



# specialized training

*building competitive  
capability*



## Popular Programs

### Playing to Win: Strategic Choice-Making Framework

What is strategy? The best definition on the planet is the one offered by Roger Martin: “Strategy is an integrated cascade of choices that uniquely positions a player in its space to create sustainable advantage.” That cascade consists of five key questions: *What is our winning aspiration? Where will we play? How will we win? What capabilities do we need? What management systems are required?*

Participants learn not only how to integrate answers to these deceptively simple questions in an innovative way, but also how to reverse engineer the logic with strategy’s “magic” question—*what must be true?*—the answers to which identify critical assumptions. They will also gain facility with the Playing-to-Win Canvas, our proprietary Framestorm™ tool.

*Training format: 1/2- day or 1-day*

### Customer Journey Mapping: Improving the Experience

One of the most critical areas of strategic focus for any organization is improving the customer experience. Organizations that deliberately transform how they grow and innovate are able to do so because they think about the people on the receiving end of their decisions: customers. Every activity is, and must be, focused on delighting customers, in order to drive long term value.

An important first step in any human-centered innovation effort is creating a good customer journey map: a visual representation of a typical experience over time as customers interact with your products, processes, and people. It includes mapping key jobs-to-be-done, touchpoints, painpoints, and emotions.

*Training format: 1/2- day or 1-day*

### Design Thinking: Human-Centered Innovation

Design thinking is a human-centered approach to innovation that allows non-designers to use the designer’s creative tools and methods to match human needs with what is conceptually feasible and what a sound strategy can convert into true value. The ultimate goal of design thinking is to embed a simple and sustainable innovation method across the entire organization, enabling a companywide culture of constant creativity and collaboration.

Similar to the way it’s taught at Stanford’s D School, our design thinking is an experiential and immersive “crash course,” enabling participants to focus on solving a real-world problem, thus experiencing the entire design thinking process.

*Training format: 1/2- day or 1-day*

### Lean Thinking: Toyota-Based Continuous Improvement

The word *lean* in business has a simple meaning: the absence of waste. It has a single goal: make more room for what truly matters by eliminating what doesn’t. It’s a different, subtractive way of thinking. That’s why so many companies can’t get lean, no matter what they do. Nearly a decade of working closely with Toyota—the birthplace of lean—taught us the right way. And it’s what makes our lean thinking unique: it’s authentic.

Participants learn to simplify workflows using Toyota’s process improvement, *kaizen*, and lean testing methods. They experience lean principles in action through an official Toyota Production System (TPS) simulation, and engage in an exercise designed to identify real-world issues and opportunities to employ Lean Thinking.

*Training format: 1/2- day or 1-day*

