2-Hour Teaching Schedule: Precision Targeting of Innovation and Agility using the 7Ps Framework

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Overview & Workshop Philosophy

This 2-hour session is designed as a **Management Education Experience**. Rather than treating innovation as a vague mandate to "innovate everywhere," this workshop teaches managers to apply **Precision Targeting**—using the **7Ps Framework** as a diagnostic lens to systematically identify where, when, and how to focus innovation and agility to create value faster than cost.

- **Target Audience:** Managers, professionals and students
- **Core Unit of Analysis:** The participant's specific **Area of Responsibility (AOR)** or sub-unit.

Learning Objectives

By the end of this 2-hour session, participating managers will be able to:

1. **Explain the 7Ps Model** and distinguish between traditional product/process innovation and often-overlooked opportunity spaces (Position, Paradigm, Provisioning, Platform, Proactivity)
2. **Differentiate Innovation Horizons** by mapping initiatives along the spectrum of **"Do Better"** (incremental improvements) versus **"Do Different / Do New"** (radical/novel re-framing)
3. **Conduct a Traffic-Light (RAG) Audit** to diagnose strengths and identify "blockages" or systemic bottlenecks across their Area of Responsibility.
4. **Deploy the "1, 2, 3 Go!" Process** to construct an initial **7Ps Innovation & Agility Agenda** aligned with organisational strategy.

Required Teaching & Workshop Materials

- **Presentation Visuals:** Slides outlining the 7Ps Wheel / Diamond Diagram, the "Do Better vs. Do Different" matrix, and the 1, 2, 3 Go! roadmap.
- **Worksheets & Handouts:**
    - *7Ps Self-Audit Checklist* (with Red/Amber/Green evaluation criteria).
    - *The 7Ps x 2 Opportunity Diamond Template*.
    - *Case Study Handout:* "Meet the Digital Dentist" (or industry-equivalent mini-case – in book)
- **Stationery:** Large flip-chart paper, colour-coded Post-it notes (3 colours for Do Better, Do Different, and Blockages), dark marker pens, and adhesive tape.

Detailed Timetable & Schedule

Module 1: Orientation & The 7Ps Diagnostic Lens (0:00 – 0:30 | 30 Mins)

- **Purpose:** Move managers away from "scattergun" innovation toward targeted, multi-dimensional opportunity hunting.
- **Objectives:** Introduce the 7Ps framework, establish the "Unit of Analysis," and define the duality of Innovation (structured value creation) and Agility (prudent opportunism).

- **Process:**
    1. **Opening Hook & Framing (10 mins):** Facilitator presentation on why generic "innovate or die" fails. Introduce the 7Ps as seven distinct "lenses":
        - **P1 – Product:** Output goods, services, or internal analytical deliverables.
        - **P2 – Process:** Sequences of activities, workflow re-engineering, and automation.
        - **P3 – Position:** Managing interfaces, brand storytelling, and two-way stakeholder communication.
        - **P4 – Paradigm:** Mental models, business models, and shared organisational culture.
        - **P5 – Provisioning:** Acquiring and orchestrating financial, human, and technological resources.
        - **P6 – Platform:** Building hubs or bases that simplify value chains and enable others to interact/buy.
        - **P7 – Proactivity (Agility):** The "agility muscle"—speed, responsiveness, and prudent decision-making.

    2. **Conceptualizing "Do Better" vs. "Do Different" (10 mins):** Explain how each P area operates on two horizons: incremental enhancement (*Do Better*) versus radical reconfiguration (*Do Different / Do New*)

    3. **Interactive Table Discussion (10 mins):** In pairs, managers define their specific **Area of Responsibility (AOR)** and identify which single "P" currently receives 80% of their team's attention (typically P1 or P2).

- **Teaching Materials:** Slide Deck (7Ps Wheel & Definitions), 7Ps Overview Handout

Module 2: Diagnostic Practice – Case Study & RAG Assessment (0:30 – 1:05 | 35 Mins)

- **Purpose:** Practice applying the 7Ps diagnostic to a real-world scenario before assessing one's own department.
- **Objectives:** Recognise how an enterprise must align multiple "Ps" simultaneously and conduct a Red/Amber/Green (RAG) audit.
- **Process:**
    1. **Mini-Case Exercise: "The Digital Dentist" (15 mins):** Participants read a 1-page case study (e.g., James, a dental practice owner transforming from pre-digital to digital dentistry
        - In small groups (3–4 participants), managers analyse how digital transformation requires alignment across all 7Ps (e.g., P1 digital 3D scans, P2 automated appointment workflows, P3 digital marketing positioning, P4 shifting business model to preventive wellness, P5 technology funding, P6 online booking platform, P7 staff agile adoption).
    2. **RAG Traffic-Light Scoring (10 mins):** Groups assign a Traffic-Light rating to the case practice:
        - **Green:** Best-in-class / core strength to exploit.
        - **Amber:** Functional but requires incremental improvement (*Do Better*).

        - **Red:** Major vulnerability or blockage requiring radical change (*Do Different*).

    3. **Plenary Debrief (10 mins):** Facilitator highlights how failure in one "P" (e.g., weak P7 Proactivity or lack of P5 Provisioning) can collapse a great P1 Product or P2 Process innovation.

- **Teaching Materials:** "Digital Dentist" Case Study Handout, RAG Rating Matrix Worksheet.

Module 3: Application – Scoping the AOR Opportunity Space (1:05 – 1:35 | 30 Mins)

- **Purpose:** Translate the 7Ps model directly into the participant's own working environment.
- **Objectives:** Construct a personalised 7Ps Opportunity Diamond and surface hidden innovation potential.
- **Process:**
    1. **Silent "Note-Storming" (10 mins):** Working individually, managers write potential innovation ideas for their own AOR on Post-it notes:
        - *Yellow Notes:* "Do Better" ideas (place inside the 7Ps Diamond).
        - *Blue Notes:* "Do Different" ideas (place outside the 7Ps Diamond).
        - *Red Notes:* "Systemic Blockages" inhibiting progress (e.g., rigid culture, lack of skills, delayed decision-making).
    2. **Pair Peer-Coaching (15 mins):** Participants pair up with a colleague from a different department/function.
        - Partner A presents their 7Ps Diamond for 6 minutes; Partner B acts as a "Critical Friend," asking probing questions: *"Where are your gaps?" "Why is there no idea in Provisioning or Platform?" "Is this idea really Do Different or just Do Better?"*.
        - Reverse roles for 6 minutes.
    3. **Reflection (3 mins):** Individuals adjust their Post-it placements based on peer feedback.
- **Teaching Materials:** Blank 7Ps Diamond Flip Charts, Colour-Coded Post-it Notes, Markers.

Module 4: Action Planning – The "1, 2, 3 Go!" Roadmap (1:35 – 1:55 | 20 Mins)

- **Purpose:** Move from analytical insight to structured, manageable execution.
- **Objectives:** Formulate a time-phased **7Ps Innovation & Agility Agenda**.
- **Process:**
    1. **Applying the 1, 2, 3 Go! Framework (10 mins):** Facilitator introduces the 4-step execution sequence:
        - **Step 1 (Looking Inwards):** Consolidate internal AOR diagnostic data.
        - **Step 2 (Looking Outwards):** Identify "best-in-class" exemplars to benchmark against.
        - **Step 3 (Looking Forwards):** Conduct a 1-, 3-, and 7-year horizon scan for external change drivers.
        - **Step GO! (Prioritise, Organise, Act, Review):** Select 3 "Mission Essential Task" initiatives.

2. **Drafting the Agenda (10 mins):** Managers fill out their *7Ps Action Plan Template*, selecting their top 3 priority initiatives (specifying target P area, whether it is Do Better or Do Different, horizon timeline, and success metrics).

- **Teaching Materials:** 1, 2, 3 Go! Action Plan Worksheets.

Module 5: Wrap-Up, Synthesis & Next Steps (1:55 – 2:00 | 5 Mins)

- **Purpose:** Reinforce key principles and establish accountability for follow-through.
- **Process:**
  1. **Summary of Core Truths:** Facilitator emphasizes that non-product innovation often yields the fastest return on investment, and removing a "blockage" in P7 (Proactivity) or P5 (Provisioning) accelerates all other initiatives.
  2. **Commitment:** Managers commit to reviewing their 7Ps Action Plan with their direct team or sponsor within 5 working days.
- **Teaching Materials:** Session Evaluation / Feedback Sheets.

Summary Table: 2-Hour Schedule at a Glance

Time	Module	Core Activity	Deliverable / Output
0:00 – 0:30	**1. Orientation & 7Ps Lens**	Interactive briefing on the 7Ps & "Do Better vs. Do Different"	Clarified Unit of Analysis (AOR)
0:30 – 1:05	**2. Case Study & RAG Audit**	Group analysis of "Digital Dentist" case & RAG rating	Practiced Traffic-Light diagnostic skills
1:05 – 1:35	**3. Scoping AOR Opportunity**	Silent Post-it mapping on 7Ps Diamond & Peer Coaching	Individual 7Ps Opportunity Diamond
1:35 – 1:55	**4. Action Planning (1, 2, 3 Go!)**	Applying 1, 2, 3 Go! steps to set 1-, 3-, and 7-year priorities	Draft 7Ps Innovation & Agility Agenda
1:55 – 2:00	**5. Synthesis & Wrap-Up**	Core takeaways & commitment to team review	Execution commitments