

From Best Practices to Next Practices – what it takes to be Future Relevant

- The future is increasingly uncertain. Building organizations that are resilient and ready to adapt is top of mind for CEOs.
- The organizations best positioned to thrive in the future are the ones that know nothing is static or fixed any longer, and standing still is moving backwards. They see that what is required to thrive in the next era is something entirely different. What used to be considered 'healthy' practices might actually work against them in the future.
- They are taking a critical eye to how they work, lead, make decisions and serve their customers, and intentionally turning it upside down, even before they feel completely ready.
- At BTS, we call this Future Relevance.



Through extensive research and work with our clients across the globe, we have identified six Next Practices that, when well managed, help organizations navigate non-linear paths to achieve business outcomes.

- While Best Practices allow you to be successful now, Next Practices will promote future relevance.
- Next Practices go beyond a traditional view of organizational health to predict and measure future relevance.
- Future relevant companies stand out in the way they embrace and execute these Next Practices.

Moving from "Best Practices" to "Next Practices"

Best Practices



Next Practices: What top performing companies do differently

Setting Direction

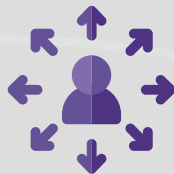


Planning and Pivoting

Highly certain of the vision and highly agile in execution

Understand that the **act of planning** is a better predictor of success than the plan itself. Long-term, linear plans are no longer useful. Consideration and preparation for multiple possible futures. Guided by knowledge of customer needs, there is a bias for action to branch out to new opportunities, which requires disciplined experimentation.

Leading Others



Leading with Others

The empathy and inclusivity to support broader leadership contributions

Model the values and engage the organization as a community of **unique perspectives**, while creating the conditions for employees to **thrive** and do their best work. Leaders **inspire connection** to both the broader purpose and others in the organization and demonstrate the mindsets needed to thrive in constant change.

Pushing Down Decisions



Creating Shared Accountability

The ability to make high-impact and high-quality decisions with efficiency and ownership

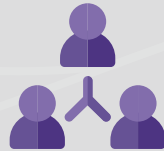
Make high impact, high-quality decisions **faster** as we **democratize data-based decisions**. They find ways to optimally involve employees closest to the customer, gain their commitment, while still moving with speed. Employees understand their **decision-making accountability**, which frees them up to collaborate within clear, strategic parameters.

Best Practices



Next Practices: What top performing companies do differently

Teaming



Collaborating in the Ecosystem

Set free the genius of others to build sustainable impact together

By working in a constantly changing organization of **loosely connected networks**, the organization develops a muscle of building relationships and trust quickly. Teams align on enterprise outcomes and have developed networks of support, within and outside of the organization, which accelerate time to impact.

Developing Talent



Accelerating Talent

The ceiling does not exist

Talent acceleration strategies are **connected to business strategies** and outcomes and the EVP is a competitive advantage. The talent life cycle prioritizes **humanity**: diversity, creativity, authenticity, boundaries and limits. Inclusion is encouraged over assimilation, and the ceiling does not exist.

Integrating Systems



Simplifying Systems

Continuously investing in and simplifying systems that align with the purpose and direction of the organization

Achieve scale by identifying and investing in **minimum viable systems** – those required to efficiently execute projects, are informed by evolving customer and people needs, build organizational **agility**, and support **future pivots**. Actively **simplifies and sunsets** systems that no longer serve the organization's purpose and direction. Watch for tense consistency.