

Welcome

**Strategy Execution: The Dynamics
of Attaining Strategic Intent and
Creating Strategic Alignment**

**The Strategy Execution Readiness
Survey**

Agenda

- **Strategic Planning Framework**
- **Strategy Execution Readiness Survey/Best Practices**

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“DEDICATED TO CREATING STRATEGICALLY
ALIGNED ORGANIZATIONS FOR MAXIMUM
PROFITABILITY, ORGANIZATIONAL HEALTH AND
EMPLOYEE WELL-BEING”

Mobilizing the organization by “Making Strategy Everyones Job”

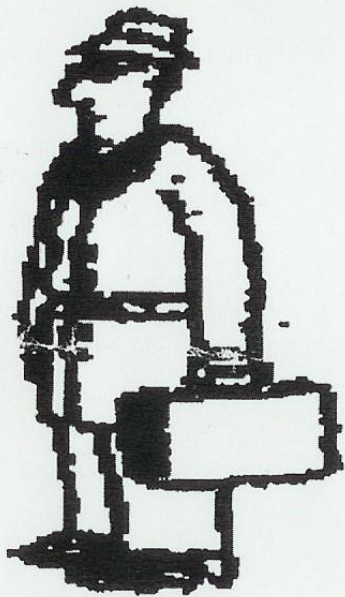
Through

The effective design and implementation of strategic
performance management systems

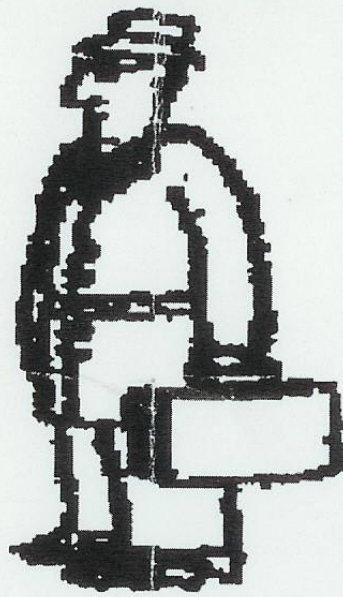
Effective human resource and leadership development
through skills based training

Truer than one would think

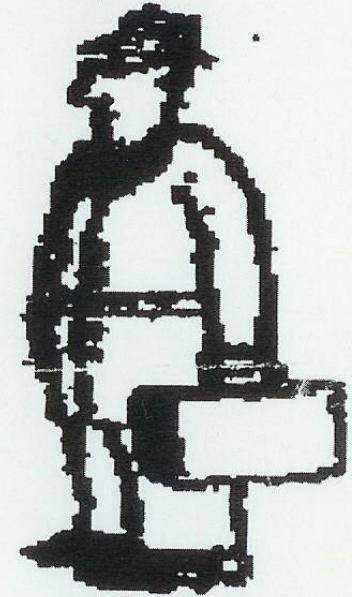
Experience the raw, gut-wrenching drama of human conflict through Accounting



"Peparing to do Battle



The Thrill of Victory



The Agony of Defeat

Module 1 - The Strategic Planning Framework

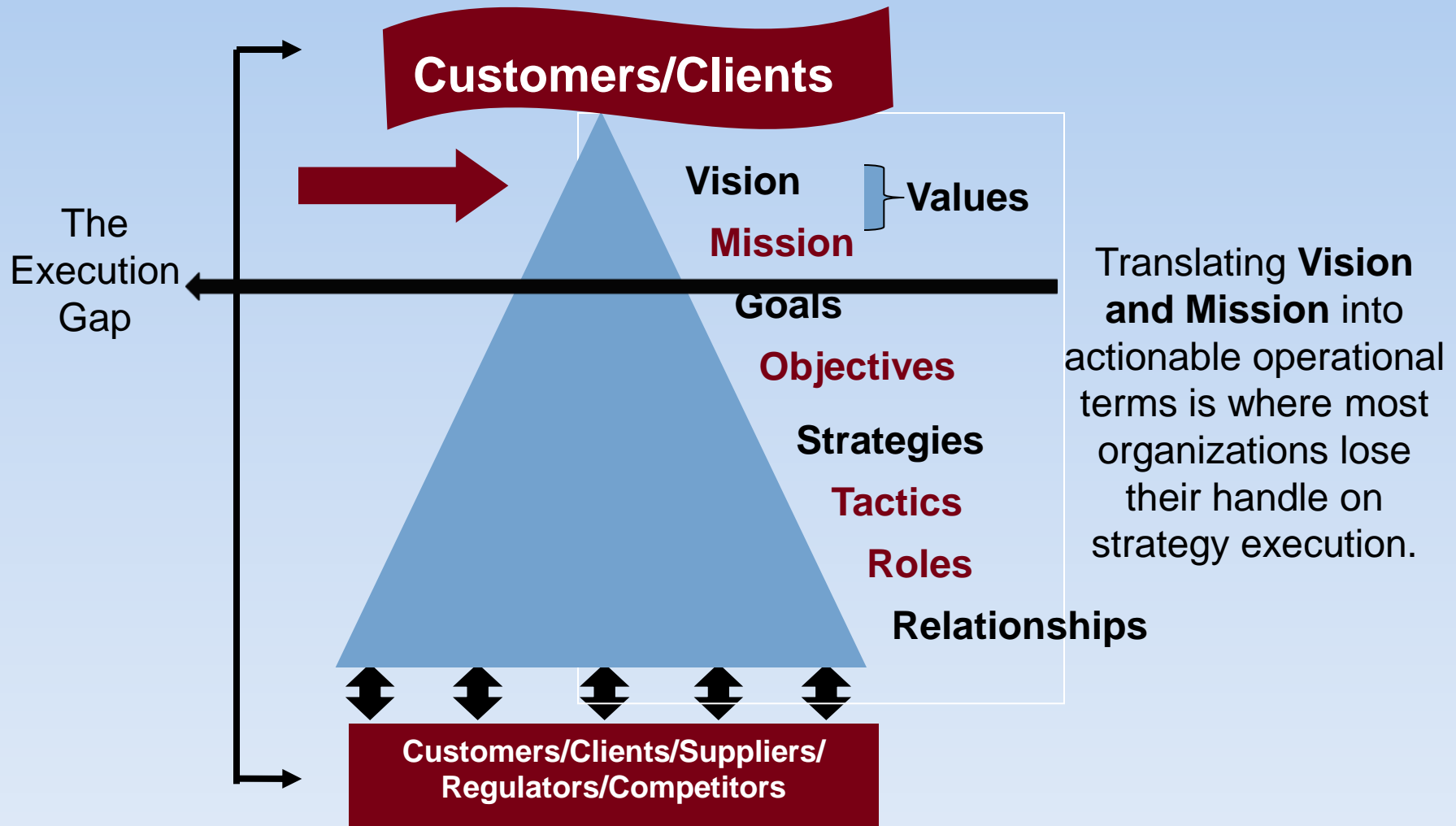


The Breakdown of Strategy Execution

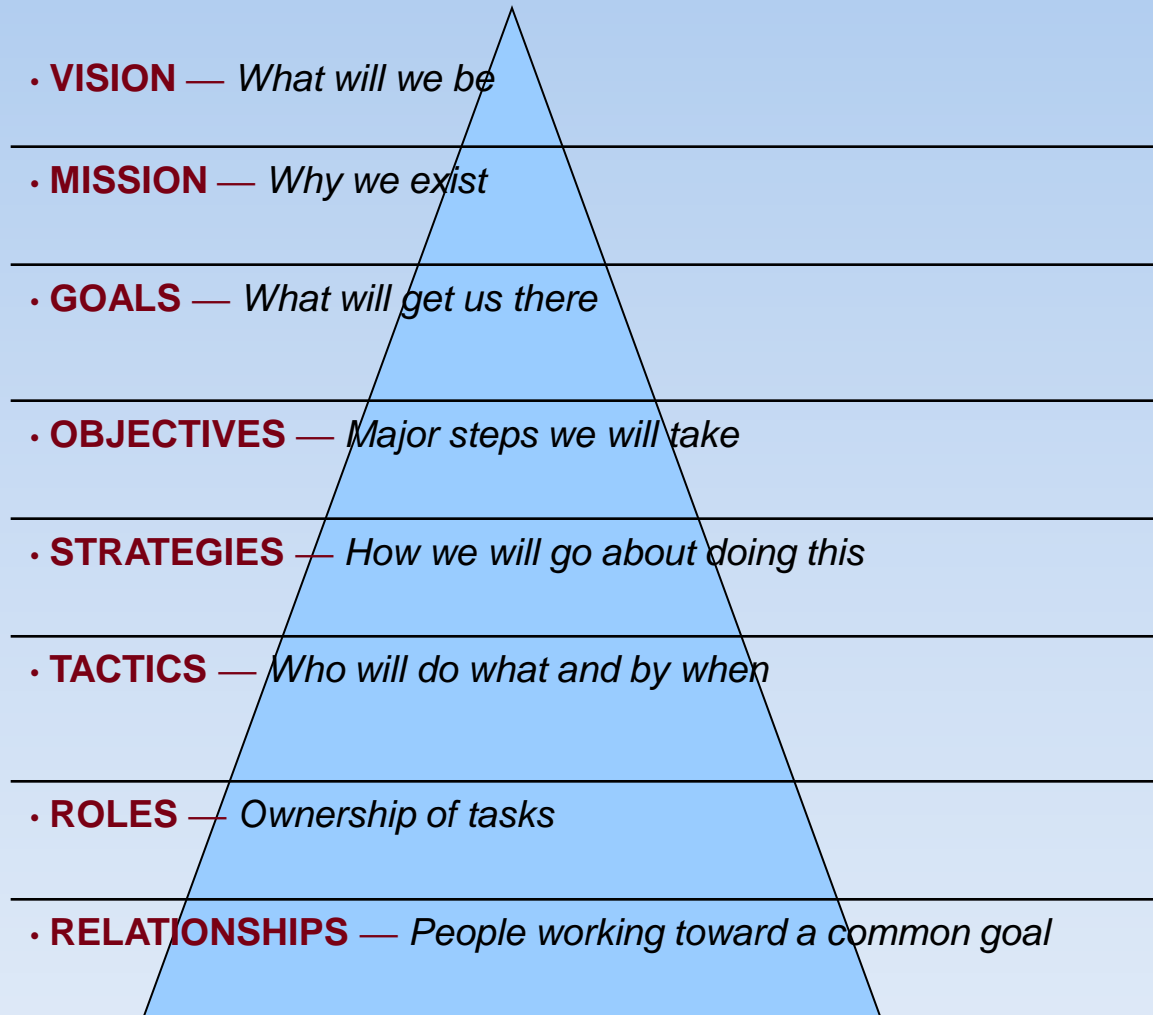
- 70% of organizations do not ***link compensation incentives to strategy***
- 95% of a typical workforce ***does not understand its organization's strategy***
- 90% of organizations ***fail to execute their strategies successfully***
- 86% of executive teams spend ***less than one hour per month discussing strategy***
- 60% of organizations do not ***link strategy to*** budgeting

Balanced Scorecard Collaborative -bscol.com

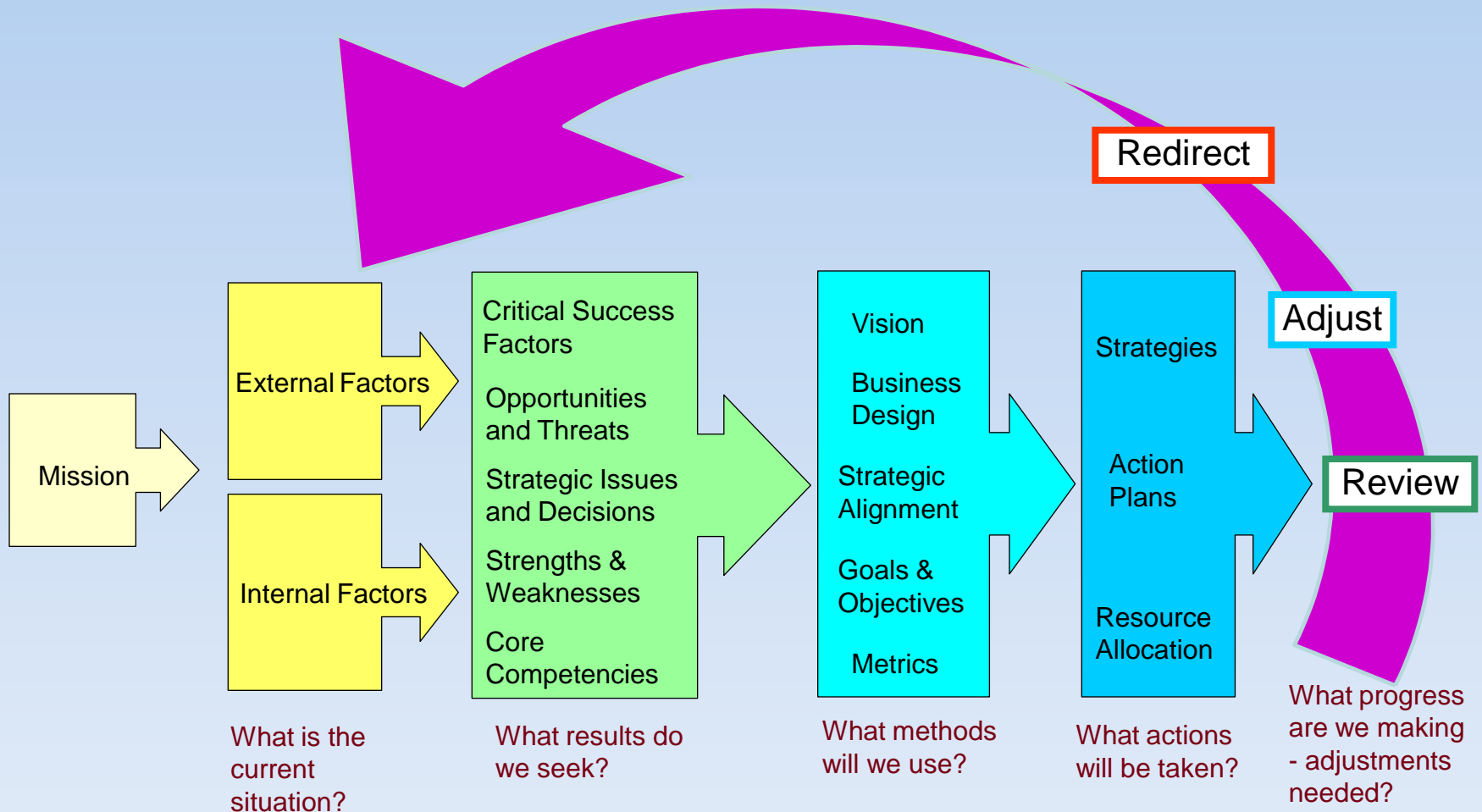
Creating Vision



Crafting Your Frame of Reference

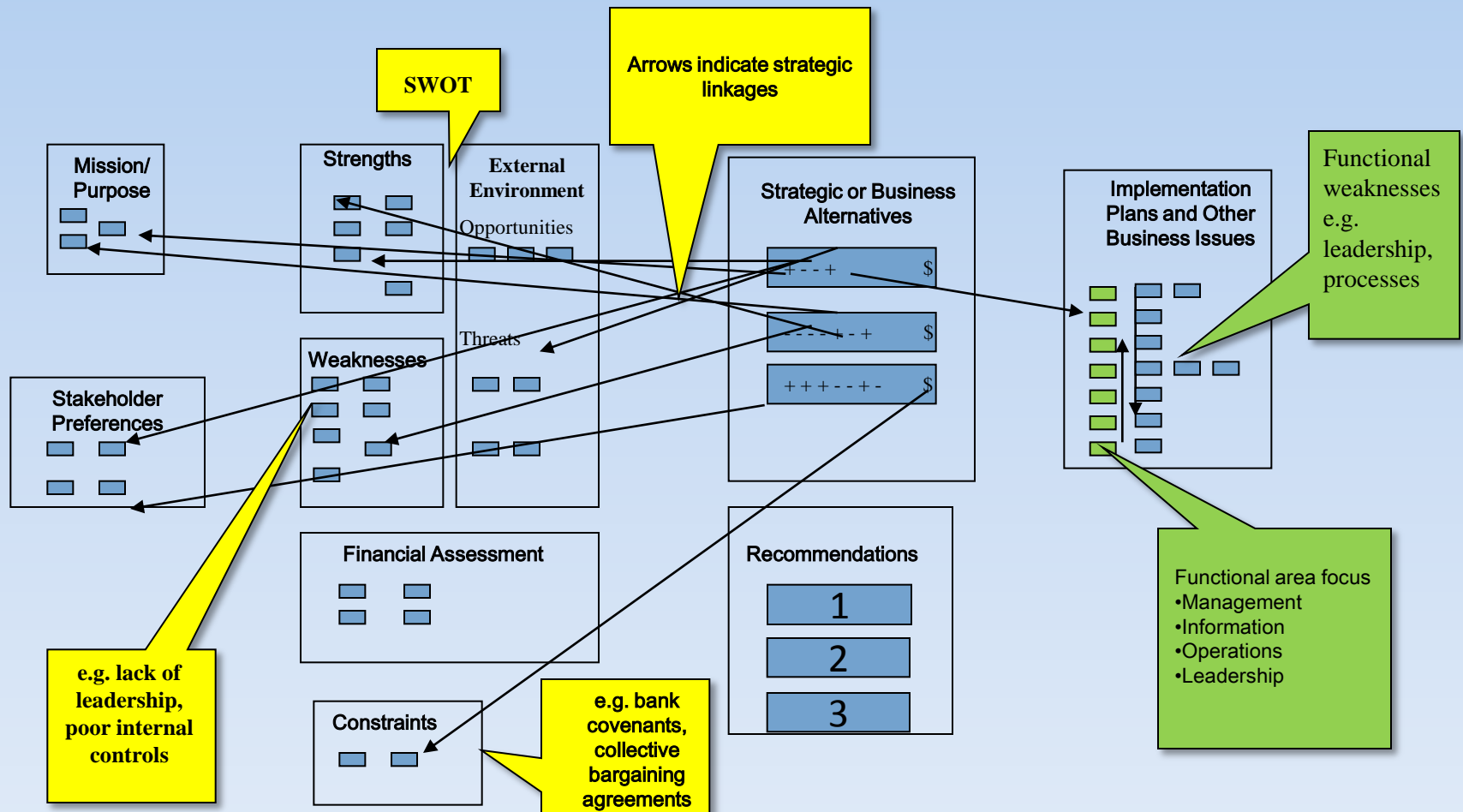


Strategic Planning Process



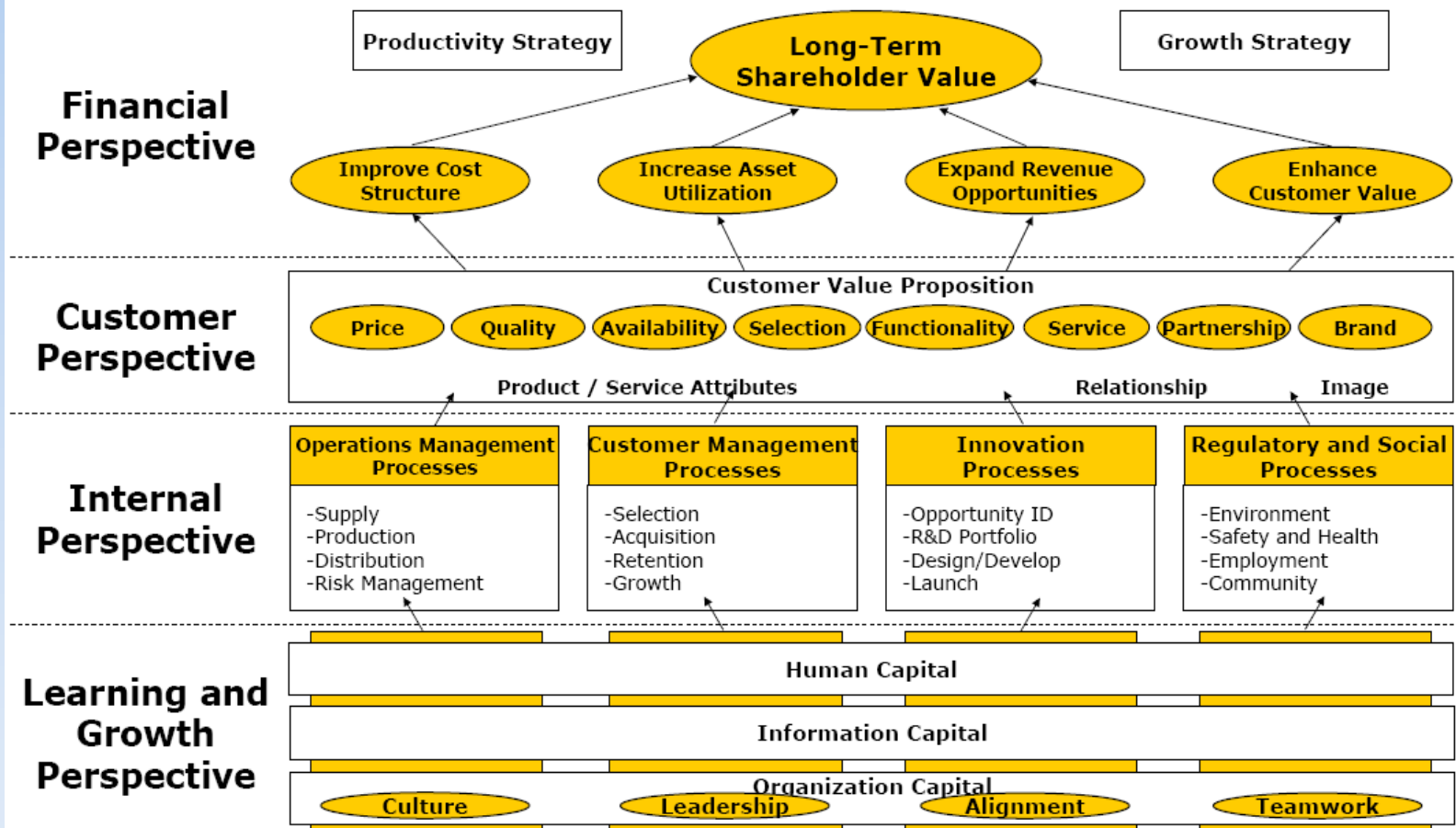
Strategy Storyboard

Illustrating Strategic Linkages



Strategic Leadership Scope – A Generic Strategy Map

Strategy Map



What are strategy and strategy execution?

Strategy

A major plan that an organization makes to attain a defined and positive business goal.

Strategy Execution

The process of implementing such plans and achieving such goals.

Top Ten Factors Influencing Strategic Execution

<u>Factors</u>	<u>Ranking Now</u>	<u>In 10 Years</u>
Customer needs and demands	4.08	4.42
Workforce capability	3.64	4.06
Technological changes	3.60	4.08
Internal creativity or innovativeness	3.51	4.06
Organizational resilience	3.50	3.97
Employee attitudes and behaviors	3.48	4.04
Clear corporate identity	3.48	3.85
Shared sense of commitment	3.46	4.06
Management responsiveness	3.43	4.05
Workers' trust in leadership	3.43	4.05

Top Ten Factors Hindering Strategic Execution

<u>Factors</u>	<u>Ranking</u>
Lack of adequate resources	3.18
Government regulations	3.09
Lack of follow-through	3.08
Competitive pressures	3.06
Inadequate communication and feedback	3.06
Lack of performance-management links to outcomes	3.03
Culture not ready for change	3.02
Economic conditions are not favorable	3.01
Confusion over goals or expectations	2.99
Conflicting accountabilities	2.98

The Strategy Execution Readiness Survey

3.1 Strategic Communications

<u>Strategic Communications</u>	<u>Extent my organization does</u> <u>5 point scale</u>
Regularly communicating progress to all employees	
Creating and maintaining highly visible support from leaders	
Clearly articulating the rationale and impact of the strategy	
Using a wide variety of communication tools.	
Preparing and implementing a comprehensive communication plan	
Encouraging lateral information sharing/feedback among business units	
Ensuring vertical information-sharing/feedback within business units	
Providing opportunities to ask questions and modify plan	
Tailoring communication to different audiences	
Allowing feedback to influence the execution of plans	
Developing a compelling story	

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3.2 Organizational Culture

<u>Organizational Culture</u>	<u>Extent my organization does</u> <u>5 point scale</u>
Leveraging existing values and beliefs	
Addressing short-term concerns or reservations about new strategies	
Focusing on a common threat	
Creating new values and beliefs	
Ensuring employees at all levels feel engaged in and motivated by the execution process	
Working to reduce fear of change among employees	
Embed values and ethics throughout the organization	

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3.3 Information Capital and Analytics

<u>Informational Capital and Analytics</u>	<u>Extent my organization does</u> <u>5 point scale</u>
Automated Balanced Scorecard Management System	
Strong executive commitment to analytic capabilities	
Strong executive commitment to fact-based decision making	
Enterprise-wide analytic capability developed	
Enterprise CRM system utilized	
Constant analytic review and renewal	

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3.4 HR/Learning and Growth

<u>HR/Learning and Growth</u>	<u>Extent my organization does</u> <u>5 point scale</u>
Hiring candidates based on their ability to support the strategy	
Building new workforce skills/competencies to support the strategy	
Integrating strategic goals into performance management system	
Customizing performance goals for individuals and units to support strategy	
Using training and development to build strategic-goal-supporting competencies	
Aligning incentives, rewards, and recognition to the strategy	
Utilizing succession planning to develop leaders who are good at strategy execution	
Engage the HR function as a strategic partner	

Top 12 Leadership Competencies

1. Strategy development
2. Communication skills
3. Developing leaders
4. Hiring talent
5. Fostering creativity & innovation
6. Driving for results
7. Know the business
8. Role model for values
9. Business ethics
10. Know the industry
11. Building relations in organization
12. Aligning organization with the market

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3.5 Leadership

<u>Leadership</u>	<u>Extent my organization does</u> <u>5 point scale</u>
Creating a clear strategy	
Considering the execution of strategy to be a top corporate priority	
Demonstrating the ability to quickly and effectively execute when new strategic opportunities arise	
Empowering middle managers to do what it takes to meet strategic goals	
Revisiting strategy, as required, at a minimum, once a year	
Building execution-focused leadership capabilities	
Designing an integrated infrastructure that supports execution	
Empowering first-line supervisors to do what it takes to meet strategic goals	
Inspire trust and loyalty	

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3.6 Objectives/Measures

<u>Objectives/Measures</u>	<u>Extent my organization does</u> <u>5 point scale</u>
Defining clear goals to support strategy	
Developing progress measures/metrics	
Eliminating conflicting objectives in regard to meeting the strategy	
Using tools for displaying progress metrics (e.g., scorecards or dashboards)	
Using industry benchmarks to better execute strategy	
Review and modification of defined measures as corporate strategies change	
Review and modification of defined measures as customer value propositions and strategies change	

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3.7 Planning and Alignment

<u>Planning and Alignment</u>	<u>Extent my organization does</u> <u>5 point scale</u>
Aligning organizational goals with strategy	
Aligning strategy with the corporate vision/mission statement	
Aligning business units with strategy	
Aligning business unit's goals with organizational goals	
Aligning work group/team goals with business unit goals	
Aligning individual goals with work group/team goals	
Translating organizational goals into actionable deliverables	
Providing clear, coordinated plans	
Creating execution implementation team(s)	
Monitoring alignment processes in the face of change	
Developing a compelling story	

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3.8 Structure and Control

<u>Structure and Control</u>	<u>Extent my organization does</u> <u>5 point scale</u>
Ensuring clear accountability	
Having a clear focus on implementing/executing strategy	
Having the appropriate technological infrastructure	
Ensuring appropriate decision-making speed	
Having access to adequate resources/tools	
Having an adaptive organizational infrastructure	
Revamping work procedures/processes/programs	
Forming and maintaining teams to better execute strategy	
Maintaining flexible work processes	
Organizing functions or large portions of the company by market segment	
Organizing functions or large portions of the company by market product	

The Strategy Execution Readiness Survey

3.9 Where to From Here

The Strategy Execution Readiness Survey© you have just completed is comparable to a SWOT exercise which an organization completes during strategy formulation. The task at hand now is to translate the gaps in your strategic effectiveness into actionable improvement plans.

Take a few moments to review your ratings and select 3 areas of best practices which you feel would most benefit your organization by improving. Draft an action plan which would address any deficiencies as you see them now. Your plan should address specifics of the deficiency, measures for improvement, accountability, relevancy, and time.