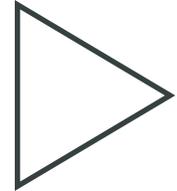# Build to Adapt™
Connecting value across Business and IT

Overview

Recent world events have proven that any organization, anywhere on the planet can be hit with disruptions that either present dire challenges or amazing opportunities. Particularly in these times, several questions are common among leaders:

1. How do we effectively ensure we are improving our cost structure in the face of disruption?

2. How can we ensure we can grow revenue as the market rebounds and shifts?

3. How do we ensure our organization is sufficiently adaptive so we can survive and thrive?

Using the data gathered over multiple years and synthesized from over a hundred interviews with thought leaders, we have identified the core quantitative metrics of Adaptive Organizations. We can measure your capabilities as they relate to the core quantitative metrics, identify the gaps, and develop a plan to ensure your organization is adaptive and ready to face any disruptions that come your way.

Business Challenge

Today, companies recognize the importance of transformation – whether it's to fend off the emergence of competitive disruptors or to deal with a global pandemic that brings the world to a halt. With the increasing number of disruptions, it's vital that an organization sense opportunities and threats and respond quickly with products and services that bring value to their customers. Stable adaptive organizations can compete more effectively because they can change direction quickly to morph their offerings and capitalize on market opportunities.

For years, advice to incumbents facing competition has been to become adaptive - to fundamentally shift direction or strategy to align with a new trend. These pivots often take the shape of the transformation initiatives in which the company realigns its priorities, financials, tooling, and culture around a new set of values.

But according to a recent study from CNBC, 70% of transformations fail.

Despite the low odds of successful transformations, ignoring the causes driving them is not an option. The market is littered with category leaders who failed to react to innovative business models, competitor efficiencies, and technology shifts. Additionally, the proper leading indicators often remain invisible.

While adapting to changing environments is an obvious advantage, there are three problems with the traditional transformation. First, it is inherently a follower strategy, in which a category leader allows itself to be defined by a challenger. Second, even if successful, the burden of large-scale transformations will often sap resources, disrupt well-oiled processes, and create "change fatigue" in an organization. In this model, businesses typically have only one chance to transform, with little chance to correct after the fact. Third, organizations lack quantitative metrics on the value derived as the transformation progresses.

So how can you successfully and sustainably transform, once and for all?

The first step is to ensure you have the visibility into what has been previously invisible problem: quantitative metrics that measure leading indicators of success and value in a transformation.

The second step is understanding where how your organization is communicating between Business initiatives and IT development – and making sure they're aligned.

Key Outcomes

Make the invisible problem visible by applying the results of the Build to Adapt Matrix

Expose quantitative metrics to track success against the leading indicators of successful adaptive organizations

Develop OKRs to track strategies that will help move you towards a more adaptive organization

Implement the Adaptive Battlecard strategies to begin to become more aligned between Business and IT

Offering Features

Identify Insights. Our initial 1-hour diagnostic is our complimentary first step, working through your assessment in the Build to Adapt Matrix.
- Make the "invisible" problem of adaptive organizations visible with a business score and simple illustration.
- Uncover and qualify the business ramifications based on the diagnosis in your context
- Create an Action Plan that can be completed with or without further assistance

Effectively Put Data Into Action. After the results of the Build to Adapt diagnostic are delivered, it's time to take that knowledge and apply it as a roadmap to an adaptive organization.
- What do we focus on and what are the strategies to move the proper needles?
- Deliver an Adaptive Battlecard created from your Build to Adapt diagnostic session. Together we will unpack and evaluate the answers and assemble the right strategy for your specific needs:
    - Adaptive Workshop: At Risk (1-day)
    - Adaptive Workshop: Sense Constrained (1-day)
    - Adaptive Workshop: Response Constrained (1-day)
- Quarterly recurring consultant engagement to reinforce learnings from your targeted Adaptive Workshop to keep everyone on track (optional)
- Weekly virtual office hours (as part of optional consultant engagement)

Create Alignment. During your Adaptive Workshop, stakeholders begin to understand the importance of building the bridge between IT and Business – and how the lack of communication is hurting the organization's ability to become an adaptive organization.

Define measurable outcomes. This adaptive process is not just about numbers, processes and practices. We will work together with you to define your Objectives and Key Results (OKRs), develop your Roadmap, and then check-in consistently to measure progress.

Additional Services

Build to Adapt Enterprise-Level Assessment

As an extension of our complimentary Build to Adapt assessment, this half-day workshop is a deep dive into the diagnostic results with a larger, cross-functional group. Typically held in-person, but available virtually as needed, this Workshop is perfect for organizations that want to bring in the widest set of inputs available to increase the precision and reliability of your Build to Adapt Matrix diagnosis.

Acceleration Services

Ensure your organizational execution aligns around value

OKR Workshop

Why are Objectives and Key Results (OKRs) more powerful than KPIs? It's because they focus on "outcomes". When you preserve the context of intent, and extend OKRs in a way that dynamically connects strategy and execution, that's when great things happen. But the shift isn't easy. All too often companies fall into the trap of using OKRs only to have them become "KPIs with a different name". Our 1.5 day OKR Workshop will walk you and your team through the foundational understanding of how OKRs can create operational excellence, and then work with you on creating your own OKRs.

*Enable acceleration for the flow of value*

Value Stream Mapping Workshop

Value Streams are the steps that transform ideas into consumable value for your customer. We have designed this workshop to help create an operational understanding of your current value streams, identify opportunities to address emerging value stream pain points, and to more effectively achieve your business objectives. Our 1 or 2-day Value Stream Mapping Workshop presents a holistic and visual way to deeply understand how work gets done, to connect to how work contributes to value, and to design an improved future state.

Develop the leadership needed to lead an adaptive organization

Adaptive Leadership Workshop

Modern leaders incur an obligation that extends beyond the traditional demands of leadership. This obligation is amplified as the pace of disruption accelerates all around us. The resulting impact emerges as a need for leadership to adopt a new mindset toward greater business agility. Business agility exposes a new business operating system to sense and respond in new ways as adaptive leaders, to change in highly uncertain environments, to accelerate learning that increases economic outcomes, and to motivate and align a collaborative workforce focused on value delivery. We help the executive team identify the valuable, specific next actions to accelerate the impact of a transformation.
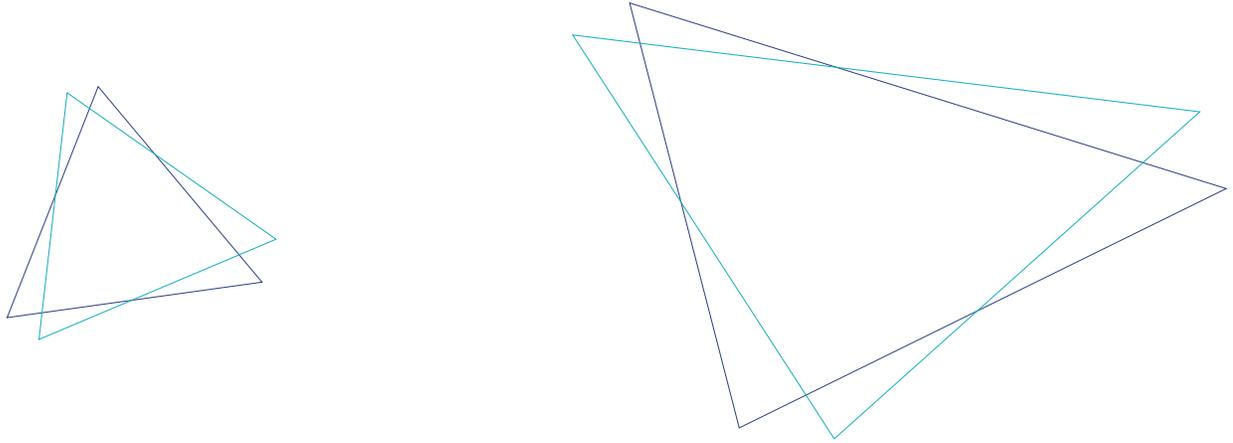
About Enterprise Studio

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Whether you're an established Global 500 company or a new disruptive force in your industry, we can help you navigate complexities that come with competing in an inter-connected digital era.

We can help you achieve your desired business outcomes, quickly and confidently, by leveraging our team of seasoned technologists, coaches and educators and our power as a global solution provider and Tier 1 global value-added reseller of Broadcom CA Technologies enterprise and mainframe software.

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