

Let's get started

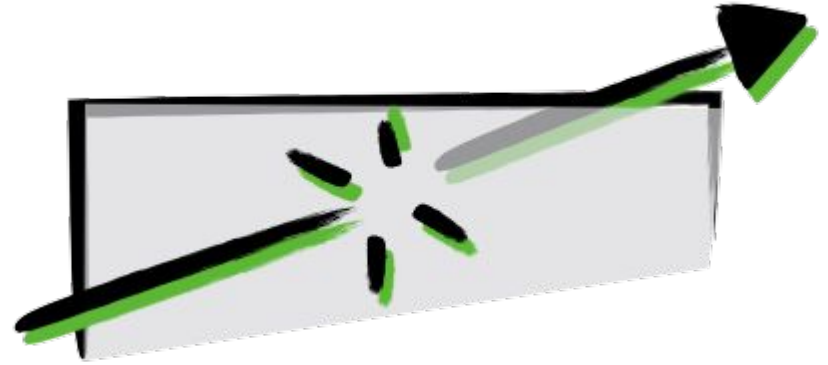
CHALLENGE #1 - Lack of Transparency

- Setting priorities involves complex evaluation
- How do we define 'Value'?
- What variables and assumptions are part of the evaluation?



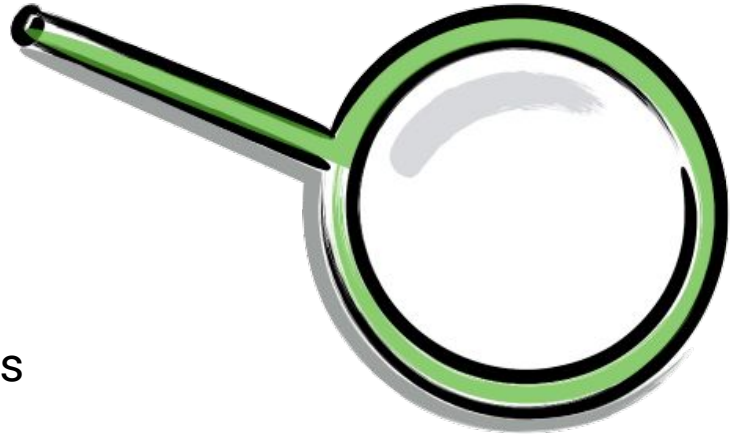
ACTION #1 - Make the Hidden Visible

- Build a mind map construct to visualize the key drivers to achieve strategic goals
- Identify the key drivers to use in the prioritization model
- Weight how important each criteria is relative to the others



RESULT #1 - Alignment and Transparency

- Aligned organization
- Clarity of focus
- Empowered teams
- Ability to 'tune the dials' as conditions change



CHALLENGE #2 - Hyper-focus on the Result

- Initiatives labeled with the result from the business case (i.e. the “\$10M new revenue” project)
- Leaders focused on schedule and cost (i.e. We need to launch by July 1!)



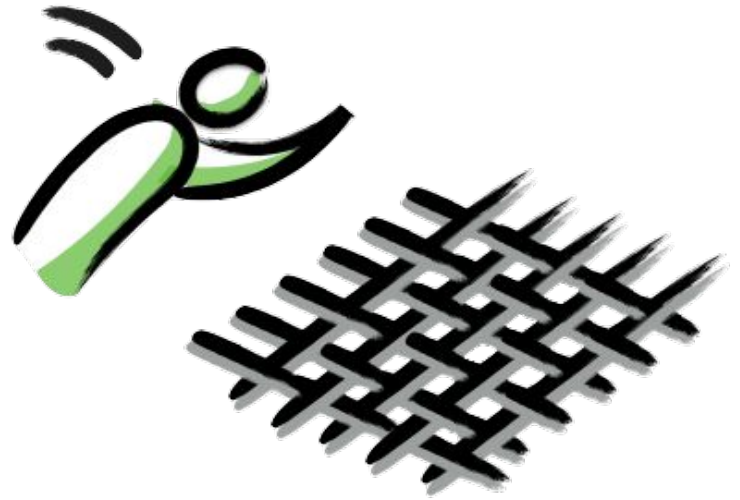
ACTION #2 - Focus on Value Variability

- Shift the POV to focus more on the value drivers
- Test key assumptions / hypotheses early and often



RESULT #2 - Stop Doing the Wrong Thing Sooner

- Learn quickly when the “\$10M net new revenue” project is actually the “\$2M net new revenue” project
- Learn quickly when cost to deliver grows to a point where a different option should be pursued



CHALLENGE #3 - Certainty Bias

- “We know what is needed”
- Executing “the plan”
- We don’t know what we don’t know



ACTION #3 - Frequently Vet Assumptions

- Where are your assumptions most likely to shift?
- Ensure execution includes 'early and often' check of assumptions to minimize end result variability



RESULT #3 - Improved Value Delivery

- Ability to optimize focus
- Evaluate and pivot to work on the most valuable options



EXAMPLE

- Leadership Team defined the value drivers that support strategic goals
- Collaborative, facilitated 'tune the dials' session
- Test with disparate options and adjust the dials
- Rank all options, revisit on a consistent cadence

	WEIGHTING CAPABILITY	VALUE IMPACT SCORE	VALUE DRIVER 1	VALUE DRIVER 2	VALUE DRIVER 3	SIZE	VALUE RETURN ON EFFECT
#1	136	9	9	1	50	2.7	
#2	76	3	9	1	30	2.5	
#3	14	0	1	9	30	0.5	
#4	18	0	3	3	20	0.9	

USE SIZING & VALUE IMPACT SCORE TO CREATE A ROADMAP THAT DELIVERS THE HIGHEST OVERALL VALUE

RECAP OF ACTIONS

- Make Value Drivers Visible
- Focus on Value Variability Throughout Execution
- Frequently Vet Assumptions and Re-evaluate Options



Q&A

AgileLeadershipJourney.com





What's next?

- Webinar recording and answers to Q&A will be posted to website
- Come to the rest of the webinar series! Same day/time
 - ◆ May 14, Has COVID-19 Uncertainty Changed Your Leadership Style? - Karen Kemerling
 - ◆ May 21, Reinterpreting Uncertainty From Liability to Opportunity - Ross Hughes
 - ◆ May 28, TBD
- Learn more about Agile Leadership
 - ◆ We are leading Online Agile Leadership Awareness Workshops in June - visit our website to learn more