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Center for  
Effective  
Organizations

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EXTREME STRATEGIZING™



Innovation network for strategy making  
in high change organizations

usc Marshall

# Extreme Strategizing

Extreme strategizing is a new method for strategy making in organizations experiencing high change. Based on a proven methodology called extreme or agile programming, it provides HR executives with an important and unique voice "at the table" in their organizations. How extreme strategizing is new:

- Taps into the knowledge resident in your employees.
- Relies on real-time data from employees.
- Data are customized for each organization and focused on short-term and medium-term forecasts.
- Employees who are "key informants" provide ongoing corporate intelligence about the competitive landscape, challenges, and new opportunities.
- Frequent interactive dialogues with senior executives use these employee data to map out new directions.
- Change in direction alters strategy so that the organization is always "in the know" and always ready for the next change.

HR executives have long talked about being at the table. Extreme strategizing is a new tool that can assure them that place. Data from extreme strategizing provides information that is critical for success and that most organizations do not have today.

Extreme strategizing arms the organization to compete in a world that is changing quickly, in industries where it's not easy to stay ahead of the competition, and where innovation and intelligence are critical for success.

## Learn the process of using extreme strategizing

### **Level One**

Use employee data for real-time interactive dialogues that drive strategy forward and meet the needs of the current business conditions and environment.

### **Level Two**

Process moves out to customers. This work has yielded high (over 2,000%) return on investment in early beta projects.

### **Level Three**

Expand the process to other key stakeholders such as suppliers, partners, investors, and more.

### **Level Four**

Change the organization structure.  
Break silos. Innovate.

TOP DOWN  
EXTREME STRATEGIZING  
BOTTOM UP



### **Human Resource Leadership in Extreme Strategizing**

HR executives provide the foundational processes to listen and act. They teach leaders and managers how to work with data; they seek out the right data; they create the ongoing process that fuels the strategy burst sessions needed in extreme strategizing. In extreme strategizing organizations, employees are seen as valued reporters who provide breaking news that informs the strategizing process. For high-change organizations, the added value of this process is the creation of an intervention process that provides employees with a high engagement voice. Asking employees to contribute their knowledge is a win / win for all.

- Frequent dialogues provide deep insights into the environment.
- CEO research scientists work with members of the network to manage the learning and doing process.
- Share learnings from best practices and develop actions with network partners.

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CEO innovation networks go beyond learning—we develop innovative practices and use them. Our partners implement these practices into their operations. Together, we incorporate our learnings into actions and develop new and better practices.

- Stay ahead of your competitors
- Learn with a group of peers
- Work with the CEO team of thought leaders
- Develop lasting relationships
- Keep moving forward
- Stay energized and focused on what works

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To learn more about this unique opportunity, contact Lacey Leone McLaughlin, Director of Executive Education at (213) 740-9814 or by email at [lacey.leone@marshall.usc.edu](mailto:lacey.leone@marshall.usc.edu)



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