



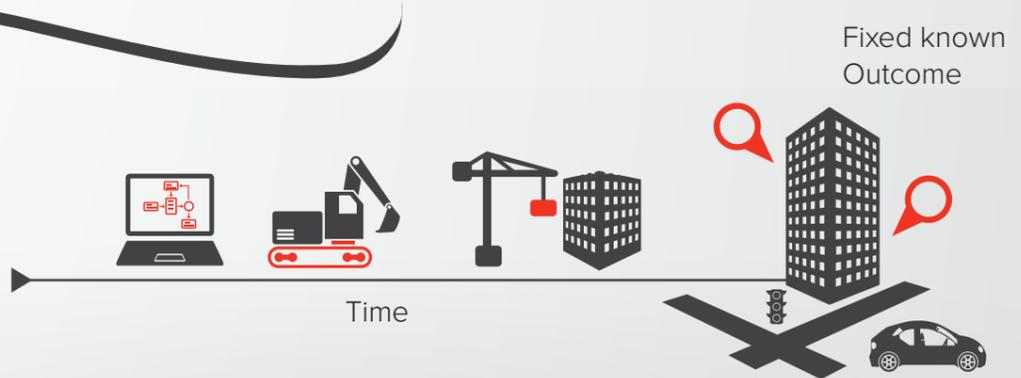
# Planning methods to succeed in time of rapid change

Working with a broad range of businesses over the last 10 years, we've noticed some common challenges that they face. Times of rapid and sometimes disruptive change has meant that companies need more agile planning methods to achieve their goals.

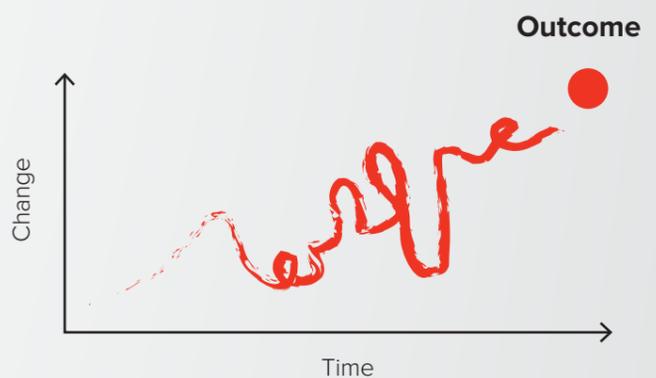
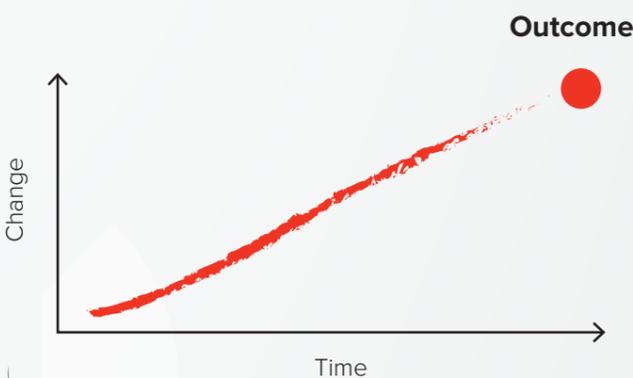
## There has to be a better way?

Often these organisations have vast experience bringing together complex projects based on a destination-path model of planning and execution – with considerable success. However for business planning they have found something was missing...

The **linear planning methods** that work well for construction and infrastructure are typically not useful when it comes to business planning.



## Complexity impacts outcomes



### WHAT I PLANNED

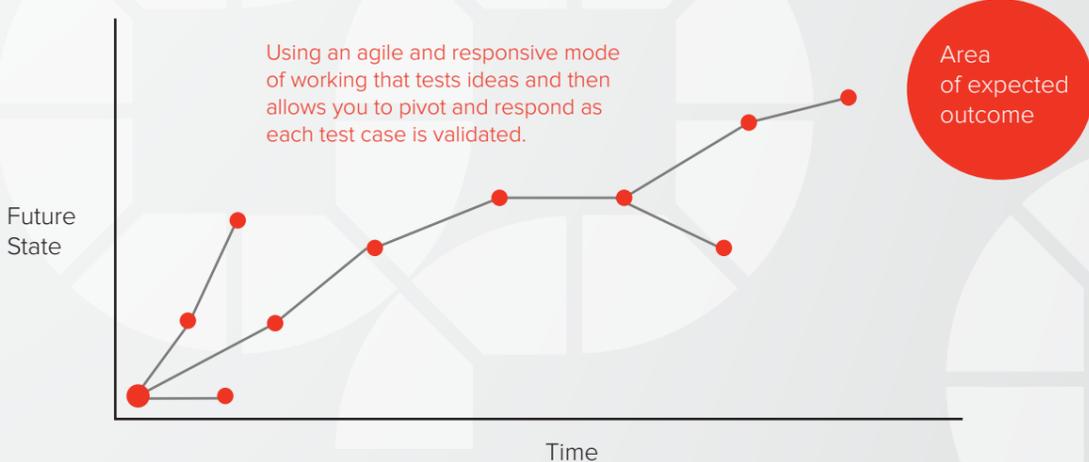
The challenge with complex and rapidly **changing market places** is that outcomes are rarely fixed and situations are more often complex in nature.

### WHAT HAPPENED IN REALITY

There are many unforeseen factors which will significantly impact the outcome.  
**A linear business plan is like a bedtime story** - it makes us feel safe and warm but bears little resemblance to the real world we live in. The process is too slow and the resulting plan is out of date before it is published.

## A better way to achieve outcomes in a complex environment

Create the conditions and process to approach market uncertainty by using an agile + responsive mode of working.



## This approach results in...

A better mode of operation that enables you to respond effectively to uncertainty with **Action Based Planning** and move towards your goals with more confidence.

- So you can..
1. Be more resilient
  2. Grow sustainably
  3. Turn market uncertainty to your advantage

## Case Study - Planning for the Christchurch Rebuild

**Client**  
 A large construction company. They have a national footprint and have a long history in the Christchurch market.

**Required**  
 A strategic plan that allows them to seize opportunities within the Christchurch rebuild, and focus on agility, resilience and resource allocation.

*"It's about how we operate, not about deciding on fixed course of action"*  
 – South Island Regional Manager

### Results

The organisation uses direct market information to make decisions that will give them the best chance of success. Staff don't need to constantly revise the plan as new opportunities and risks emerge. They just need to adjust their actions to maximise their position within the changing strategic landscape. The company can explore opportunities in terms of how they align with the future goals and how they will create or constrain future opportunities.

**Approach**  
 We used our understanding of complexity management to design a strategic planning solution that made market uncertainty an advantage. This solution included:

- > **Goal Setting.**  
 The client developed clear statements about where they wanted to be but were deliberately less specific about how to get there. This meant that goal setting didn't constrain the business or limit the ability to seize new opportunities.
- > **Intelligence and Information Gathering.**  
 The demands of a fast changing environment require setting aside periodical analyses based on surveys and market analysis, in favour of narrative-based research that continuously captures and displays a more direct evidence base.
- > **Action and Operational Decision Making.**  
 Rather than determining outcomes and measuring performance against targets, we shifted to measuring the impacts of activities and allowing for emergence and adjustment. Importantly, achieving a bias for action means being free to test new ideas, and innovative approaches. As we moved from a fail-safe (planned) approach to a safe-to-fail (agile) approach, and we had allow for the opportunity to learn from mistakes.
- > **Leadership.**  
 The role of leader's shifts from managing performance to allowing staff to take action, monitoring outcomes and ensuring accountability.

