# TRANSLATING STRATEGY INTO RESULTS

#### **FOCUS**



FOCUS—Taking actions and investing time and energy to contribute to your organization's strategic objectives, balancing:

- Operational needs.
- Customer demands.
- Financial requirements.

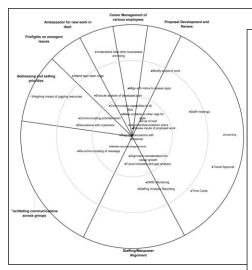
### STRATEGY CASCADE

**Business Strategy** 

**Strategic Priority** 

**Focus Areas** 

#### STRATEGIC FOCUS ANALYSIS



#### Level 3:

Are you getting the job done today while anticipating the future?

#### Level 2:

Are you getting the job done in the right way—through others?

#### Level 1:

How strategically relevant are your activities?

### **ENERGY MAGNETS**



# Factors that have the potential to drain you of energy.

- What is the impact that energy magnets have on strategy execution?
- How might these magnets be pulling you away from maintaining strategic focus?
- What actions are you taking to distract your team members from energy magnets?
- How does this affect your team members?
- How do you reallocate your time and energy?

#### **MEASUREMENT**

# BALANCED SCORECARD APPROACH

- Gives a **comprehensive** view of the performance of a business.
- Is a strategic management system that forces managers to focus on the important performance metrics that drive success.
- Balances a financial perspective with customer, internal process, and growth and learning perspectives.

#### **LEAD AND LAG**

**Lead measures** monitor trends and **predict** your ability to reach a goal or objective because they measure the drivers of the strategy.

Lag measures review performance outcomes by measuring what you've achieved against your goal or what resulted from it.



#### **ACCOUNTABILITY**



ACCOUNTABILITY—Ensures that you and your team know **what** must be done (results), and **who** will do it, to accomplish the strategy.

## CAPABILITY ANALYSIS



Success Profiles SM

## PROCESS TENSION

- Monitoring
- Following up
- Feedback

## STAR FEEDBACK TOOL



#### **ENGAGEMENT**



**ENGAGEMENT**—The extent to which people **enjoy** and **believe in** what they do and **feel valued** for doing it.



# EXECUTION ENIGMA ACTIVITY

Create a model that represents the company's metaphor for strategy execution and what it should look like for the organization to meet its objectives.

# FIVE PRINCIPLES OF ENGAGEMENT

To execute strategic initiatives, it's important for you to:

- 1. Clearly communicate how everyone's work contributes to business success.
- 2. Empower people to make decisions and take action.
- 3. Help people work effectively within and across teams.
- 4. Provide opportunities for people to grow and develop.
- 5. Recognize others for doing good work and help them feel respected as individuals.

#### SUSTAINABILITY



**SUSTAINABILITY**—The specific **actions** that we take to make strategy execution a standard operating procedure. Momentum is built and maintained through five components of Sustainability.

# SUSTAINABILITY COMPONENTS

- Communication
- Accountability
- Skills
- Alignment
- Measurement

#### Self-Assessment

1.	My team members know what	1	2	3	4	5
	our business priorities are and the current status of our achieving those priorities.	Never or almost never	Seldom	Sometimes	Often	Always or almost always
2.	Status reports contain both meaningful measurements of and clear explanations regarding deviations from the plan.	Never or almost never	2 Seldom	3 Sometimes	4 Often	5 Always or almost always
3.	I seek and value my team's input.	Never or almost never	2 Seldom	3 Sometimes	4 Often	5 Always or almost always
4.	My communications to my team consistently appeal to both their heads and their hearts.	Never or almost never	2 Seldom	3 Sometimes	4 Often	5 Always or almost always