# Introduction

Research suggests that 67% of companies report that they consistently fail to deliver all their expectations from their strategic plan. Why is this? There may be many causes for this failure including unexpected and catastrophic events, such as the pandemic, activities of competitors, or the changing expectations of customers but evidence suggests that the major cause is a failure to execute.

Failure to execute suggests that even when senior executives have a clear vision and comprehensive strategic plan to deliver breakthrough improvements in their organisation – meaning they understand what needs to be done – when it comes to actually making it happen, when the rubber hits the road, it fails to get traction.

Many organisations admit that they do not have a structured process for developing and deploying strategy and, as a result, their approach is ad hoc meaning any success they achieve is purely by luck. Counting on good luck is no way to run a business.

# Aims

During this Strategy Execution Programme, we aim to provide you with the insights, methodologies, tools and techniques to bridge the gap between strategy development and strategy execution. As a result, following this course, you should be able to build the internal capability needed to continue implementing strategy successfully in the future.

# Objectives

By the end of programme, delegates will be able to:

1. Describe the key components of a strategy management system, and the methodologies, tools and techniques needed to successfully implement strategy and support execution.
2. Outline the importance of having a management process that is soundly based and aligns the whole organisation to execute the strategy.
3. Identify the infrastructure requirements and the role of functions in supporting execution of the strategy.
4. Explain the critical role of leadership, teamwork and change management systems in the execution of strategy.
5. Describe how to make strategy execution explicit, measurable, widely communicated and owned.
6. Identify how organisational culture might be a barrier to success and describe approaches for effecting culture change.
7. Demonstrate an ability to develop an execution roadmap for your own organisation.

# Methods

It is our intention to give you an opportunity to understand the nature and practice of strategy execution. In order to do so we will present you with a range of learning experiences including presentations, case studies, and exercises.

Duration

5 Days

# Who it’s for

This course is appropriate for anyone who is involved in implementing and/or executing organisational strategy in all sectors of the economy. It will be particularly relevant for key leaders and managers charged with execution and especially for those who have experienced challenges in executing strategy in the past.

# Course Content

## Session 1: Introduction

1. What is Strategy Execution?
2. The key building blocks of Strategy Execution.
3. An introduction to the Balanced Scorecard.
4. Most strategies fail, so why does it often unravel?
5. Exploring the need for a strategic management system.
6. Case Study: a workshop model for developing and executing strategy.

## Session 2: Business Fundamentals

1. Sharing your current vision, mission, strategy and values: the sound base on which your organisation is built.
2. Vision, mission, values and current strategy: best practice examples.
3. Confirming your current strategy and testing how it fits with the Porter model and Bowman’s Strategy Clock; is your current strategy delivering?
4. Case Study: Ryanair
5. Exercise: what are the characteristics of good statements of vision, mission, values and corporate strategy? How well do your statements conform to good practice?
6. Exercise: confirming, refreshing or rewriting your mission, values and current strategy statements.

## Session 3: Conducting an External Analysis for your Business

1. Analysing the pressures on your organisation from the marketplace: Porter’s 5 Forces.
2. Exercise: conduct a 5 Forces analysis of the current threats to your organisation.
3. A framework for analysing the key, wider external factors influencing your organisation: the PESTEL analysis.
4. Exercise: using the PESTEL framework to anticipate the threats to your organisation that may need mitigating and the opportunities that could be leveraged, include the 5 Forces market analysis.
5. The potential impact on your organisation of Industry 4.0, the developments of new medical treatments, new devices and new materials.
6. Exercise: what challenges does Industry 4.0 present to society and how should the be resolved?
7. Exercise: list the opportunities and threats relating to Industry 4.0 that will confront your organisation over the next five years and add them to your PESTEL analysis.

## Session 4: Conducting an Internal Analysis of Your Business

1. A framework for conducting an internal analysis of your organisation’s resources and capabilities – the basis of your competitive advantage.
2. The theory behind the resource-based view
3. The VRIO Framework and Internal Analysis tool
4. Exercise: using the framework, conduct an internal analysis to:
   1. Identify organisational strengths that may be deployed to mitigate potential threats and leverage potential competitive advantage – refer to PESTEL analysis.
   2. Identify weaknesses that need to be addressed if potential threats are to be mitigated and potential opportunities are to be leveraged – refer to PESTEL analysis.

## Session 5: Using Benchmarking to Fast-track Your Strategy Execution

1. What is Benchmarking and the obectives of Benchmarking?
2. Using Benchmarking as a powerful tool to support strategy implementation and execution – fast tracking your execution.
3. What can be benchmarked?
4. The four types of Benchmarking and the benefit and challenges of each one.
5. Case Study: Xerox
6. Case Study: Toyota SMED
7. Pit Stop Processing and the benefits of externalising non-value added actions
8. Case Study: an Xray Department
9. The implementation process – the standard 5-phase, 10 step Benchmarking process.
10. Exercise: how could your strategy execution benefit from Benchmarking?

## Session 6: The Cultural Dimension and its Implications for Strategy Execution

1. What is ‘corporate culture’?
2. The potential impact of organisational culture on your strategy execution.
3. Cultural challenges confronting organisations and how to address them.
4. A framework for conducting a cultural audit: the OCI Circumplex.
5. Case Study: a U.K. Bank
6. Using the OCI Circumplex to determine your desired culture.
7. Exercise: What do you expect the outcome of a cultural audit might be in your organisation?

## Session 7: Developing Your New Vision and Strategy.

1. Using the output from the SWOT analysis, achieve consensus on the most likely developments over the vision time horizon and make a judgement about what the environment will allow you to become.
2. Exercise: creating a range of scenarios and achieve consensus on the most likely scenario to materialize.
3. A framework for developing your new vision statement.
4. Strategic options: examples of Grand Strategies.
5. Case Study: how one bank used customer complaints to drive their customer loyalty strategy.
6. Exercise: how could an insurance company developed a Blue Ocean strategy?
7. Exercise: develop your new Vision Statement.

## Session 8: Themes, Goals, Objectives and Targets.

1. Goal setting: the process for developing themes and desired results.
2. Exercise: developing and achieving consensus on the key desired results (goals) in your vision statement.
3. The process for calibrating your vision statement to establish measurable (SMART) objectives.
4. The process for developing measures, setting targets and deciding what initiatives need to be set up.
5. Exercise: calibrate your vision statement,
6. The process for setting targets for each year of the time horizon: the Walkback Process.
7. Exercise: using the Walkback process to agree annual targets, decide on measures, targets and initiatives.

## Session 9: Deploying Strategy and Achieving Alignment.

1. The principles of strategy deployment.
2. Tools for deploying and aligning strategy: Policy Deployment, Catch Ball and Bowling Charts.
3. Exercise: create your own Policy Deployment Matrix and Bowling Charts.
4. Case Study: the paint manufacturer’s dilemma.

## Session 10: The Strategy Focused Organisation

1. How to translate strategy into meaningful operational terms to facilitate understanding.
2. How to align the organisation by linking business units and support functions to the strategy by establishing common goals and objectives.
3. Making sure that everyone in the organisation understands that strategy execution is an important part of their job.
4. The human side of strategy execution, the principle reason why strategies fail to deliver.
5. Exercise: what is motivation?
6. Alternative stratergies for motivating people at work.

## Session 11: Strategic Leadership

## What is leadership and how does it differ from management?

1. The importance of leadership in the execution of your strategy execution.
2. Leadership models and how to grow your organisation’s leadership capability.
3. Leadership styles and how they impact on the performance of people.
4. How a leader’s behaviour needs to be modified to accommodate different situations and circumstances.
5. The key focuses and functions of an effective strategic leader.
6. How to measure leadership capability and effectiveness in your organisation.
7. Exploring the influence of personality on leadership effectiveness: The Big 5 Personality Traits
8. Exercise: using an instrument to identify your personality profile.

## Session 12: Teamwork and How It Bridges the Strategy Execution Gap

## Exploring why people form teams.

1. The five phases of team development.
2. Developing high performance teams to deliver your strategy: the importance of forming teams with a suitable balance of skills and diversity at all levels in your organisation.
3. Why teams sometimes fail: the 5 Dysfunctions of a Team and how to address them.
4. How to use the Belbin Team Roles Inventory to identify the preferred roles of individuals in your team.
5. Exercise: complete the Belbin Inventory to identify your preferred team roles.

## Session 13: Strategy Execution & the Management of Change

1. The principles and practices of effective change management.
2. Strategic change and other factors that drive the impetus to change.
3. A framework for managing change: the three stages of the change management process.
4. Sources of resistance to change and how to address them.
5. Key issues in managing the transition from the ‘as is’ situation to the ‘to be’ situation.
6. Evaluating change management models: the ADKAR and the Kotter 8 Step strategic change models.
7. Exercise: evaluating your organisation’s level of change readiness.

## Session 14: The Role of Corporate Communication Systems in Supporting Strategy Execution

1. The principles of corporate communications.
2. What should be the objectives of an internal communications strategy?
3. Developing a communications strategy to support the execution of the corporate strategy.
4. How to identify the communications needs of different audiences and how to deliver them: the Stakeholder Mapping Model.
5. Case Study: an example of a Convention Centre’s internal communications system, their communication’s plan and how they used the Core Briefing Model.
6. Exercise: what should be the objectives of your corporate communications strategy.

## Session 15: Performance Management Systems to Support Strategy Execution

## An overview of performance management systems.

1. The objectives of a performance management system: what should we measure?
2. Current thinking about performance appraisal systems.

## A framework for setting performance standards.

1. The debate about reward and target setting systems and how they impact on behavior and results: the problems of ‘gaming’ the system.

## Alternative approaches to remunerations systems.

## Session 16: The Role of the Office of Strategy Management

1. Exploring the need for an Office of Strategy Management (OSM).
2. What role could an OSM play in supporting the integration and alignment of your strategy?
3. Establishing tools to measure, monitor and report progress of your strategy execution, including the principle of good data collection methods: the Data Governance Maturity Model
4. Enterprise Risk Management: Managing risk of your strategy and focusing on prevention.
5. Exercise: design a strategic management system.
6. Where should the OSM fit within your organisations management structure?
7. Case study: The OSM of a leisure company.

## Session 17: The Role Key Functions Play in Supporting and Facilitating Strategy Execution.

1. Exercise: What role should the following functions play in supporting strategy execution?
   1. The Operations Function.
   2. The Sales & Marketing Function.
   3. The Finance Function.
   4. The Human Resource Management Function.
   5. The Information Technology Function.
2. Review of exercise and achieving consensus about the roles of each function in supporting strategy execution.

## Session 18: Course Closure.

1. Final discussion: this will be an opportunity for delegates to clarify their understanding of the subject and to seek guidance on how to address organisational issues that might be specific to their situation.
2. Presentations by each delegate:
   * End-of-course presentation: each delegate will be invited to deliver a presentation outlining what improvement actions they plan to make for their organisation.
   * Presentations will be made to the cohort group who will be encouraged to challenge and ask questions to seek clarification.
3. Final Action Planning: delegates will be encouraged to record specific actions they will be taking on returning to their workplace, with dates.
4. Follow up: post-programme support systems and further study opportunities will be outlined.
5. End of course exam, followed by certificates and course closure

## END OF COURSE.