

# Effective Leadership: From Strategy to Execution

David Barrett

"Vision without action is a daydream. Action with without vision is a nightmare." —Japanese proverb

"Strategy execution is the responsibility that makes or breaks executives." —Alan Branche and Sam Bodley-Scott, Implementation

"You've got to think about big things while you're doing small things, so that all the small things go in the right direction." —Alvin Toffler

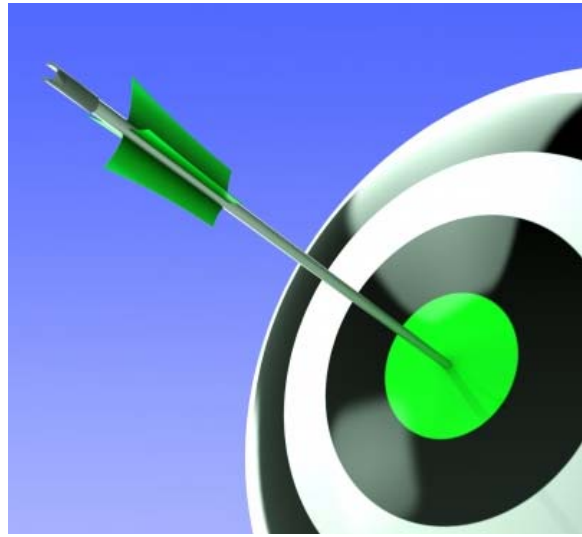
"Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion." —Jack Welch



# Our Game Plan Today

- Strategy
  - The Plan
  - The Planning
- Strategy Execution
  - The Issues
  - The Solutions





# **Why Do Strategies Fail?**

# Strategic Planning 101

- Current State
- Future State
- A Road Map to Get There

## Do's

- Use a facilitator
- Get off site
- Have the right people in the room
- Have your research done
- Explain the process - Many peeps will not know how to create a strat plan – won't admit it

## Don't

- Have the wrong people in the room
- Assume that everyone thinks like you
- Ignore the work and time and effort involved going forward



STRATEGY



EXECUTION



SUCCESS



- Execution is not just something that does or doesn't get done. Execution is a culture with specific set of behaviors and techniques that companies need to master in order to have competitive advantage. Ram Charan

- “Many people regard execution as detail work that's beneath the dignity of a business leader. That's wrong ... it's a leader's most important job.” — Larry Bossidy, former chairman and CEO, Honeywell International



## Execution Strategy Models


- Covey and McChesney
- Larry Bossidy and Ram Charan
- Franklin Covey
- Strategic Planning for Dummies
- American Management Association - 9 Steps to Strategy Execution

# My 7 Pieces of Advice for Strategy Execution Success



- Clarity
  - Communicate, confirm, communicate some more, keep communicating!
- Commitment
  - Why are we doing this? WIFM?
- A Team
  - The right people, for the right work
- A Plan
  - A sound schedule, milestones, a risk management plan, resource balanced
- Accountability
  - Are we all in? Who owns it?
- Continuous Evaluation and Measurement
  - A scorecard, regular reviews

# a·gil·i·ty

/əˈʒɪlədē/ 

*noun*

noun: **agility**

ability to move quickly and easily.

"though he was without formal training as dancer or athlete, his physical agility was inexhaustible"

- ability to think and understand quickly.

"games teach hand–eye coordination, mental agility, and alertness"

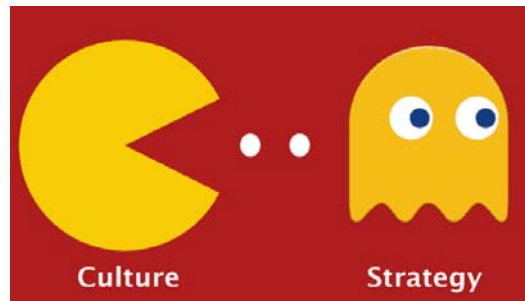




VISION  
TRUST  
QUALITY  
CORE  
VALUES  
INTEGRITY  
ETHICS  
MISSION



# CULTURE!



# Leading Your 'Village' to Strategic Success

“It takes a village to implement strategy. This village is a specific group of people: The top 100 people in your organization, who may well be spread across the country or globe, and may rarely come together. But they are still a village, and key to executing strategy.

CEOs must reconsider how they have sold their strategy to the village, because if its members don't feel ownership for the strategy, it's doomed.

CEOs must get the individuals together more frequently and create a feedback loop so it's known how things are working out and where difficulties are arising. These meetings can help to determine if the villagers are pulling together and taking ownership for the strategy; and, once the strategy hits the reality of implementation, if it is workable.

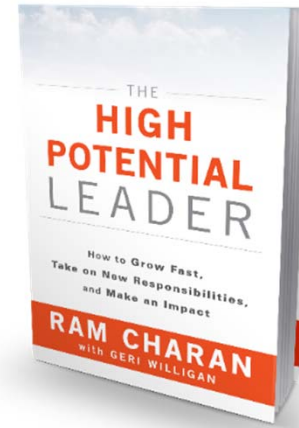
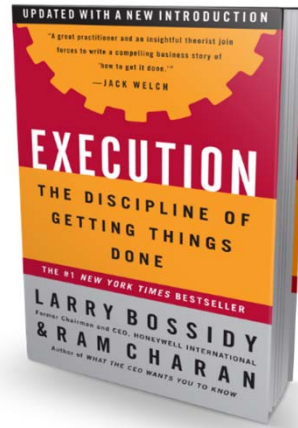
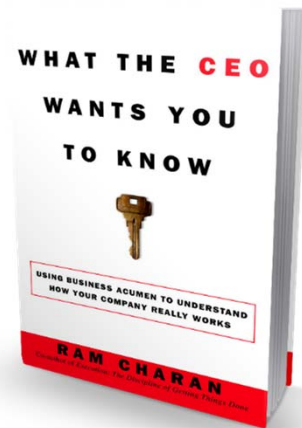
So identify the village in your organization. Make sure its members meet regularly. Don't assume they will do what you order them to. Encourage open conversations in which they come to accept strategy as a collective responsibility. Get them behind

the strategy, and you are more likely to succeed.” *HARVEY SCHACHTER - Special to The Globe and*

*Mail*



“Execution is the great unaddressed issue in the business world today. Its absence is the single biggest obstacle to success and the cause of most of the disappointments that are mistakenly attributed to other causes.” — Ram Charan, author of What the CEO Wants You to Know and Boards that Work.





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THANK YOU

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# 7 ELEMENTS *of*

# STRATEGY EXECUTION

CREATING A *CULTURE* THAT WILL  
ENSURE STRATEGY SUCCESS



MONA MITCHELL & DAVID BARRETT