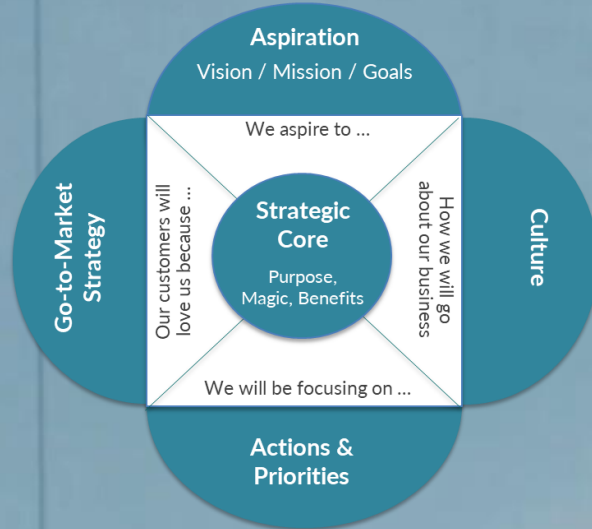


THE ESSENTIAL GUIDE TO STRATEGY

Development, articulation and alignment



Campbell Macpherson

Author of 2018 Business Book of the Year
www.changeandstrategy.com



*“Clarity is the most important thing.
If you are not clear, nothing is going to happen.”*

Diane von Fürstenberg

“Intelligence is the ability to adapt to change.”

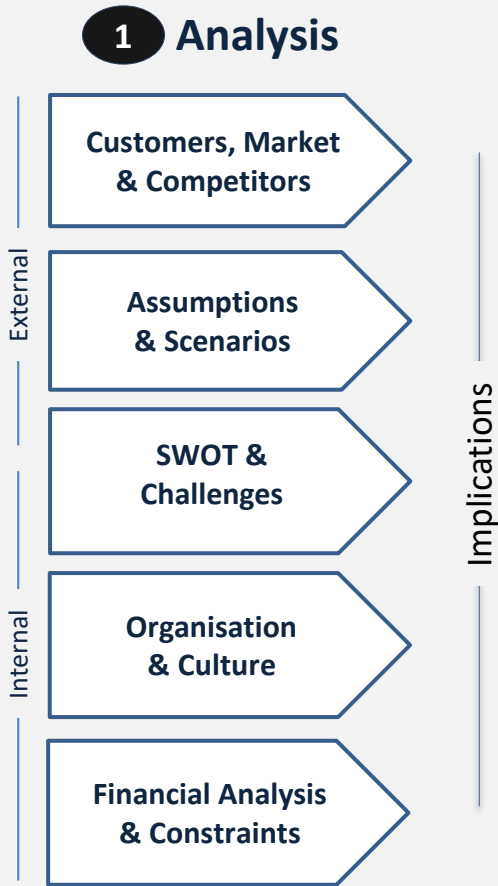
Stephen Hawking

Our Strategy Framework: 4 components of a successful strategy

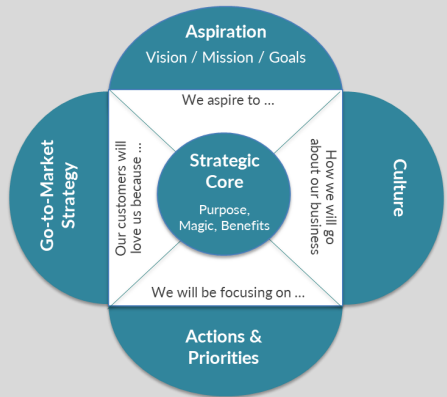


A successful strategy ...

- is customer-centric
- is anchored in reality
- is aspirational yet achievable
- is clear and compelling
- includes numbers and narrative
- includes execution



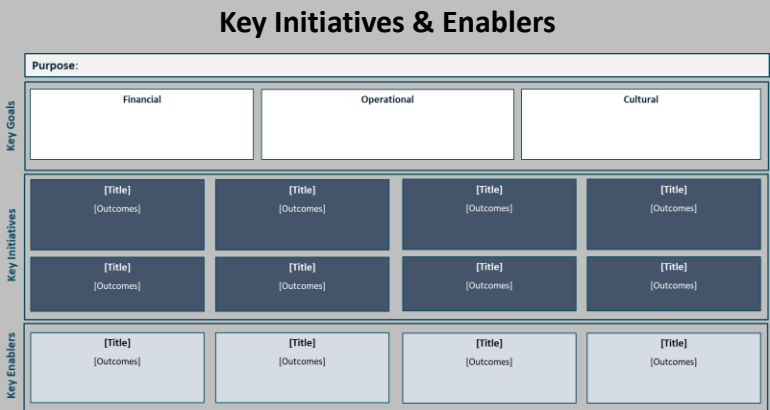
2 Strategic Thinking



3 Strategic Planning



4 Execution



Implementation Phases



Governance & Support

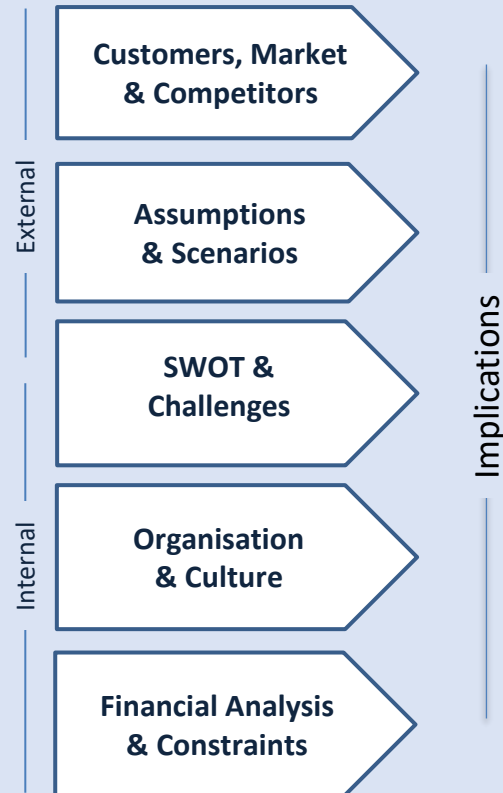


1. A successful strategy is based on clear, objective analysis



The first step is to objectively assess the current state of your organisation, the environment in which you operate and the changes ahead, in a manner that is as detached and as objective as possible, starting with your customers: to fully understand their needs, wants, aspirations and what they think of you today.

1 Analysis



The chevrons on the left are examples and thought-starters. Perform whatever analysis you need to set the context and best inform your strategy.

However a **key question** that you should ask no matter what is:

- **“What are the core assumptions that underpin your strategy?”**
(Have you tested them? *“What needs to be true for these assumptions to be valid?”*)

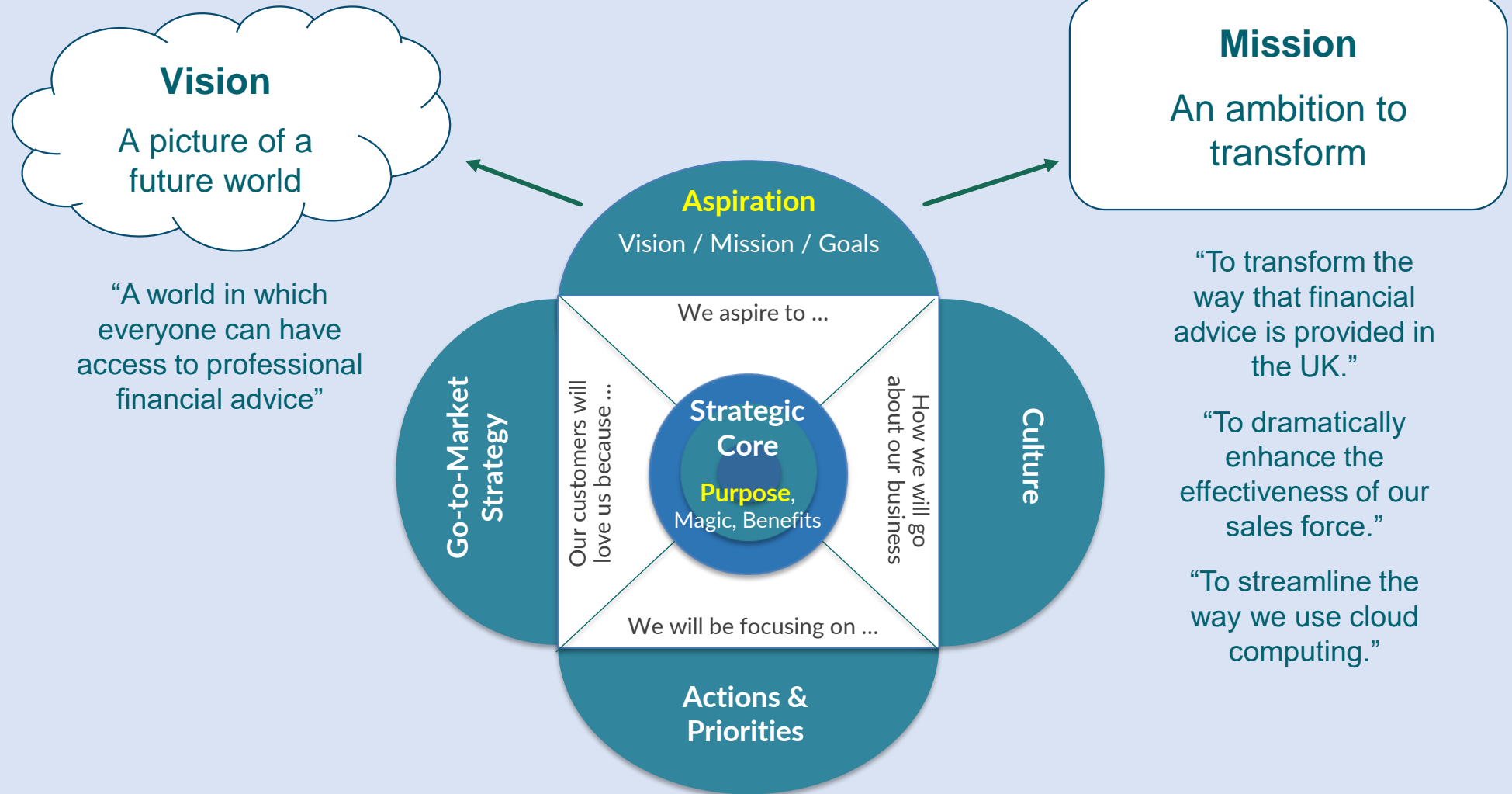
And don’t ‘boil the ocean’. Be careful of paralysis by analysis. You will inevitably return to conduct more research as the strategy, and its implementation, progresses.

“It’s important to think things through, but many use thinking as a means of avoiding action.” Robert Herjavec

2. Strategic Thinking starts with Aspiration and Purpose



Are you a Visionary or a Missionary?



Your Strategic Core needs to be genuine and clear to all



Your strategic core needs to be strong and clear to all. It provides the resilient backbone for an agile approach to implementation. It provides your people with clarity – and confidence.

Every one of your people must be clear about the following:

1. The 'Why' (*Your Purpose*):

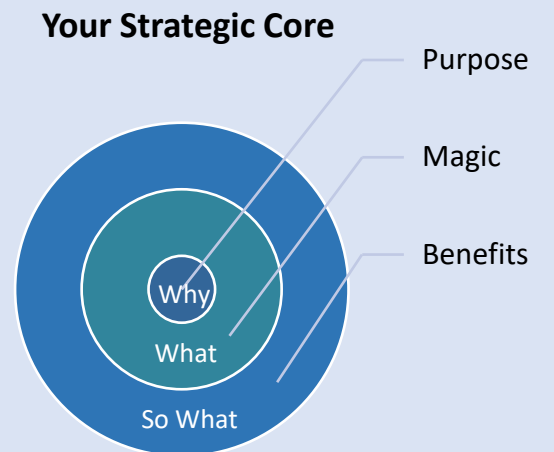
- Why does your organisation/department/team/initiative exist - and for whom?

2. The 'What' (*Your Magic*):

- What makes you special? (*Your USPs, your 'magic'*)
- What do you want to be famous for?
- What is the core ethos / guiding principles of your organisation?

3. The 'So What' (*Your Benefits*):

- How does your organisation benefit every one of its stakeholders - its people, its customers, its partners, its suppliers, its shareholders and society at large?



Strategic Thinking – detailed questions



- Key customer segments
- Propositions
- Channels
- Key differentiators for each
- Customer Experience
- Positioning & Brand
- Implications
- Challenges & Risks
- Key Success Factors
- Actions

- Implementation Phases:
- Do the basics well
 - For the medium term
 - For the long term

- North Star - numbers and narrative
- Type of company we want to be
- Size of company we want to be
- Key success metrics



3. Strategic Planning creates the blueprints for success



What is the operating model you will need to achieve your goals and fulfil your aspiration? What skills and capabilities will you need? What is the most appropriate structure? What is the business plan for the company? The departmental business plans?



4. Execution: Key initiatives & enablers - 'Strategy on a Page'




This method of displaying the key initiatives and enablers that must be delivered to achieve your corporate goals is often referred to by clients as their **'Strategy on a Page'**.

Key Initiatives and Enablers				
Key Goals	Purpose:			
	Financial	Operational	Cultural	
Key Initiatives	[Title] [Outcomes]	[Title] [Outcomes]	[Title] [Outcomes]	[Title] [Outcomes]
	[Title] [Outcomes]	[Title] [Outcomes]	[Title] [Outcomes]	[Title] [Outcomes]
Key Enablers	[Title] [Outcomes]	[Title] [Outcomes]	[Title] [Outcomes]	[Title] [Outcomes]



Execution: Priorities and actions for each initiative and enabler

Strategy without implementation is a daydream. Every single one of your initiatives and enablers needs an owner to compile a detailed action plan for delivery.



Priorities and Actions	
Title of Initiative	Outcomes: XXXX
Workstreams, Actions, Owners, Phases, Schedule and Success Metrics	

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How will you phase the delivery of your outcomes?



Not everything can be delivered at once. Phased implementation helps everyone to prioritise and focus.

What are your implementation phases?

Implementation Phases

Phase 1

Phase 2

Phase 3

Implementation Phases:

1. Do the basics well?
2. For the medium term?
3. For the long term?

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Your people need help, guidance and oversight if they are to deliver the change initiatives required of any strategy.

To set them up to succeed, you will need to provide them with:

- An appropriate steering committee with clear decision-making processes
- Clarity of accountabilities and responsibilities – empowered to deliver
- Program and project management processes commensurate with your culture and the size of the change
- Program and project management expertise
- Clear schedules and milestones
- The resources they need to deliver
- The mind space they need to deliver
- The motivation to deliver their best
- And a simple, clear strategy summary





Developing a coherent and differentiating strategy can be a messy, complex and lengthy process.

But the output doesn't need to be. In fact, it really shouldn't be

Yes, a comprehensive strategy needs to be based on detailed, insightful external and internal analysis; on a strong strategic core and the thoughtful articulation of all the elements contained in this presentation, but the resultant output should be as simple and as straightforward as possible – to ensure understanding and action.

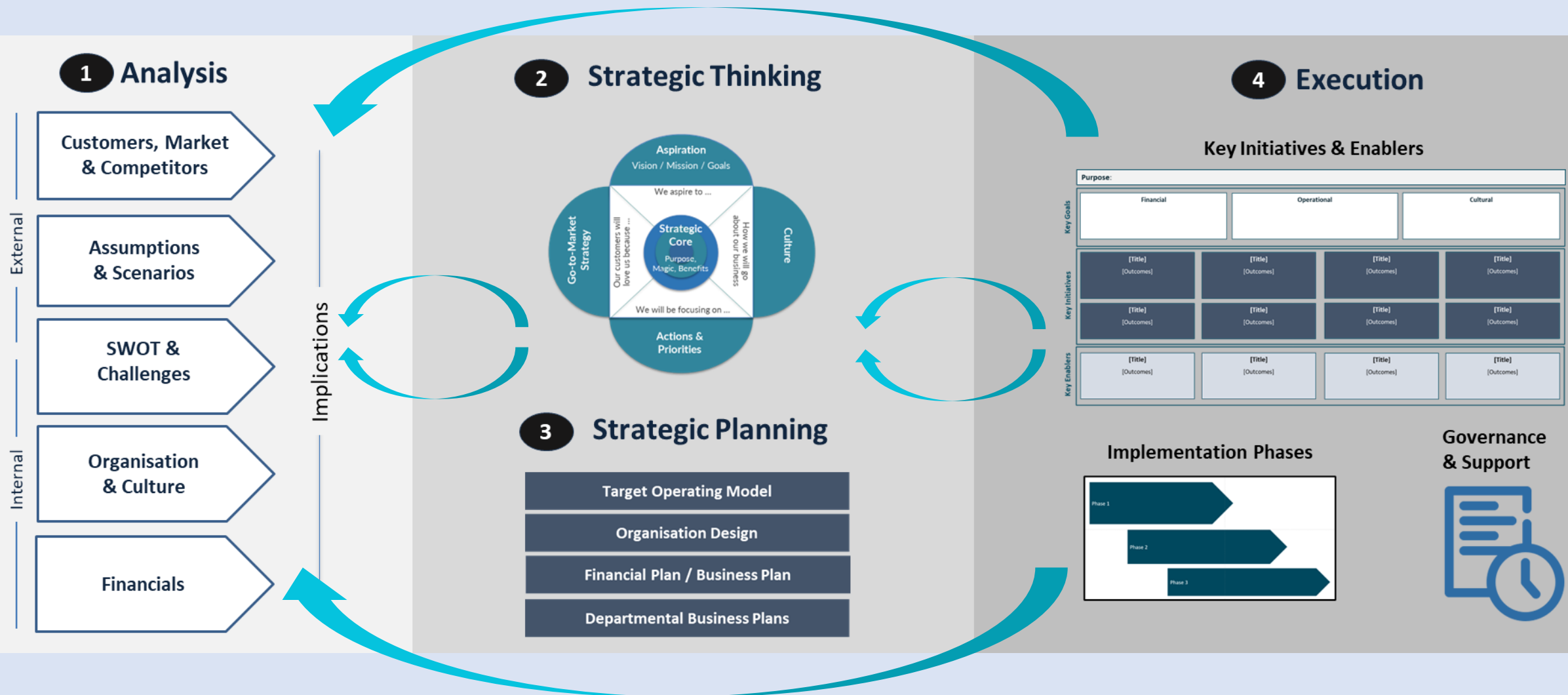
A simple structure for a straightforward **strategy summary** is:

1. Aspiration (Mission, Goals and Context)
2. Purpose and Strategic Core
3. Key Success Metrics
4. Key Implications and Challenges
5. Key Initiatives and Enablers
6. The Approach – Mindset, Phases, Priorities and Actions
7. Financials
8. Appendix: Detailed Analysis, Strategic Thinking, Strategic Planning,...

Review and adapt - constantly



Planning and execution of a strategy is not a one-time thing. It is iterative and continuous.



Even the best laid plans won't materialise as expected

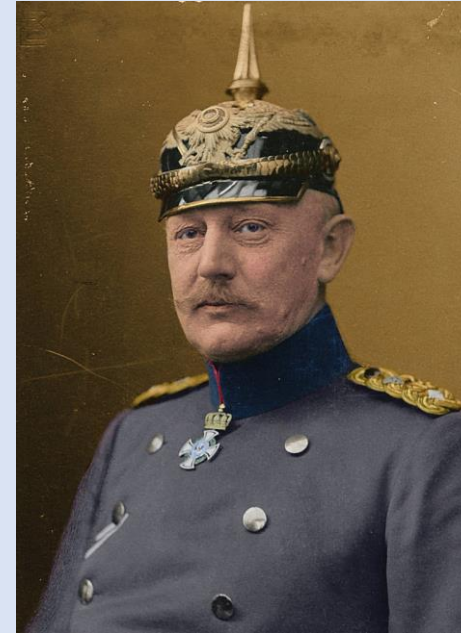


So ...

- Keep your eye on the outcomes.
- Keep validating the outcomes.
- Adapt your plans, your processes and the way you deliver as things change.

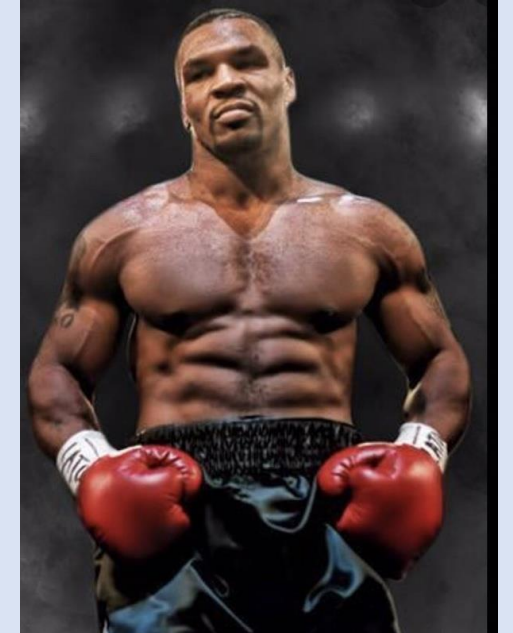
Because change is inevitable.

We need to be agile if we wish to deliver the outcomes we need.



"No battle plan survives first contact with the enemy."

General Helmuth von Moltke



"Everyone has a plan until I hit them in the face."

Mike Tyson



STRATEGY ALIGNMENT

Align all of your people to the strategy – if you wish them to deliver



The strategy needs to be relevant to everyone in the organisation. It needs to drive behaviour, effort and performance throughout the business. Every person needs to 'own' their part of the strategy and be motivated to deliver. After all, only your people can deliver your strategy.

Exec Team Alignment

The first step is to work with the top team to understand the strategy from each of their perspectives, and work with them as a team to clarify key points and identify the key implications of the strategy plus the key challenges to both delivery of the strategy and the effective cascading of the strategy.

Senior Manager Alignment

Then we engage with all of the Exec Team's direct reports (plus the aligned Exec Team) in a similar session.

There is nothing more effective than enabling your key people to air their concerns and fears about a strategy to ensure they are then able to 'get on board' and work together to work out how to mitigate the risks and go after the opportunities.

Department Leadership Teams

Making the strategy relevant for each department

Then we work with each Departmental leadership team to clarify what the strategy means for their department, the role the department will play in delivering the strategy, the departmental strategic core, key implications of the strategy for them, challenges, concerns, opportunities, initiatives, actions and priorities.

Together, we make the strategy relevant and real for every department.

Divisions and Teams within Departments

Each of the direct reports are then tasked with running a similar session with their teams, supported by project managers and trained facilitators - to make the strategy relevant and real for each team within the department, and for each person within the team.

Test, Review & Improve

We then assist your HR team to test the understanding of the strategy and gauge engagement levels across the business – and compare with survey results before the alignment initiative.

Review progress – and plan next steps if required.

Supported by dedicated professionals from within your business – from HR, communications and project management.

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TRANSFORMATION

Change is inevitable. Successful change isn't.

Enabling leaders worldwide to build extraordinary leadership teams and create highly successful leaders of change – starting with themselves.

Change leadership: leading change, leading with influence, extraordinary leadership teams.

"If you are not leading change, you are not leading anything. You are simply watching the status quo unravel."

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