


Strategy Execution: From Powerpoint to Practice

“A strategy, even a great one, doesn't implement itself”

MBA course | 16.03.2010 | Jeroen De Flander

This presentation is available on Linked|SE, the official Strategy Execution Group on LinkedIn

- Select “Search Groups” and type “Strategy Execution”
- Click on 
- Go to news
- Click on ‘MBA slides’

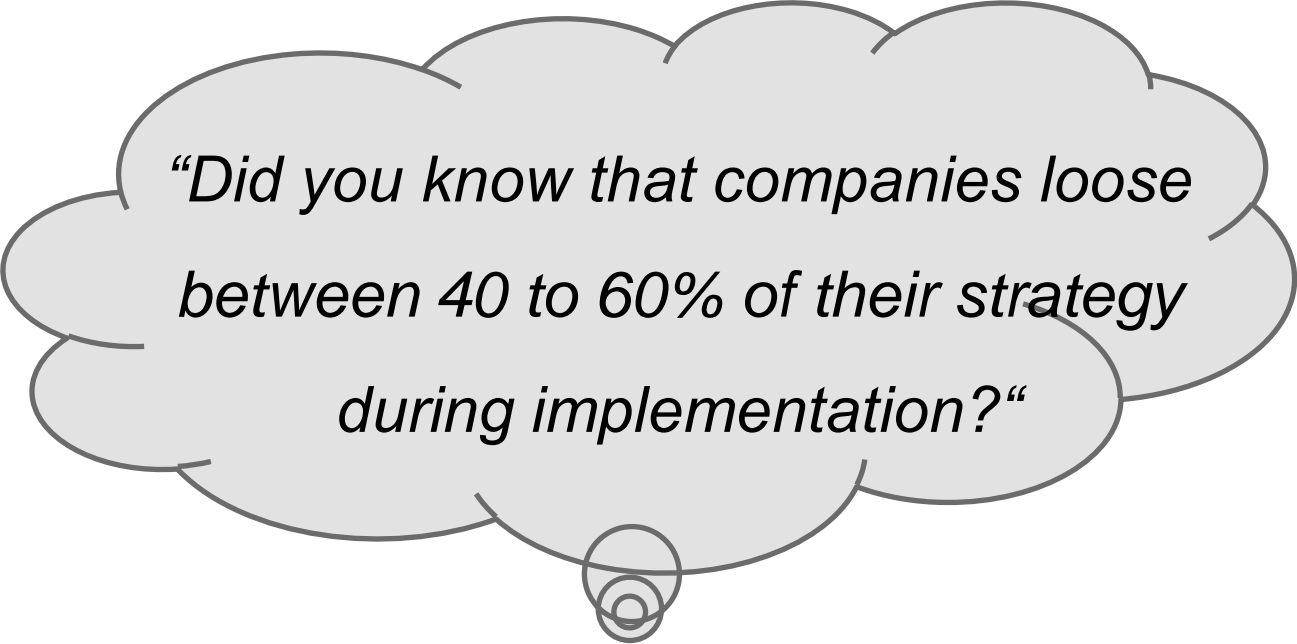
Agenda

- 1 | The execution challenge
- 2 | The Strategy Execution formula
- 3 | 12 insights from the best-in-class
- 4 | Strategy Execution Heroes
- 5 | Strategy Execution Barometer®
- 6 | Questions & Answers

Agenda

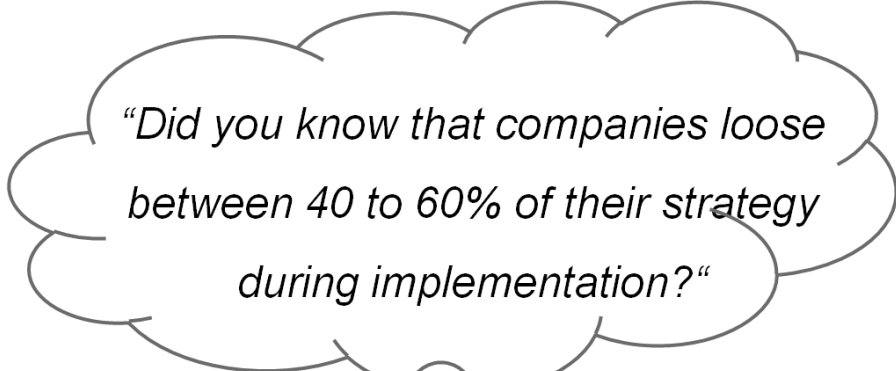
- 1 | The execution challenge
- 2 | The Strategy Execution formula
- 3 | 12 insights from the best-in-class
- 4 | Strategy Execution Heroes
- 5 | Strategy Execution Barometer[®]
- 6 | Questions & Answers

The execution challenge - 3 crucial questions every managers should ask

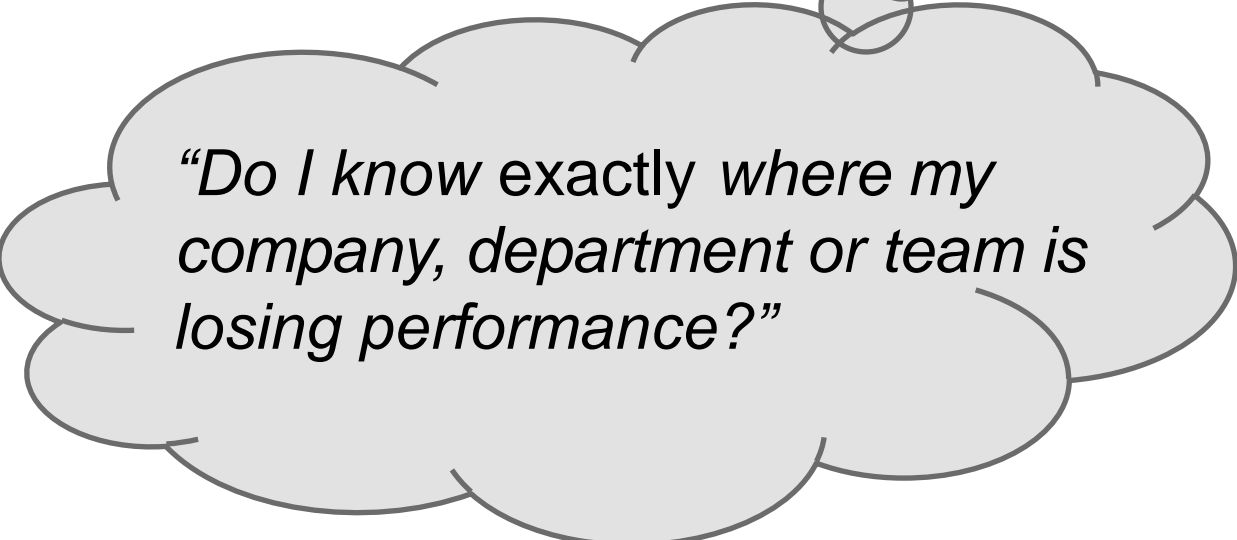


“Did you know that companies loose between 40 to 60% of their strategy during implementation?”

The execution challenge - 3 crucial questions every managers should ask

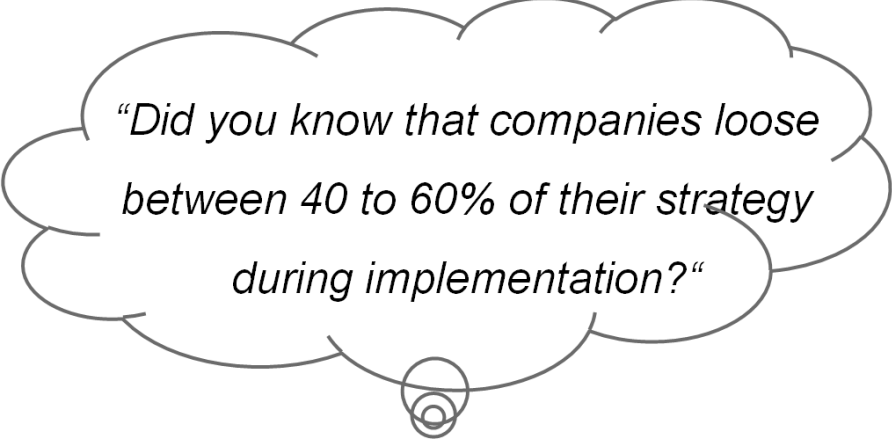


“Did you know that companies loose between 40 to 60% of their strategy during implementation?”

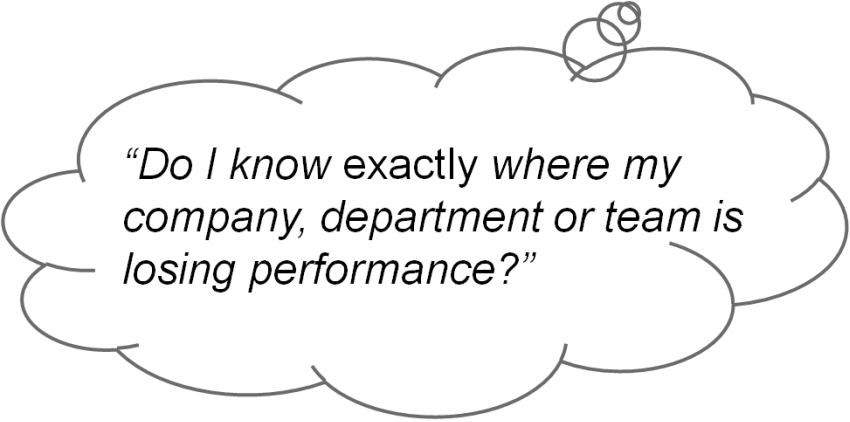


“Do I know exactly where my company, department or team is losing performance?”

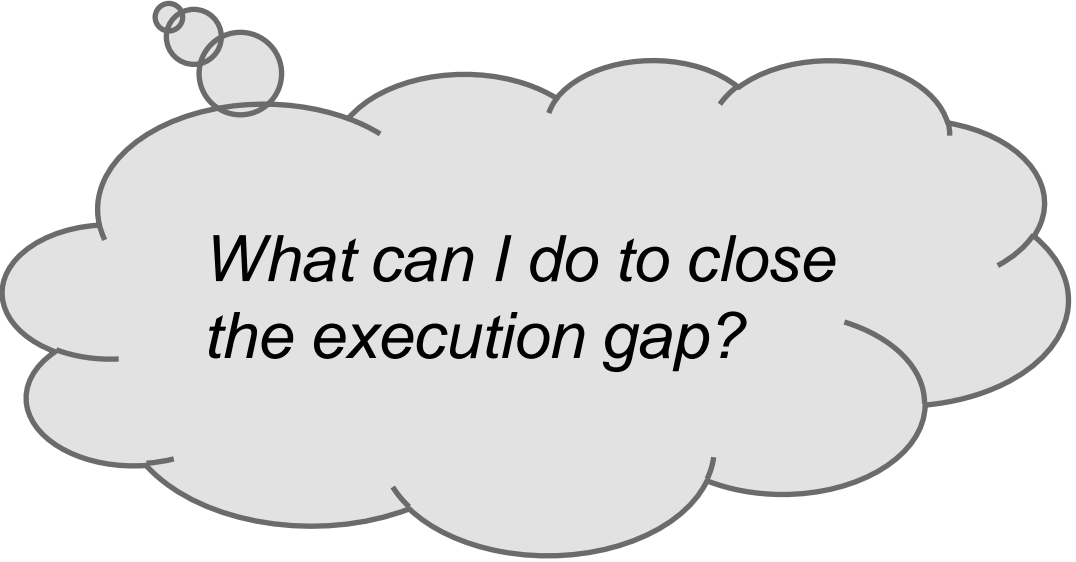
The execution challenge - 3 crucial questions every managers should ask



“Did you know that companies loose between 40 to 60% of their strategy during implementation?”



“Do I know exactly where my company, department or team is losing performance?”



What can I do to close the execution gap?

The execution challenge - experts and senior executives join forces

Experts

- Dr. Peter Scott-Morgan
- Sir John Whitmore
- Volker Voigt
- Prof. Vincent Lion
- Koen Schreurs

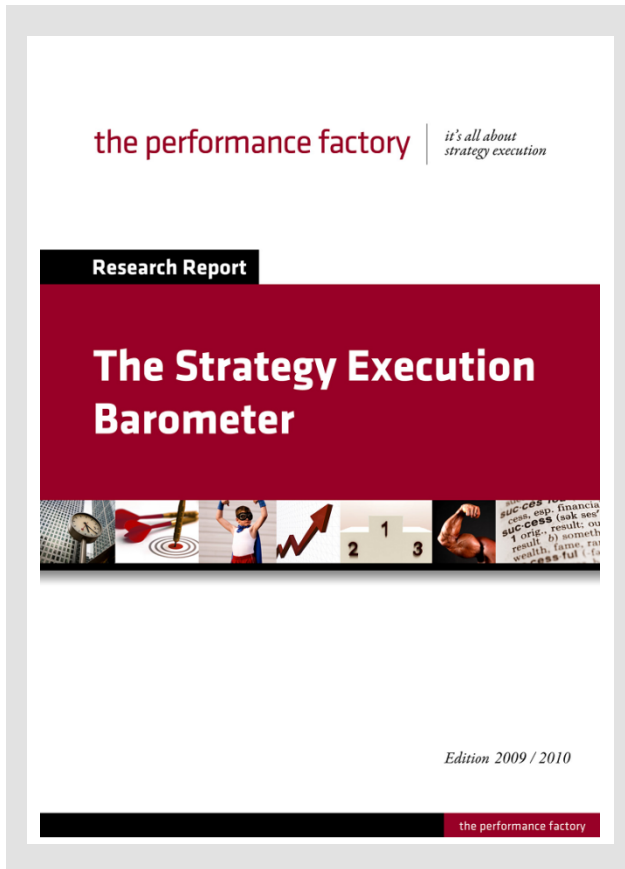


Senior Executives

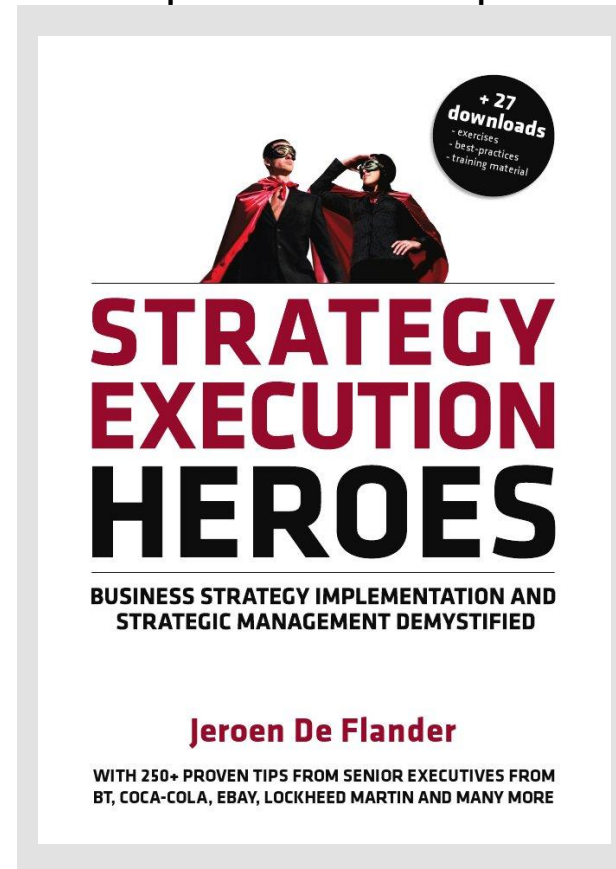
- Michael Smith
VP Group Strategy **Coca-Cola**
- Shane Dempsey
VP HR & Comm. **Novo Nordisk**
- Douglas Johnson-Poensgen
VP Business Development **BT**
- Alan Maxwell
VP HR **Lockheed Martin**
- Jean-Francois Van Kerckhove
VP Corporate Strategy **eBay**
- Hervé Borensztein
Sr VP HR **EADS**

The execution challenge - our contribution

Actionable, up-to-date
benchmark information



250+ useful
implementation tips

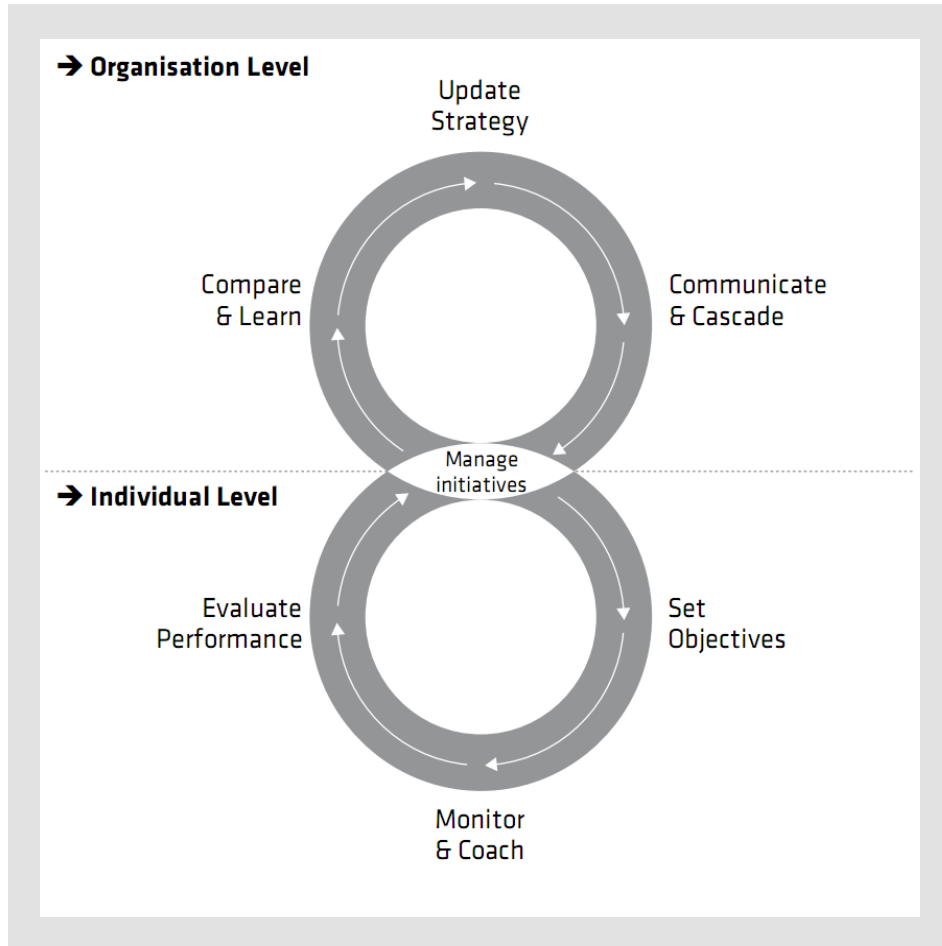


Agenda

- 1 | The execution challenge
- 2 | The Strategy Execution formula
- 3 | 12 insights from the best-in-class
- 4 | Strategy Execution Heroes
- 5 | Strategy Execution Barometer®
- 6 | Questions & Answers

The Strategy Execution Formula: Framework + Heroes = Performance

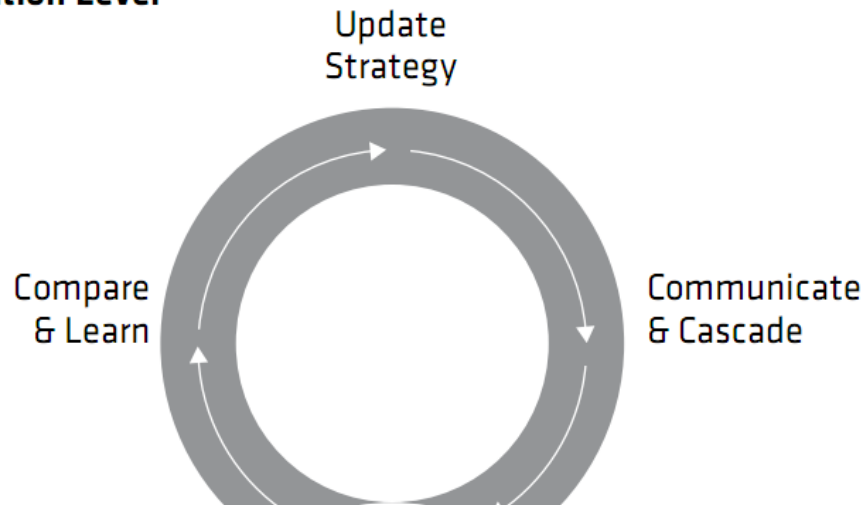
Framework



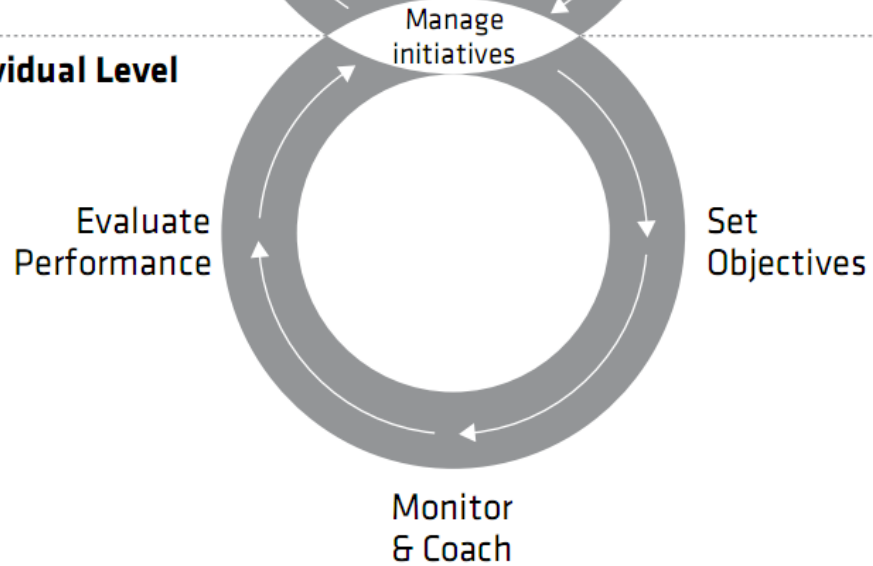
Heroes



→ Organisation Level



→ Individual Level



The 8

Agenda

- 1 | The execution challenge
- 2 | The Strategy Execution formula
- 3 | 12 insights from the best-in-class
- 4 | Strategy Execution Heroes
- 5 | Strategy Execution Barometer®
- 6 | Questions & Answers

12 insights from the best-in-class: Strategy Execution ...

1. ... is a discipline of its own
2. ... is a vast area with blurred borders
3. ... is on its way to maturity
4. ... requires a great strategy
5. ... requires your attention from the start
6. ... has a strong timing sequence
7. ... requests a integration between organisational and individual performance
8. ... demands clear responsibilities
9. ... requires horizontal alignment
10. ... asks for measurement
11. ... is a resident
12. ... needs heroes

Agenda

- 1 | The execution challenge
- 2 | The Strategy Execution formula
- 3 | 12 insights from the best-in-class
- 4 | Strategy Execution Heroes
- 5 | Strategy Execution Barometer®
- 6 | Questions & Answers

The leadership challenge

“Strategy Execution isn’t something others are doing while you are working on something more important.”

The leadership challenge

“Strategy Execution isn’t something others are doing while you are working on something more important.”

“Your Strategy Execution role is part of your overall leadership role.”

The leadership challenge

“Strategy Execution isn’t something others are doing while you are working on something more important.”

“Your Strategy Execution role is part of your overall leadership role.”

*“A good leader is a strategist as well as an implementer.
It’s not a question of either/or.”*

The leadership challenge

“Strategy Execution isn’t something others are doing while you are working on something more important.”

“Your Strategy Execution role is part of your overall leadership role.”

*“A good leader is a strategist as well as an implementer.
It’s not a question of either/or.”*

“Most managers find it easier to define a new strategy than it is to implement the existing one.”

The leadership challenge

“Strategy Execution isn’t something others are doing while you are working on something more important.”

“Your Strategy Execution role is part of your overall leadership role.”

*“A good leader is a strategist as well as an implementer.
It’s not a question of either/or.”*

“Most managers find it easier to define a new strategy than it is to implement the existing one.”

“Execution is part of your management job. It may sound boring, but nevertheless it is your job.”

The leadership challenge

“Strategy Execution isn’t something others are doing while you are working on something more important.”

“Your Strategy Execution role is part of your overall leadership role.”

*“A good leader is a strategist as well as an implementer.
It’s not a question of either/or.”*

“Most managers find it easier to define a new strategy than it is to implement the existing one.”

“Execution is part of your management job. It may sound boring, but nevertheless it is your job.”

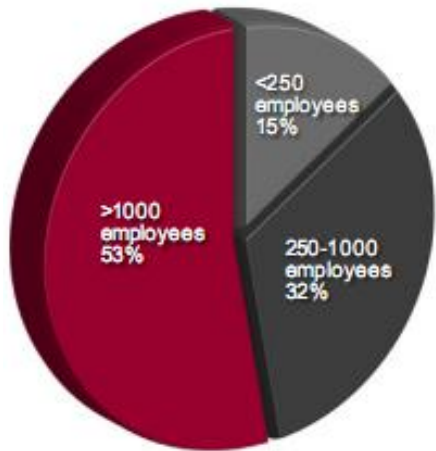
“Don’t mix execution with operations/tactics.”

Agenda

- 1 | The execution challenge
- 2 | The Strategy Execution formula
- 3 | 12 insights from the best-in-class
- 4 | Strategy Execution Heroes
- 5 | Strategy Execution Barometer®
- 6 | Questions & Answers

The Strategy Execution Barometer®: actionable, fact-based Strategy Execution benchmarking data

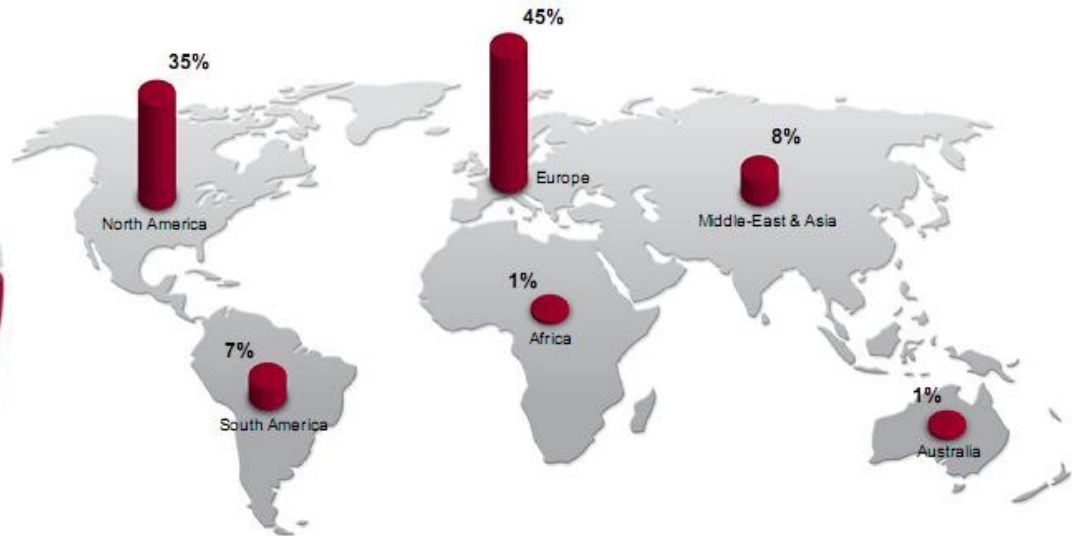
Company Size



Functional split respondents



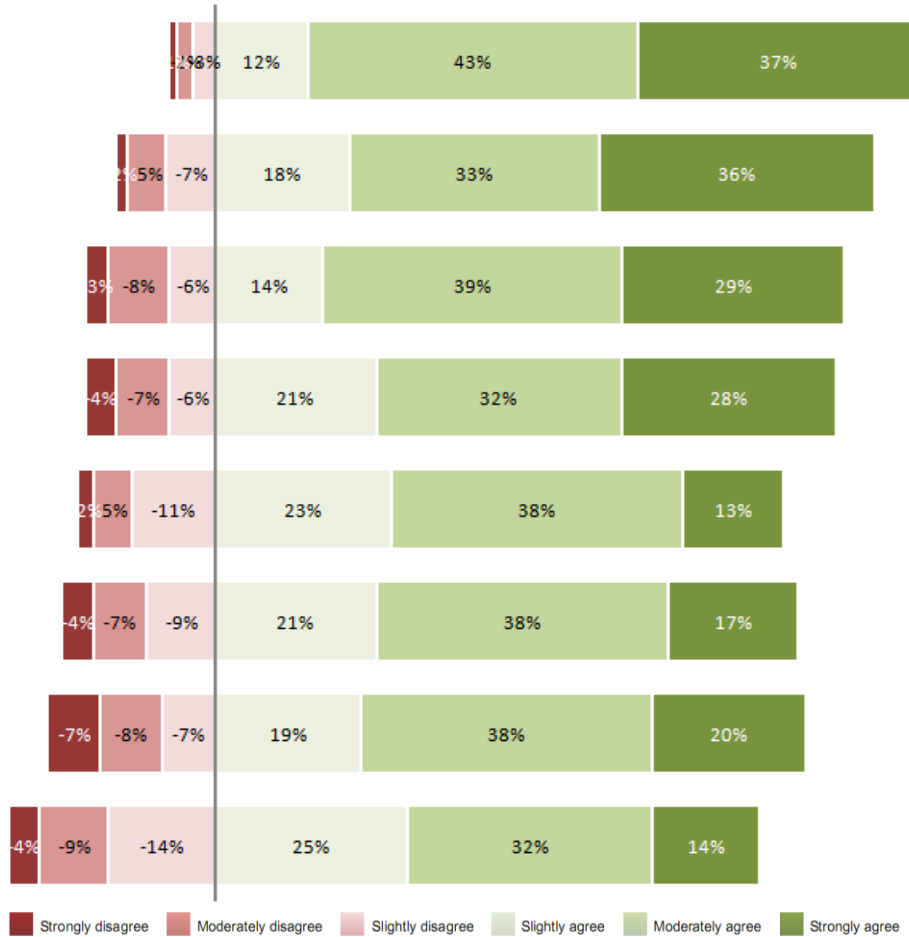
Geography headquarters



The strategy Execution Barometer® looks at Strategy Execution from eight different perspectives



Initiative Management and Strategy Communication rank at the bottom when comparing all eight perspectives



V. Skilled Managers

VI. Engaged People and Performance-Driven Culture

I. Strategy Focus

IV. Individual Objective Setting

VIII. Support for Managers

VII. Performance-Related Pay

II. Strategy Communication

III. Initiative Management

Three striking conclusions on the biggest challenge, **Initiative Management**

- Strategic initiatives are poorly staffed and inadequately budgeted for
 - | Only 61 percent believe that initiatives are adequately budgeted and staffed.
 - | Only 6 to 8 percent of respondents are happy with resource allocation

- Strategic projects lack transparent accountabilities
 - | 26 percent have no clue who is responsible for several strategic projects
 - | Only 21 percent find the project accountabilities transparent

- There is often a mismatch between the project portfolio and the overall strategy
 - | 21 percent of all projects fail to support the strategy
 - | Only 15 percent is convinced that all projects are aligned with the strategy

Three striking conclusions on **Strategy Communication**, the second priority

- Senior management is ignorant of managers' understanding of the strategy
 - | 33 percent of participating managers are never actually asked the question
 - | Measurement of strategy understanding receives the worst scores of all communication elements surveyed

- Managers lack information on their colleagues' goals
 - | Just 17 percent are happy with the strategy intelligence received from colleagues
 - | And 24 percent don't receive anything at all

- Managers lack a clear view of the overall Strategy Execution process
 - | Just 66 percent indicate that they receive information on the Strategy Execution process
 - | Of all the 15 elements that determine the quality of the strategy communication, this one scores poorly and ends up in 14th place

Agenda

- 1 | The execution challenge
- 2 | The Strategy Execution formula
- 3 | 12 insights from the best-in-class
- 4 | Strategy Execution Heroes
- 5 | Strategy Execution Barometer®
- 6 | Questions & Answers



Performance takeaways for this session

1. Sound Strategy Execution creates competitive advantage
2. Most companies loose 40 to 60% of their strategic potential
3. You need to know exactly where you loose performance
4. Use the concept of the 8 to link individual and organisational performance
5. Remember the managers' crucial role to get it done
6. Take on the challenge and be a hero!