



## Desai Management Consulting - 2Q19 Newsletter

[Visit our web site!](#)

---

### Summer Arrives at Last!

#### **A Time to Savor**

Well it seemed like it would take forever, but we've finally experienced a few weeks with sunny days and temperatures above ninety degrees! After the seemingly endless rainy weather of spring, it's time to encourage everyone to enjoy the wonderful summer that can only be found here in Vermont. Travel safely if your plans include it, and take the time to enjoy all the delights that time spent with friends and family can provide.

It's also once again time to offer many thanks to our growing [team](#), for their constant focus on delivering value to our [customers](#). A special thanks to those customers is in order as well. Your confidence in us as partners in your journey inspires us in everything we do. Regardless of the weather, Desai's experienced staff stands ready to help you tackle any challenge or opportunity you may be facing.



This quarter, our focus is on Strategy Planning in your business, and its relationship to Project Execution. As easily as we could have all gotten consumed by spring's rainy weather, and our reaction to it, having a strategy in place would inform us that summer will eventually arrive, followed by fall and winter, and certain of our energies need to be spent in preparing for each. Having a strategy that describes the oncoming business phases informs your team and their decision-making to be adaptable and plan ahead. Within such a strategy, every project can then be properly managed and delivered in context of that strategy, giving a greater degree of business integration and strategy implementation to the overall results.

This newsletter contains an overview of our Strategy Planning and Deployment offering, which can help your business articulate strategic goals and objectives, and decompose them to specific project plans.

The Takeaway this quarter is another viewpoint reinforcing the need and benefit of integrated strategy and project management. I encourage you to take a look.

As always, we encourage you to [contact us](#) for more information on how we can help you realize more value from your investments. Thank you for your continued support of Desai, and for making us your trusted partner in achieving business success. Now, **Let's Get to Work!**

Thank you!

**Vijay Desai, Managing Partner**

---

# Business Offering: A3 Strategy Planning & Deployment

Desai's [A3 Strategy Development and Deployment](#) (A3S) solution pairs our experienced team and standard methods for rapid development of a one-page strategy, resulting in execution plans consistent with business strategy.



Strategy Deployment is a periodic planning tool that sets a company's goals and targets, then develops a month-to-month deployment plan to get there. The "story" of this plan lays out on one A3-size page (11" x 17"), which customers can think of as their company's strategy execution plan. This map shows where the customer is today (What's actually happening), where they want to go (What should be happening - their strategic purpose) and, ultimately, the planned route to get there.

This strategic purpose, or "true north," is the magnetic pull or business direction defined by senior leadership to achieve a competitive advantage and create value for the customer. Simplified, this road map guides the customer to:

- Set Direction ("True North")
- Determine the Gap (current vs. future)
- Set Goals to Close the Gap
- Create Specific Action Plans to Achieve the Goals

Desai's A3 method for Strategy Development and Deployment brings numerous benefits to customers, including:

- Building Consensus: The A3S method and processes build consensus among the participants and give the authority to take action - a pull-based authority that moves more quickly than traditional assignment.
- Encouraging Scientific Problem Solving: Desai's use of the iterative Plan-Do-Check-Act discipline greatly formalizes problem identification and solution within the A3 action plans.
- Asking Questions: Desai encourages discipline throughout the process by continually applying the traditional 5S method to the Strategy contents: Sort, Streamline, Sanitize, Standardize, and Sustain.
- One Page Logical Thinking: By managing the A3 strategy process on a single page, Desai helps clarify the link (or lack thereof) among problems, root causes, and countermeasures.

Desai's A3S solution produces a standard communication tool for customer teams to understand each other, enabling effective and efficient problem-solving, helping build a bridge from strategy to execution.

Please [contact us](#) if you'd like to learn more about pursuing a Strategy Plan and integrated Project Plans. **Let's get to work!**



## Scot Barker Consultant of the Quarter

Desai is proud to announce its Consultant of the Quarter for 2Q19. This award goes to a team member who illustrates through hard work, flexibility, values and strengths the Desai team is famous for. For 2Q, the honor goes to **Scot Barker**. Scot has a talent for helping to convey confidence to his customers and he tackles problems with an expectation that his team will find an acceptable solution. Congratulations to Scot!

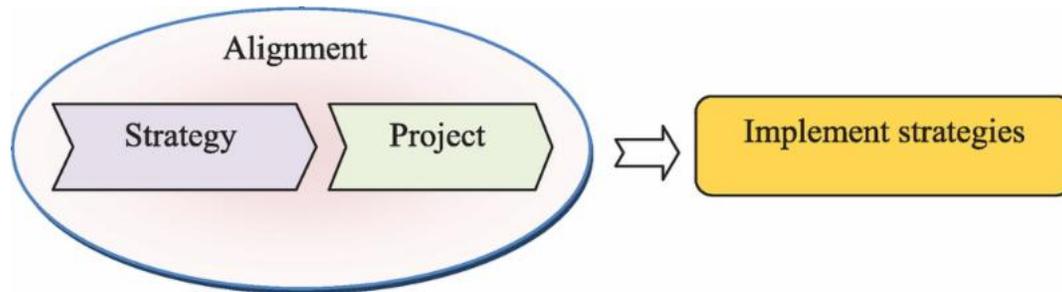
## Latest News and Events

- Desai in partnership with PMI Champlain Valley will be offering the next [PMI-PMP](#)

- Desai in partnership with PMI Champlain Valley will be offering the next [PMI-ACP Certification Test Prep Bootcamp](#) on Nov 14-15, 2019.

## What is the Relationship Between Strategy and Project Management?

(by Mike Frenette PMP, SMC, via LinkedIn)



A recent question on Quora prompted me to spend 20 minutes writing an answer because I believe it to be a critically important question. The question was "How is strategic management used in project execution?" I didn't really want to answer that question, so I indulged myself and changed it to "How does project management fit with strategic management?"

Organizations must have a strategy. If they don't, let's just stop the conversation here.

Strategy needs to have a plan of execution. It is of no use for a bunch of executives to fly to some resort somewhere and dream up a strategy, then fly back, dispersing it to the minions, expecting that they will run off in all directions implementing it exactly as they envisioned. Strategy without execution is no more than a puff of smoke. It is where the rubber meets the sky, as we used to say at Michelin Tires.

Now let's talk about projects. This is where the rubber meets the road. Others may have said that Projects are used to execute a strategy, and therefore must be aligned with the strategy.

I take a slightly different view. That is, Portfolios of Programs and Projects must align with the Strategic Intent of the organization.

Portfolios are often based on business units, answering the question "To be successful, what set of Programs and Projects must my part of the organization execute over this period of time, and for which I have funding, in order to meet the business goals set out for my part of the organization, interleaving with other parts of the organization?" The period of time may be a year, three years, five years or more; or changing continuously as in Agile Organizations - another topic.)

So you might ask, "What is a Program, then?". I'm glad you asked.

A Program is a series of inter-related, and possibly inter-dependent projects, all of which must be executed to achieve a business benefit or set of benefits. That is, if any one of the projects is not executed (not necessarily at the same time), the business benefit cannot be achieved.

So - Projects are part of Programs (and for various reasons, if we define it this way, we must also say that a Program may contain only one Project). Projects deliver products, usually on time, on budget and to the desired level of quality using either traditional (predictive) or Agile (adaptive) methods. Products of projects are used to realize the benefits defined in the strategy and in this way set the stage for delivery of benefits, albeit not the actual benefits themselves. Benefits Realization Management is also another topic for another day.

## The Takeaway

So how does all this answer the [modified] question?

Strategy is a must-have for any organization. Implementation or execution of Strategy has to be funded and planned. The best way to do this, in my view, is through Business-defined Portfolios containing Programs and Projects, that are created to be in lock-step with the Strategy, and through which executives who created the strategy cause their vision to become a reality.

***"Strategy without tactics is the slowest route to victory, tactics without strategy is the noise before defeat"*** Sun Tzu

Desai Management Consulting | 1-844-GO-DESAI | info@desaimgmt.com | www.desaimgmt.com

STAY CONNECTED:

