ENGINE90

Identify Disruptive Growth Potential, Achieve Organizational Alignment and Drive Company Growth

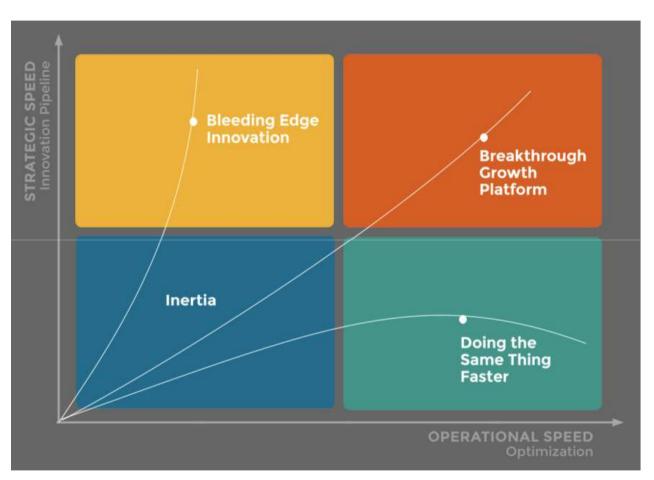
> Paola De Vecchi Galbiati

Business Partner

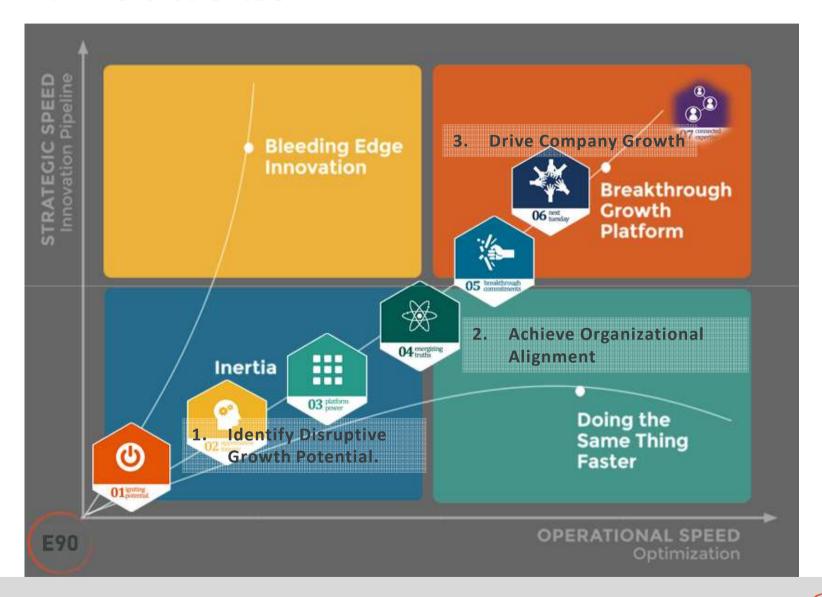
E-Leader Conference Berlin 2017 1 WHAT WE DO

When strategy meets operations...

GREAT COMPANIES BECOME GREAT THROUGH MANAGING A COMBINATION OF STRATEGIC BREAKTHROUGHS AND OPERATIONAL SPEED. THE **STRATEGIC BREAKTHROUGH IS WHAT USUALLY PUT THE COMPANY** ON THE MAP IN THE FIRST PLACE. AND OPERATIONAL **SPEED COMES THROUGH DOING MORE OF THE SAME MORE QUICKLY AND MORE** EFFICIENTLY. IT'S WHAT **DRIVES MARGINS.**



... What we do?





How we work

- we provide a **framework** helping companies to have a common understanding of themselves.
- we adopt a methodology supporting companies in implementing their strategy without waste of time and overloads.
- we deliver a platform that company can use to track changes and transformations.

THE FRAMEWORK

CAPABILITY

The ability of the organization and its people to do the intended strategy

BRAND

The emotional connection of how consumers want to perceive the company and how they choose to interact.

CULTURE

The way we do things around here. Culture is a collection of overt and covert rules, values, and principles that guide organizational behavior and that have been strongly influenced by history, custom, and practice.

OUTCLIMATE

Any outside condition or situation that influences the performance of the organization. These conditions include such things as shifting marketplace, new competitive model, world financial conditions, regulatory/compliance circumstances, etc.

STRATEGY

What employees believe is the central purpose of the organization and how the organization intends to achieve that purpose over an extended timeframe.

INCLIMATE

The internal operating environment, what gets supported, how does it get supported.

MANAGEMENT

The arrangement of functions and people into specific levels and areas of responsibility decision-making authority, and relationship. It is also informal, and how people self-organize to function around the formal structure. Structure assures effective implementation of the organizations mission and strategy.

FOCUS

The direction and guidance given by management, their support and ability to create customer/ organizational focus, human resource allocations, to set clear and visible values, high expectations, to motivate the staff to work towards a common purpose and to take needed actions.

SYSTEM

Standardized processes and policies that are designed to facilitate work. Systems primarily manifest themselves in the reward system and in he control systems such as the company's IT infrastructure, goal and budget development.

THE METHODOLOGY



IGNITING POTENTIAL

02 appreciative

APPRECIATIVE INQUIRY



The Engine 90 experience ignites organizational potential through radically simplifying the process of gaining a cross-functional assessment of organizational strengths, bottlenecks and dependencies. It combines this assessment with a clear line of site action plan to expanding potential and accelerating growth.

Through harnessing the power of appreciative inquiry, Engine 90 is able to achieve organizational clarity, alignment and momentum in a way that creates shared understanding and commitment among the leadership team. This radical speed and cost effectiveness ensures that the learnings are able to be surfaced and applied at the speed of business and in a way that actually solves problems as they present themselves.

Here's how the Engine 90 Platform works. First, we upload organizational insights into the platform through an intense 81-question survey administered to a company's leadership team. The power of the platform is that it encompasses the entirety of a business in just 9 integrated elements, spanning areas like Culture, Systems, Brand, External Climate, etc.



ENERGIZING TRUTHS

The platform then enables an entire executive team, in unison, to jump straight to the heart of the matter. The resulting energizing truths provide a clear line of sight to the opportunities and obstacles that define the operating environment that must be successfully navigated to achieve meaningful, profitable change.



Once the opportunities and obstacles are identified, we employ an exercise called Breakthrough Commitments to energize everyone on the team to own up to what needs to be done. Breakthrough Commitments push teams beyond their comfort zones, and beyond politics, to identify and make the commitments required to get unstuck and to the next level. The result is a mountaintop moment defined by candor and commitment.

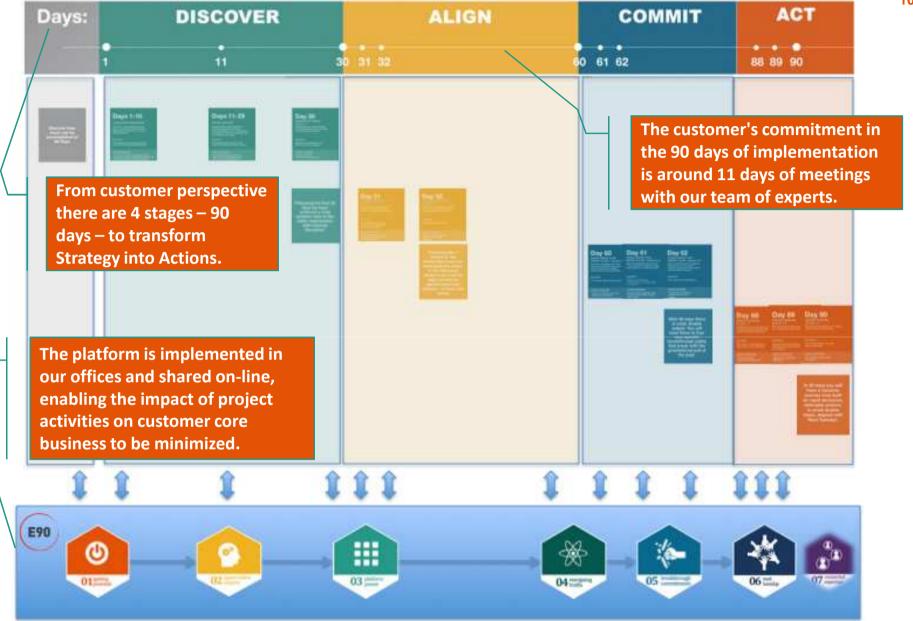


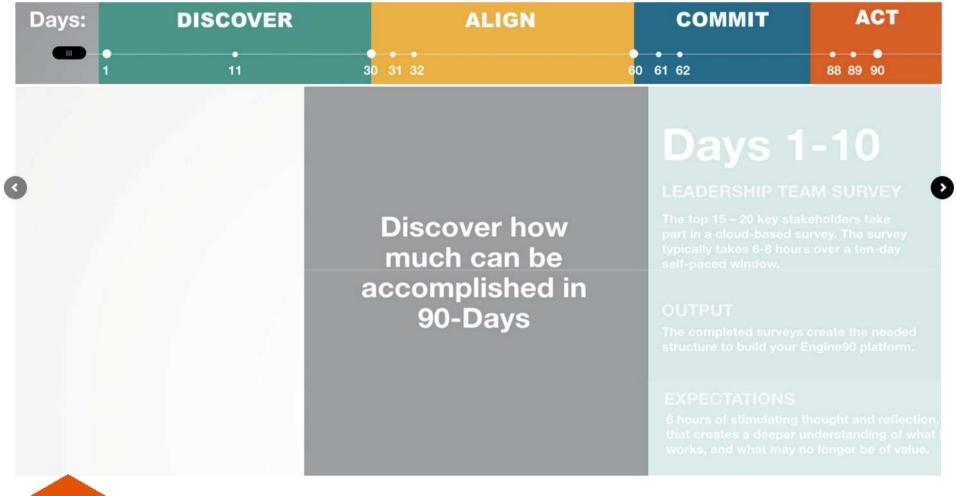
NEXT TUESDAY

Finally, the third session drills down on the specific set of action items required to start doing things differently "next Tuesday". We help the team create a unified platform for action, one that eliminates redundancies, creates concrete action plans and assigns responsibilities and timelines to a designated Alpha Team.















3

Discover how much can be accomplished in 90-Days

Days 1-10

LEADERSHIP TEAM SURVEY

The top 15 – 20 key stakeholders take part in a cloud-based survey. The survey typically takes 6-8 hours over a ten-day self-paced window.

OUTPUT

The completed surveys create the needed structure to build your Engine90 platform.

EXPECTATIONS

6 hours of stimulating thought and reflection, that creates a deeper understanding of what truly works, and what may no longer be of value.

Days 11-29

SURVEY ANALYSIS

Engine90 applies internal heuristics to translate survey data into 9Element framework. Enabling team to visually absort one single view of how the organization and its mechanisms work today.

OUTPUT

The 9Elements framework that will be used for the Moments of Impact sessions.

EXPECTATIONS

The Engine90 team does the heavy lifting. There is nothing required from you or your team during this time.







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Day 30

MOMENTS OF IMPACT Session 1.1

The Engine90 team will fully immerse the leadership team in active discussion using the 9Element framework.

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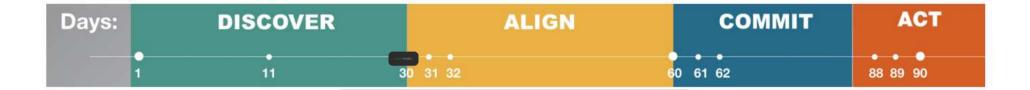
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EXPECTATIONS

10 hours of insights, revelations, and affirmations.







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MOMENTS OF IMPACT

Session1.2

Deep open discussion around current realities, future potentials, existing obstacles, and opening the way forward

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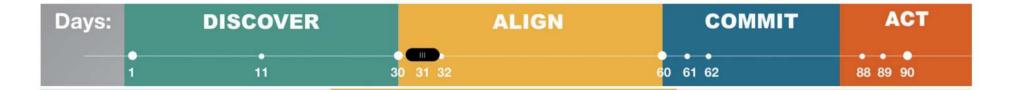
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Day 32

MOMENTS OF IMPACT

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Day 60

PUNCH ABOVE YOUR WEIGHT CLASS - Session 2.1

Surface the 'energizing truths' that have held back forward momentum, and that will enable meaningful progress against real opportunities.

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A clean open slate to move forward.

EXPECTATIONS

10 hours of collective epiphanies, insights and agreements.







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PUNCH ABOVE YOUR
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Map the interdependencies that need to be recognized and aligned to enable meaningful action – building the future.

OUTPUT

Creation of Breakthrough Commitments – how to put a stake in the ground.

EXPECTATIONS

Cross-functional leadership teams identified, and an 'Alpha' support team created.





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Day 62

PUNCH ABOVE YOUR
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Agree on Breakthrough Commitments that will create 3-4 very specific breakthrough paths that break with the gravitational pull of the past.

OUTPUT

This is what we will work towards

EXPECTATIONS

Commitments in writing or specific actions to move forward.





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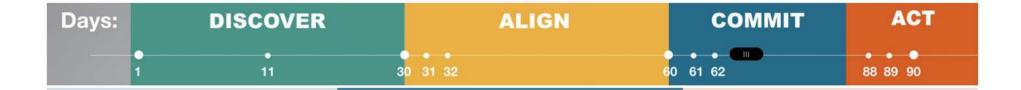
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EXPECTATIONS

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After 60 days there is solid, doable output. You will have three to four very specific breakthrough paths that break with the gravitational pull of the past.





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Day 88

DESIGN THINKING

Session 3.1

Creating the journey map that is easily understood by the leadership team, and those reporting to the team.

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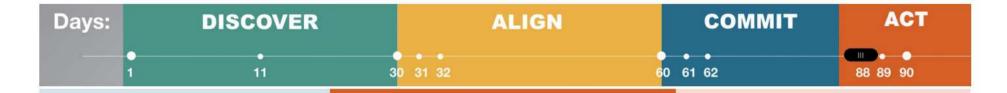
What needs to start happening, what needs to stop happening.

EXPECTATIONS

10 hours of guided organizational engineering







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DESIGN THINKING

Who owns the processes, who holds the resources, who will coordinate.

OUTPUT

Specific teams, team leaders, and alpha teams are given clear line-ofsite authority.

EXPECTATIONS

Engagement, Alignment, Agreement.







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DESIGN THINKING

What will you do differently next Tuesda

OUTPUT

The first steps begin - you have aligned momentum.

EXPECTATIONS

No consulting reports, Just oure action.







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Day 90

DESIGN THINKING Session 3.3

What will you do differently next Tuesday – put in motion the action steps.

OUTPUT

The first steps begin – you have aligned momentum.

EXPECTATIONS

No consulting reports. Just pure action.

In 90 days you will have a dynamic journey map built on rapid decisions definable actions, in small doable steps, aligned with 'Next Tuesday'.





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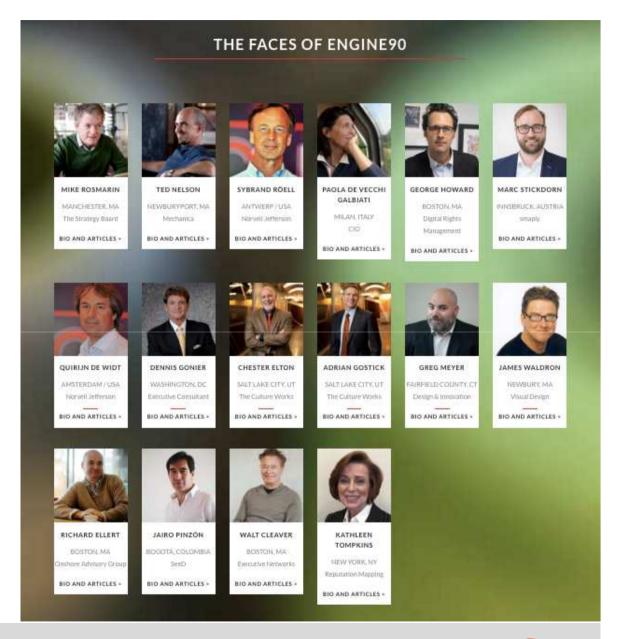


Who we are

Engine 90 is a Company established in 2014, based in Hong Kong.

It consists of a network of Partners (investors, entrepreneurs, managers and professionals) distributed across Europe, America and Asia.

Our task is to develop and disseminate a fast and simple approach for implementing business strategies.



5 FINAL CONSIDERATIONS

Final considerations

- To accelerate business growth, the actions to be taken are:
 - 1. Defining a common Framework and Language,
 - 2. Strengthening the link between what management communicates and what management does,
 - 3. Involving all company's staff in providing innovative solutions both commercially and technically,
 - 4. Sharing the evolution of the company through the same Platform.
- If these actions are unclear and consistent, transformation innovation and growth are slow and sometimes have disastrous epilogues.
- In cases where these actions are accomplished with determination and consistency good results arrive and quickly.

ENGINE90 ITALIA