

Leo Hopf's consulting topics:

- Renewing your business
- Improving decision making and risk taking
- Tools for building strategic insight
- Optimizing your business portfolio

Renewing your business:

Topics	Questions Answered	Tools
Business renewal	<ul style="list-style-type: none"> • How do you identify high potential renewal candidates? • How do you build the case for renewal? • How do you align your organization behind a renewal effort? • What are the common renewal traps, and how can you avoid them? 	<ul style="list-style-type: none"> • Business lifecycle • GE / McKinsey matrix • Radar screen • Core competencies • Customer need analysis • Renewal traps
Renewal process	<ul style="list-style-type: none"> • How should you organize to renew your business? • What are the roles which must be filled to successfully renew? 	<ul style="list-style-type: none"> • Renewal process • Role clarification
Renewal alternatives	<ul style="list-style-type: none"> • What are the different renewal paths, and which make the most sense for your situation? 	<ul style="list-style-type: none"> • Renewal matrix • 12 renewal strategies • Decision table

Leo Hopf and Bill Welter's book *Rethink, Reinvent, Reposition: 12 Strategies to Renew Your Business and Boost Your Bottom Line* is available on Amazon.com

Improving decision making and risk taking: (I)

Topics	Questions Answered	Tools
Risk taking	<ul style="list-style-type: none">• Why are organizations risk averse?• How do they leave value on the table through avoiding risks?	<ul style="list-style-type: none">• Risk attitude assessment• Perspectives on risk at different levels of the organization
Decision making	<ul style="list-style-type: none">• What makes decision making difficult?• How can we obtain clarity on the highest value course of action?• How can we align the organization to this action?• Why is consensus evil?	<ul style="list-style-type: none">• Seven attributes of decision quality• Decision hierarchy, givens, decision table, assessment de-biasing, who are the players and what do they want?• Thumbtack and home buying examples

Improving decision making and risk taking: (II)

Topics	Questions Answered	Tools
Decision process	<ul style="list-style-type: none">• Who needs to be involved to make the decision, and who needs to be involved to do the work?• How should these two groups interact?• What should their roles be?• How can we speed up our decision making without sacrificing quality?	<ul style="list-style-type: none">• Clarity and alignment chart• Shooting arrows concept• Structured decision process• Work-Input-Decide-Execute (WIDE) framework to clarify roles
Leadership and Organizational Focus	<ul style="list-style-type: none">• Why do our plates get so overloaded with low value topics?• How can you deal with this issue in the short- and long-term to ensure you spend your time where it matters most?	<ul style="list-style-type: none">• Who's got the monkey?• "To stop doing" list• Leadership agenda

Tools for building strategic insight: (I)

Topics	Questions Answered	Tools
Industry approaches	<ul style="list-style-type: none">• What makes one industry more attractive than another?• How are industries transformed? Where is your opportunity to disrupt? Where are you at risk of being disrupted?• Where should you participate along the value chain? Where are the largest profits to be made along the chain?• How is your industry changing? How fast do you change relative to your industry?	<ul style="list-style-type: none">• Porter's 5 forces• The Innovator's Dilemma• Value Chains / profit pools• Natural owner• Radar Screen
Customer approaches	<ul style="list-style-type: none">• Where will growth come from?• How do you define and test your business model?• How do you turn an idea into a business?	<ul style="list-style-type: none">• Every Business is a Growth Business• Slywotzky• Chasm

Tools for building strategic insight: (II)

Topics	Questions Answered	Tools
Alternative generation approach	<ul style="list-style-type: none"> • How can you develop powerful alternatives in highly technical engineering businesses? 	<ul style="list-style-type: none"> • TRIZ
Alignment approaches	<ul style="list-style-type: none"> • What are our core competencies, and how can we use them to create competitive advantage? • What are the small number of things that are critical to our business success? • How well aligned is our system for delivering value? Where are the gaps and how large are they? • What is our primary focus (cost, products / services, customers?) • Does everyone know what they can do at their level to maximize organizational value? 	<ul style="list-style-type: none"> • Core competencies • Challenges • McKinsey 7 S's • Discipline of Market Leaders • Strategy Focused Organization

Optimizing your business portfolio:

Topics	Questions Answered	Tools
Status of the portfolio	<ul style="list-style-type: none"> • Where is each business on the business lifecycle? • What is the competitive advantage (or disadvantage) of each business? • How attractive are the markets in which you compete? • What do you do to make your portfolio worth more than the sum of the parts? • What are the growth and margin opportunities of each part of the business? 	<ul style="list-style-type: none"> • Business lifecycle • GE / McKinsey matrix • Capital productivity
Changes to the portfolio	<ul style="list-style-type: none"> • What should be added to or removed from the portfolio? Why? • What are the characteristics of attractive opportunities that could be added to the portfolio? • What are the indications that a business should be removed from the portfolio? • How do you handle the people issues associated with changing the portfolio? 	<ul style="list-style-type: none"> • Core competencies • Measurements and rewards • Leadership agenda • Decision quality