Learn & Adjust as you go

Once you've set your bold goal, charted your path to reach it with a Future-Back Plan™, inspired your team to act, and have begun to make fast progress to achieving it, it's time to assess. With every step you take, you'll learn. And based on what you learn, you'll need to continually make adjustments to stay on track to achieve your bold goal.

Learn & Adjust® is a regular team practice that lets you carve out time to revisit and revise your Future-Back Plan to help ensure you reach your goal.

To Learn & Adjust

Start with your bold goal. Then look at your next milestone in your Future-Back Plan. Assess your progress, learn why you're on or off track, and identify adjustments you'll make to your plan so you stay on the fastest, best path to achieve your bold goal. Here's a high-level example:

Bold goal: In 5 years, we'll be the first to offer coast-to-coast electric car charging capabilities on all major U.S. highways.

By the end of Year 1: Ready for scale	**Assess:** *Are we on track to achieve our milestone?*	**Learn:** *Why are we where we are?*	**Adjust & Act:** *How do we adjust to stay on track to achieve our bold goal?*
Raised $3-$5B in capital funding for complete buildout	+ By mid-Year 1, we've raised $2B, which is $0.5B ahead of target	+ Team finding investor response to coast-to-coast vision stronger than expected	+ Pull forward Year 2 site development by one quarter to capitalize on the funding lead
Obtained all necessary regulatory approvals for first 5,000 charging stations	+ By mid-Year 1, we've secured 40% of approvals — 15% behind target	+ Team underestimated how long utility approvals would take in 3 states	+ Instead of scaling back the target, reprioritize capital toward faster-approval states first; push the full target from Year 1 to Year 1.5
Deployed unified technology platform to drive operations across all locations	+ By mid-Year 1, platform development is 15% ahead of schedule	+ Team's decision to move up the hiring of a VP of Engineering with EV infrastructure experience accelerated integration work	+ Pull forward the multi-state platform rollout from Year 2 to late Year 1 to capitalize on the early progress
Signed partnership agreements with major automakers and retail partners	+ By mid-Year 1, we've signed 2 of 5 targeted retail partnerships	+ Team bet too heavily on automaker partnerships early on; retail is driving more site traffic	+ Shift partnership resourcing toward retail; move the automaker partnership milestone from Year 1 to Year 2

What makes Learn & Adjust different?

Learn & Adjust® has three essential ingredients:

1 Looking forward, instead of just back

A typical business review looks backward and asks: Did we hit the number? Learn & Adjust does that, too, but uses these results to look forward. In Learn & Adjust, you ask: "Given where we are, does our plan still get us to the bold goal on time, or do we need to adjust? If so, how?"

2 An environment of real candor

Most business reviews reward a clean status update. People show up polished and problems get smoothed over. Learn & Adjust requires an environment where people feel safe to be vulnerable and say things like: "We got this wrong" or "We made a mistake."

3 Learning that leads to action

A standard business review often ends in a shared understanding of where things stand. Learn & Adjust goes further. It turns what you've learned into the most critical actions to take next to stay on track to your bold goal and makes sure they happen.

Learn & Adjust helps you achieve your bold goal by:

✓ Protecting your ambition

At the first sign of trouble, it's tempting to quietly shrink your bold goal. Learn & Adjust finds a new path to the same goal vs. lowering the bar to fit the setback.

✓ Proactively adjusting course

You adjust the plan as conditions change, always staying focused on achieving your bold goal vs. staying rigidly tied to a plan that's no longer relevant.

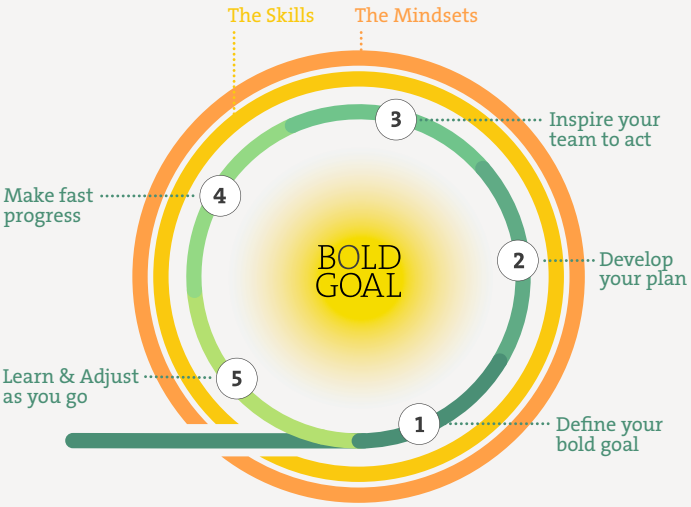
✓ Fostering more courage

You make learning from failure as valuable as from success, giving you and your team the courage to act more boldly vs. missing opportunities by being risk-averse.

✓ Keeping you on the fastest path

You carve out dedicated time to revisit and revise your Future-Back Plan™ to keep your team's priorities focused on your bold goal vs. suffering priority whiplash.

Discover the Lead Brighter Leadership System



Learn & Adjust is the final step in our 5-step Lead Brighter® Leadership System®, a unique, proven approach to leading designed with everything you need to supercharge you and your team's ability to achieve transformational results and impact.

We can help you assess your progress and adjust your plan to help you stay on track to achieve your bold goal. Reach out to hello@tournesolllc.com or learn more at leadbrighter.com.



Tournesol is a leadership consulting firm. We partner with CEOs, senior leaders, and their teams to drive transformational results and impact in significant moments of change using our unique, proven Lead Brighter® Leadership System®.

We're here to help you:

+ Set vision, create strategy, and develop your plan
+ Align leaders and teams through offsites, summits, town halls, and trainings
+ Identify and prepare teams to execute on key priorities and initiatives
+ Develop practices to accelerate progress against your plan and stay on track to deliver it
+ Create and execute cross-company change initiatives, innovation programs, and more

Connect with us at **hello@tournesolllc.com**

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