



# Orchestrating Enablement Impact



Participant Workbook



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## Are you an Orchestrator?

### 1. Reflect on being an Orchestrator

**Instructions:** Reflect on the questions below. Then take a minute to objectively answer each with examples of how you would demonstrate the behaviors associated with each question, as an Orchestrator.

| Reflection Question  | Give examples of how you would demonstrate the behaviors associated with each question. |
|--|---|
| ➤ Do you blend strategy & tactics?                                 |   |
| ➤ Do you align to the company's vision and outcomes for customers? |   |
| ➤ Do you bring people together for a common purpose?               |   |
| ➤ Do you facilitate change across many groups?                     |   |
| ➤ Do you engage with curiosity to learn more?                      |   |

## Think Like an Orchestrator

### 2. Approach your initiatives like an Orchestrator

**Instructions:**

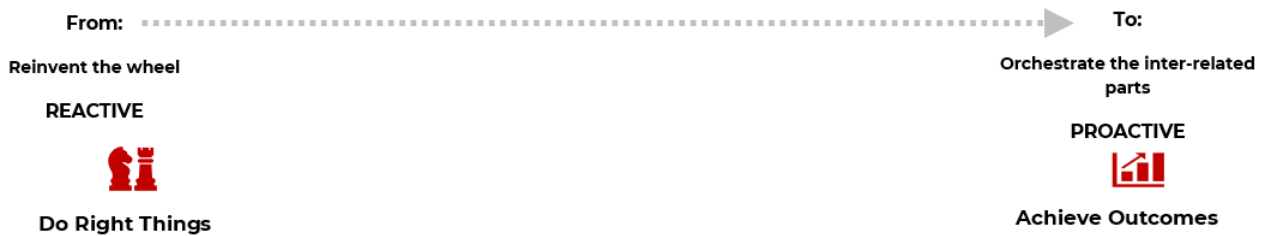
- Think about a current initiative that you are involved with and jot it down in the table below.
- Then identify what really matters about this initiative and what you can control.
- Finally, go out and re-align your actions and how you interact with the teams using the insights you've gained from this lesson.

| Orchestration Question                                  | Response |
|---|----------|
| Identify a current priority that's strategic in nature. |          |
| What are the things that matter?                        |          |
| What are the things that you can control?               |          |

# Strategic Planning Canvas

## 1. Align enablement initiatives based on strategies and results

**Instructions:** Identify a strategic priority you would like to accomplish this year and describe it in the left-hand column. Then describe the results that define what success would look like for that priority in the right-hand column. Once you've done that, identify incoming, ongoing, and innovative initiatives that align to your strategic priorities and results in the middle columns.



| Strategic Priority | Incoming Initiative | Ongoing Initiative | Innovative Initiative | Results |
|--------------------|---------------------|--------------------|-----------------------|---------|
|                    |                     |                    |                       |         |

## Taking Strategic Action

1. **Practice moving away from doing random acts to taking strategic action.**

**Instructions:** Select a few top-of-mind random acts that are holding you back and taking your energy away from what's really important. Put those acts under current state.

Then identify what you would like to do to replace those random acts with heroic acts that can make a difference for you and for your executive team. Commit to making this change going forward.

**Stop doing random acts...**



**so you can be heroic to your executive team**

**Current state is....**

**Future state needs to be....**

# Collaboration Session Framework

1. Use the template below to plan your next collaborative session for an important initiative.

**Definitions for this framework:**

**Define:** Discuss the business problem, or the opportunity. Determine a course of action. Define the path forward in a way that everyone has shared understanding. Ensure objectives and requirements are met/exceeded.

**Create:** Ensure all the components of the challenge are understood and everyone shares their thoughts to learn ways to create solutions you can try.

**Try:** Ensure we can try or test a deliverable / solution with ourselves and other teams to learn what works. Ultimately working together to refine and deliver a final solution.

**Instructions:** Complete each section on the Collaboration Framework below for an upcoming collaborative session with your direct and/or extended teams.



|   |  |                              |                      |
|---|--|------------------------------|----------------------|
| Why do we need to have a collaboration session? | What are we trying to figure out or explore? | Who should be invited?       | When is the session? |
|   | What technology can we use to help us?       | What expectations do we set? |                      |
| What does success look like?                    |  |                              |                      |

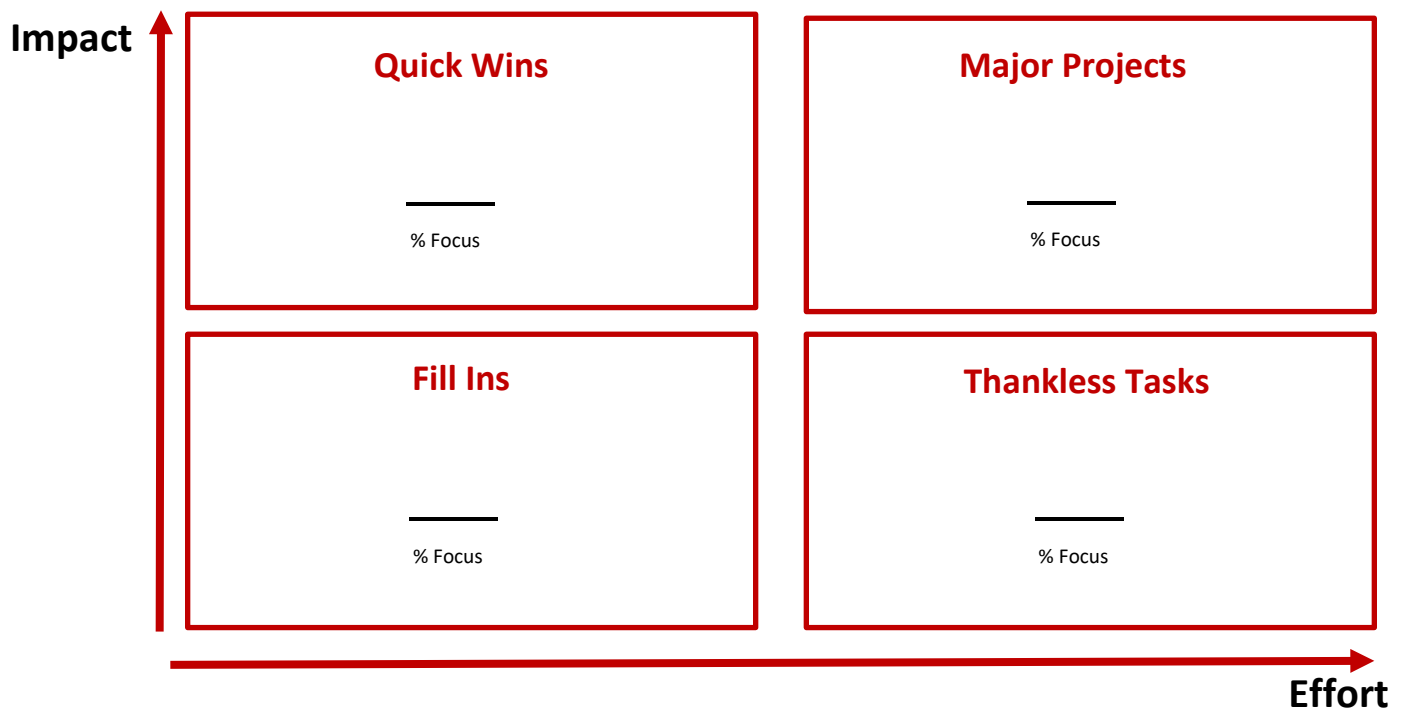


## Time and Priority Framework

1. Use the Time and Priority Framework to help you figure out how to balance your time and energy to get the greatest impact.

**Instructions:** Use the matrix to determine where you and your team spend your time. Estimate the % of time in each quadrant. Together they should equal 100%.

After you complete this matrix, look at it with the lens of how you and your team are spending your time and what are you able to achieve against that. Quick wins and major projects, of course, have a greater business impact than fill ins and thankless tasks that may require more effort but have lesser impact. Reflect on your results and what you would like to change. Then consciously work towards moving your focus to those activities that will have the biggest difference.



# Worksheet to Clarify Outcomes

## 1. Clarify your outcomes

**Instructions:** Select an initiative that’s critical to your business. Then identify who can help you answer the questions for each outcome below. This information will give you a running start to clarify the right outcomes so you can focus on what matters.



Initiative: \_\_\_\_\_

| Achieved End State   | Executive Owner  | High-level Initiative  | Measured Results                                   | Impacted Stakeholders   | Over a Lifecycle   |
|--|--|--|--|---|--|
| 1. What does their world look like after working with you? | 2. Who is the person who is the most responsible for making the end state vision happen? | 3. How do you show benefit realization over different periods to help the customer build on small wins to gain momentum? | 4. What similar examples of success can you share? | 5. Who are the people involved – how can you help the executive owner manage? | 6. Clients fund initiatives – they don’t create budgets for projects. What type of initiative does the end state match with? |
|  |  |  |  |   |  |

## How does VUCA Impact You?

### 1. Living in a VUCA world.

**Instructions:** How has VUCA affected your world and your work. Enter the barriers you're experiencing in each VUCA area below.

# VUCA



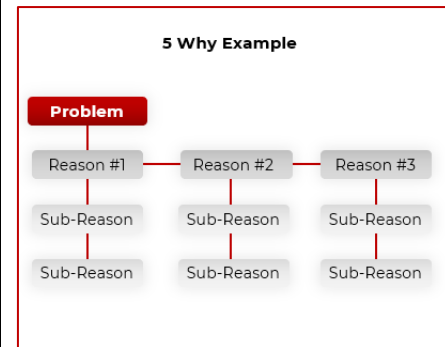
| Volatility  | Uncertainty   | Complexity  | Ambiguity   |
|---|---|---|---|
| Unexpected or unstable challenge, may be of unknown duration; not necessarily hard to understand. | Cause and effect are known despite a lack of information; while change is possible it is not a given. | Many interconnected parts and variables; volume or nature of it can be overwhelming to process. | Causal relationships are completely unclear; no precedents exist; "unknown unknowns". |
|   |   |   |   |

## Activity to Uncover Root Cause

### 1. Uncovering the Root Cause

**Instructions:** Answer the questions below to uncover the root cause of a problem or challenge you’re experiencing using the “5 Whys”.

| Steps to uncover root cause  | Enter your answers below |
|--|--------------------------|
| <p><b>Define the Problem</b></p> <ul style="list-style-type: none"> <li>• Make a clear problem statement.</li> <li>• Identify if the problem is People, Process, Information or Technology related. This will help you define the scope of the issue you are investigating.</li> </ul>           |                          |
| <p><b>Ask WHY. . .</b></p> <ul style="list-style-type: none"> <li>• As many times as needed to uncover possible reasons for the problem with the intent to identify root cause.</li> <li>• Sometimes there may be more than one root cause so your analysis would look like a matrix.</li> </ul> |                          |
| <p><b>Record your findings.</b></p>  |                          |



## VUCA Worksheet

### 2. Make the Connections in a High Growth Environment

*How to win in an ambiguous, complex, uncertain and volatile environment*

**Instructions:** Think of a challenge you are encountering that is top of mind for you. Take the following steps to help you solve and address this challenge to your advantage.

- 1) Summarize the challenge you are facing.
- 2) Determine the type of challenge you think it is.
- 3) Do a diagnostic by answering the questions for this challenge in the “DIAGNOSTIC” section to help better understand causes and effects.
- 4) Then select one or two approaches from the “TACTICS YOU CAN TAKE” section that you think would help you to address and overcome this challenge.
- 5) Lastly, determine the action(s) you will take, when and how.

**Summarize your challenge:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Select what you think is the type of challenge:**

**Ambiguity**       **Complexity**       **Uncertainty**       **Volatility**

**Action(s) to take:**  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

*Continued - How to win in an ambiguous, complex, uncertain and volatile environment.*

**Instructions:** After you have determined the key force(s) you are facing, diagnose the challenge by answering the questions for that force. Example: If the business or team challenge with which you are dealing is volatile, answer the questions located under volatility.

| Volatility   | Uncertainty   | Complexity   | Ambiguity  |
|--|---|--|--|
| <ul style="list-style-type: none"> <li>• What does volatility look like for your team or organization?</li> <li>• How is Volatility affecting your team?</li> <li>• What is predictable and what is not?</li> <li>• What has been overwhelming? What could overwhelm you in the future?</li> <li>• What could be done differently? Why would this help?</li> </ul> | <ul style="list-style-type: none"> <li>• What does uncertainty look like for your team or organization?</li> <li>• How is uncertainty affecting your team?</li> <li>• What has been predicted and what has not?</li> <li>• What additional information do you need? Why would this help?</li> <li>• How can you leverage your relationships (or forge new ones) to keep you in the know?</li> </ul> | <ul style="list-style-type: none"> <li>• What does complexity look like for your team or organization?</li> <li>• How is complexity affecting your team?</li> <li>• What feels chaotic and confusing?</li> <li>• What could be done to simplify the process or the information? Why would this help?</li> <li>• What information could be better communicated, either to you or by you?</li> </ul> | <ul style="list-style-type: none"> <li>• What does ambiguity look like for your team or organization?</li> <li>• How is ambiguity affecting your team?</li> <li>• What problems come up repeatedly? Do you understand the root cause?</li> <li>• What skills do you or your team need to develop?</li> <li>• Who could you collaborate with?</li> <li>• In what situations could you use root cause analysis?</li> <li>• What behaviors do you want your team to value?</li> </ul> |
| <p>What are you doing to better adjust your work and priorities to maximize value?</p> <p>How do you stay completely aware of what’s driving company performance (and KPIs)?</p>   |   |  |  |

## TACTICS YOU CAN TAKE

### Counter Volatility with Vision

1. Accept and embrace **change** as a constant, unpredictable feature of your working environment. Don't resist it.
2. Develop a clear, shared vision of the future, and create a strong, compelling statement of team objectives and **values**.
3. Make sure you set for your team members flexible goals that you can amend when necessary. This allows them to navigate unsettled, unfamiliar situations, and react quickly to changes.

### Meet Uncertainty with Understanding

1. **Make it a priority** to invest in analyzing and interpreting business, industry and competitive intelligence so you don't fall behind. Pause, look around and listen carefully to customers to learn what they want. This way it helps you to understand and develop new ways of thinking and acting in response to the elements.
2. **Review and evaluate** your performance. Consider what you did well, what came as a surprise, and what you could do differently next time.
3. **Simulate and experiment with situations** to explore how they might play out and how you might react to them in the future. Gaming, scenario planning, crisis planning and role playing are useful tools for getting foresight and preparing your responses.

### React to Complexity with Clarity

1. **Communicate clearly with your people.** In complex situations, clearly expressed communications help them to understand your team's or organization's direction.
2. **Develop teams and promote collaboration.** Complex, uncertain and volatile situations are often too complicated for one person to handle. So, build teams that can work effectively in a fast-paced, unpredictable environment.
3. **Lead** your team members but don't dictate to, or control them. Develop a collaborative environment where debate, dissent, participation and consensus are encouraged.
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#### Connect Ambiguity with Agility

1. **Promote flexibility, adaptability and agility.** Plan ahead, but build in contingency time and be prepared to alter your plans as events unfold.
2. **Encourage your people to think and work outside of their usual functional areas** to increase their knowledge and experience. Job rotation and cross-training can be excellent ways to improve team agility.
3. **Hire, develop and promote people and reward** team members who demonstrate vision, understanding, clarity, and agility and thrive in such environments. Let your people see what kind of behavior you value by highlighting innovations and calculated risk-taking moves



# Sales Enablement Role Description

## 1. Sales Enablement Role Description

The Sales Enablement Architect is a dedicated performance and productivity partner to sales leaders within the portfolio of sales teams supported by sales enablement. As a key internal partner, the person in this role monitors and elevates sales leadership satisfaction by understanding and shaping sales team needs and requirements and working to align within and across the commercial system. The Sales Enablement Architect role is tethered between internal content, skill, technology, and tool providers and the sales teams at both strategic and tactical levels. This ensures that product, marketing, sales, training, and process teams understand the business requirements of sales leadership while also working cross functionally to design productivity services that meet or exceed those needs to deploy agile sales enablement solutions, especially in the middle to end of the sales process.

We believe sales enablement includes three key pillars; talent enablement, message enablement, and pipeline enablement. Our enablement strategy aligns to that framework with the intent to empathize with sellers and make their work less complex as well as reduce customer confusion.

### Talent Enablement

Intended business outcomes include:

- Reduce Attrition
- Better Skills
- Faster Time to Productivity

Role responsibilities include:

- Curate content and design enablement experiences that provide the role-based skills development and mindset shifts needed to close deals.
- Orchestrate the design of the enablement experience in service of field sales by being the "voice of sales" and aligning outcomes to customer and seller success.
- Create build instructions and determine resourcing needs per the defined scope of work.
- Facilitate architecture, design and contribution working sessions to develop and document the end-to-end enablement experience solution for each type of interaction.
- Build content and experiences in partnership with experts, sales teams, and executive leadership.
- Continuously drive leading-edge innovations into the enablement experience.

**Message Enablement**

Intended business outcomes include:

- Targeted Buyer Insight
- Concrete Differentiation
- Consumable Content

Role responsibilities include:

- Orchestrate the creation of content that provides the messaging and tools to create value stories aligned to a common message.
- Partner with sales teams and leaders so that messaging is simple, value-based, and aligned to specific customer scenarios.
- Work across the business to identify what's working in terms of content creation and innovative delivery types.
- Design, build, and lead others who build great content.

**Pipeline Enablement**

Intended business outcomes include:

- Improve Win Rates
- Shorter Sales Cycles
- Larger Deals

Role responsibilities include:

- Leverage insights on our customers, our sales performance, and seller's enablement journey to determine targeted enablement opportunities.
- A successful candidate is an engaging team player who has the ability to influence and motivate others while building a broad inclusive network.

This candidate is successful doing these things:

- Focus on the mission and goals and rally people around you (Catalyze)
- Guide execution of the right priorities at the right moments with the right people (Coordinate)
- Drive results by design, not effort (Architect)
- Guide the narrative by confronting reality (Be Pragmatic)
- Unlock energy and create momentum (Mobilize)
- Encourage collaboration to bring about positive change (Collaborate)

## What's Your Vision?

**2. Reflect on your role today and what you would like it to be tomorrow.**

**Instructions:**

- Think about how you and others perceive your role today and record your thoughts in the box on your left.
- Then think about what you want your role to be in the future and record it in the box on your right.
- Refer to your vision at key milestones throughout your career to see how your role is transformed as you elevate to Orchestrator.

**From What**



**To What**

**My role today is perceived as ...**

**My role in the future is perceived as ...**