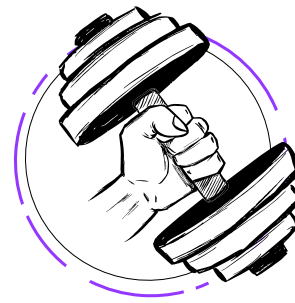
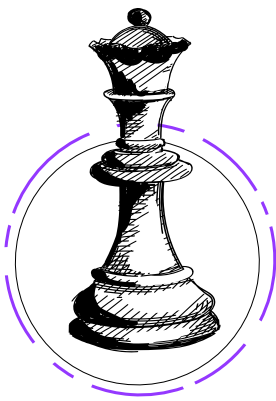


Strategy & Execution

Sketch guides each of our clients through creating and executing an adaptive strategy for evolving beyond simply operating to innovating. We enable organizations to achieve their ambitions by introducing and modeling behaviors that promote the cultural and technological shifts necessary to thrive in a digital marketplace.



Adaptive Strategy

In an ever changing, fast paced world, businesses need an adaptive strategy that embraces change and underscores digital ambition. To survive, business must embrace this new reality and adopt a shift in mind-set. If we think of management simply as **how a business organizes, enables, and empowers itself to provide a continuous flow of value to its customers** we realize that to be effective in the digital marketplace, management must be adaptive.

Continuing the management practices and structures of the lumbering industrial giants of the 20th Century is futile. To lead in the marketplace, companies must be capable of harnessing the best available technology and human behavioral knowledge.

Digital Execution

It is clear that **the entire organization needs to work with the same adaptive mindset**. From marketing and finance to security and HR and every department in between, this is how today's most successful enterprises align strategy to execution. Digital execution is about leveraging technology and data to execute strategy quickly and effectively. When these two concepts come together, it is a powerful combination that can help organizations stay ahead of the curve.

In order to successfully implement an Adaptive strategy with a Digital execution, organizations must be willing to embrace change and adopt a culture of continuous improvement.

Leadership

Senior leaders play a key role in enabling adaptive management by cultivating an intense customer focus, setting and maintaining strong alignment around overall company purpose, strategy, and priorities, and leading by example. They should also explain "why", explicitly empower people to use their talents, embrace transparency, and measure performance in terms of collective outcomes rather than individual outputs.

Culture

Adaptive management is empowered by a culture of experimentation, risk-taking, short creation & delivery cycles, and blame-free feedback. This means that people are trusted to do the right thing in the collective pursuit of serving the customer. The realization of such a culture takes time and requires intentionality and adaptive leadership.

Finance

Adaptive management doesn't apply only to the process of developing products & services. Rather, it is a holistic approach to the entire value creation & delivery system. As such, the way in which investments are viewed and funded is also subject to adaptation. A common adaptation is to shift from funding individual projects to aligning funding to the streams by which value flows to the customer.

Human Resources

Ultimately, business depends upon people. The ways in which an organization recruits, hires, compensates, and evaluates its people affect the attitudes and behaviors those people bring to work. Adaptive management includes Human Resources as HR policies and practices must be adaptable to ensure that people know that they are trusted and respected, so that they can bring their best to work every day.

Adaptive Strategy



Product Mindset

Strategy and execution typically diverge in a system where "the business" hands off to "IT". A product mindset focuses planning and delivery on your customer and inspires experimentation and innovation. This mindset is implicit in adaptive management. Empowered Product Owners are critical to maintaining a product mindset, as they are best positioned to facilitate continuity between the organization's strategic objectives, the customers' needs, and the teams' delivery.



Metrics & Measurements

Continuous inspection is built into adaptive management. Qualitative and quantitative measures are indispensable in signaling where an organization may need to adapt to improve its ability to create and deliver value to its customers. Candid conversation around reliable data enables collaborative, data-driven decisions.

Digital Execution



Software Development

No matter what products or services a company provides, it is, to a great extent, in the software business. This is true whether interaction with customers is completely virtual, or if software is used to facilitate excellence in delivering physical goods to customers. An adaptive approach to management enables a business to quickly adjust to its customers' feedback and emergent needs.

Cloud

Cloud technology is a critical enabler of adaptive management, as it offers the ability to quickly respond to the emergent and exploit fleeting windows of opportunity. Cloud infrastructure provides the flexibility, speed, and scalability necessary to develop, test, and deploy new digital products and services much more rapidly than in self-managed hardware environments.

DevOps

DevOps is a set of principles and practices that integrate software development and IT operations to shorten the time it takes to deliver value. Using automation to eliminate error-prone handoffs, DevOps enables [adaptive management] by creating rapid feedback loops and meaningful metrics.

Managed Services

Managed cloud services provide organizations with a variety of benefits, including increased operational efficiency, reduced risk and disruption, and accelerated transformation journeys. As an enabler of adaptive management, managed cloud services can provide organizations with greater speed, flexibility, scalability, and security, allowing them to quickly adapt to changing business needs.