



# FRAMING WORKSHOPS

## Achieve Alignment For Your Strategic Transformation

### When to consider a Framing Workshop

A Framing Workshop can be of value at the beginning of a major project, e.g. a new business strategy, a major investment decision, a strategic transformation, or the implementation of a major change. It can provide clarity on the problem being addressed and the problem's structure, visible to all at the start. By surfacing and acknowledging the differing agendas, perspectives, and ideas, a good Frame can reduce oppositional behavior of players. By building trust and providing focus on the key issues, it can make the project proceed more efficiently and minimize rework. By surfacing and incorporating differing perspectives, it can achieve alignment among the project stakeholders.

A good Frame provides:

- Precision in defining the problem, bounds, risks, and objectives
- Alignment among stakeholders
- Efficiency by solving the high level problem first so that the focus is on the right big picture solution before working 2nd order issues
- Guidance for the subsequent detailed science, engineering and economic analysis
- Not getting locked in on a single solution prematurely

### Questions to determine whether a Framing Workshop is appropriate

Are you involved in a major strategic initiative? Are you considering a major change in your business strategy or business model? Or are you already implementing the strategic transformation? Have you found that your team is working at cross purposes with differing objectives, values, assumptions, etc.? Is this hindering efficient progress, resulting in confusion and frustration? Are some key players reluctant to support the initiative and fully engage? You may need an intervention to achieve alignment.

### How can a Framing Workshop help?

A Framing Workshop can focus your team. Typically, a Framing Workshop is a 1 to 2 day event designed to get your team on board to build alignment among your senior management and / or project team. Your leadership and project team structure the problem based on their understanding of the issues with leadership from a skilled facilitator bringing a proven process. The result is alignment around a structure and approach for your strategic change, allowing you to resume your project work with greater clarity, efficiency, and effectiveness. With offline prep and follow up, this intervention need take no more than a week. It can be customized for your situation and needs.

The purpose of a Framing Workshop is to describe the opportunity in sufficient detail to understand the decision to be made and the issues, bounds, risks, and objectives driving the decision. A Framing Workshop will deliver:

- Agreement on definition, bounds, scope, and criteria for decision
- Understanding of key decisions, risks, and issues
- Inclusion of different perspectives
- Development of alternative strategies that test different approaches and stakeholder preferences and articulate the rationale underlying each alternative
- Systematic, side-by-side comparison of each alternative to gain insight and understanding into sources of value and risk for the business



# THE ENDEAVOR DIFFERENCE

## Our difference is our experience

Endeavor Management has all the traditional skills you expect from a full service consulting firm: first-class business analysis capabilities, proven strategic, operational and organizational change programs, and a broad network of in-house and on-call experts with deep knowledge of a wide range of industries. What we don't have are newly minted MBAs that carry out assignments once our senior management has secured the engagement.

Endeavor consultants have spent their careers in senior positions with a variety of businesses, acquiring a wide range of knowledge and skills that are now deployed on behalf of Endeavor clients. Working individually or in small teams, Endeavor consultants partner with clients to deploy well developed methods to meet the engagement's unique needs. In the process, Endeavor clients find new sources of growth and value, while optimizing current operations.

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## Endeavor

Endeavor Management offers our clients unique capabilities to focus their transformational strategies to deliver exceptional experiences, build trusted brands and align business and customer strategy. We serve as a catalyst by providing the energy to maintain the dual perspective of running the business while changing the business through the application of key leadership principles and business strategy.

Our firm's 40+ year heritage has produced a substantial portfolio of proven methodologies, enabling our consultants to deliver top-tier transformational strategies, operational excellence, organizational change management, leadership development and decision support. Our deep operational insight and broad industry experience enables our team to quickly understand the dynamics of client companies and markets.

For companies at a crossroad and contemplating a significant move, discussion with Endeavor can help frame the pertinent issues and opportunities and devise a path forward – even if that path does not require Endeavor services.

We have written detailed articles and white papers about successfully implementing strategic change and decision analysis.

**To request a complimentary white paper, or to schedule a conversation around an assessment of your current strategic initiative needs, please contact Jerry Lieberman at [glieberman@endeavormgmt.com](mailto:glieberman@endeavormgmt.com) or 713-877-8130.**