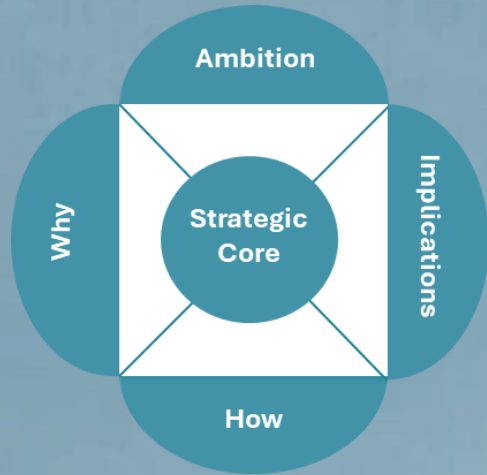


# ***THE ESSENTIAL GUIDE TO STRATEGY***

Development, articulation and alignment



**Campbell Macpherson**

Author of 2018 Business Book of the Year  
[www.changeandstrategy.com](http://www.changeandstrategy.com)

# What does a poor strategy look like?

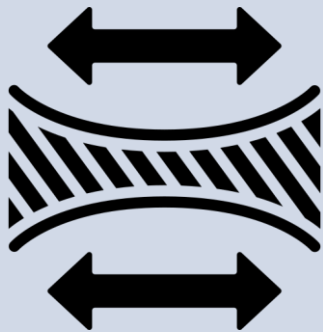


Poor strategies come in many forms ...

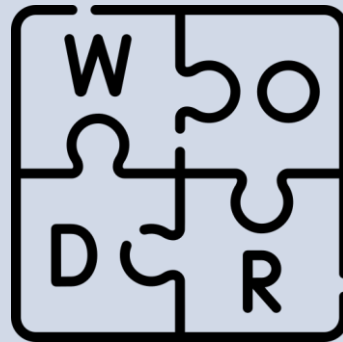
Utopia



Stretch Targets



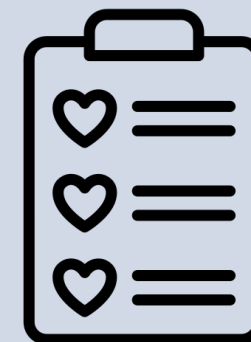
Word Salads



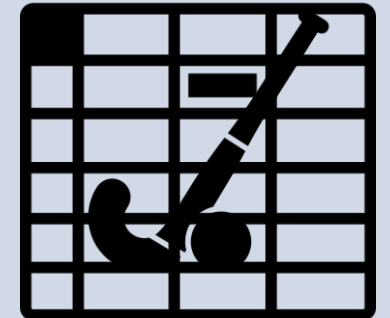
To-Do Lists



Wish Lists



Spreadsheets  
& Hockey Sticks

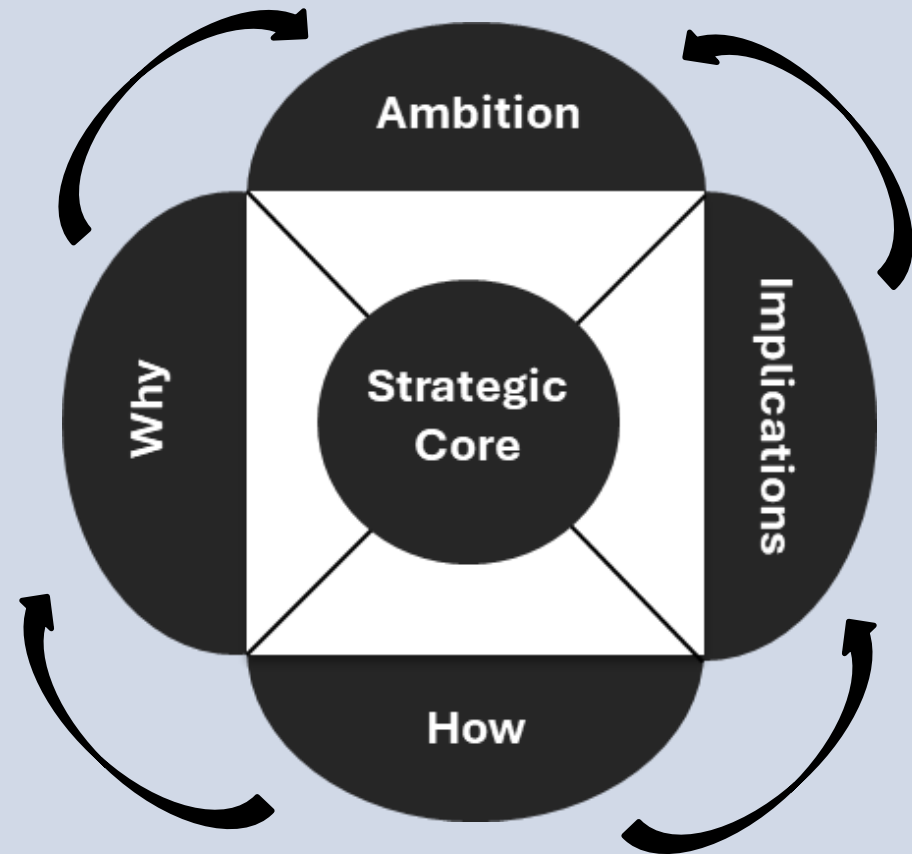


# A successful strategy is ...



## The 5 elements of a successful strategy

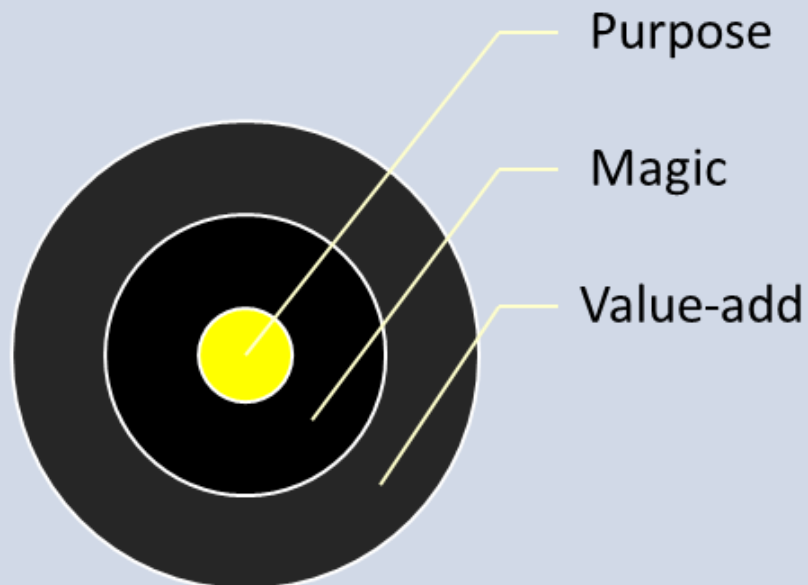
- Clear and compelling
- Aspirational yet achievable
- Customer-centric
- Anchored in reality
- Includes delivery
- Not linear



# Your strategic core underpins everything you do

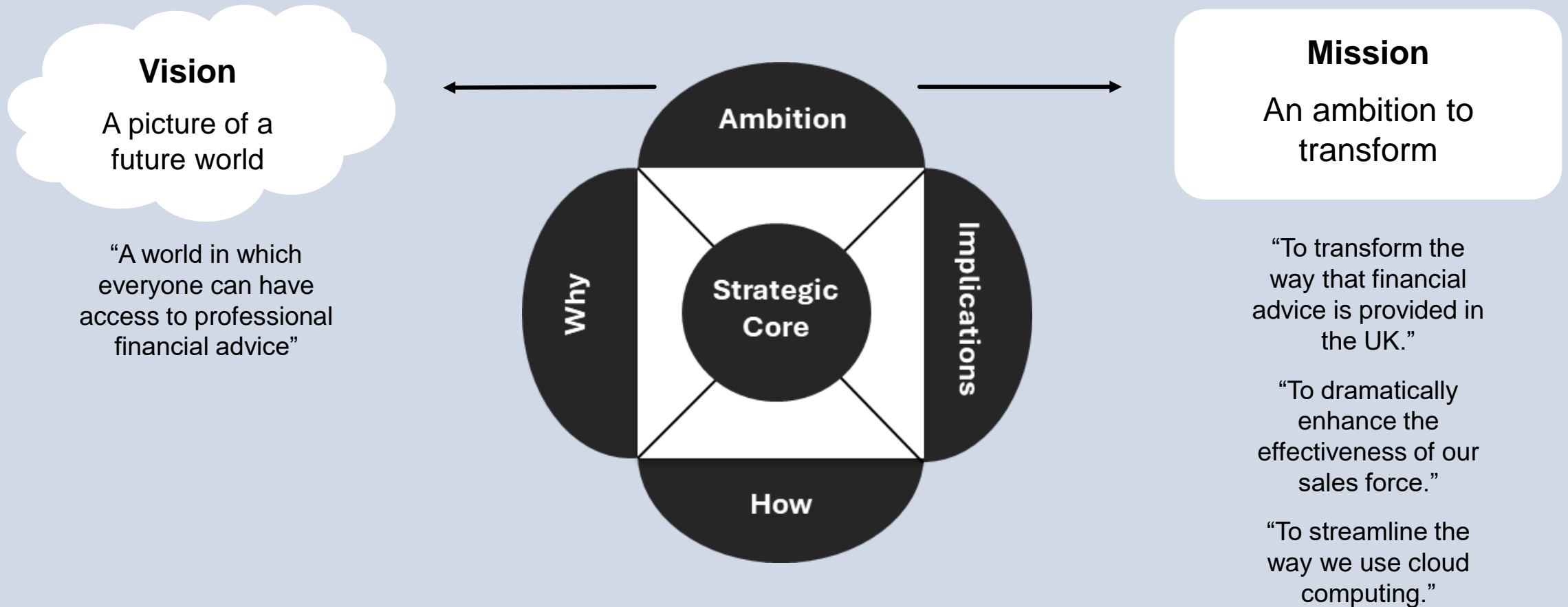


Your strategic core provides your people with clarity – and confidence. It guides every decision and underpins every successful strategy.



1. Your Purpose?
  - Why does the business/department/team/ initiative exist? And for whom?
2. Your Magic?
  - What makes you special?
  - What do you want to be famous for?
  - What is your core ethos?
3. Your Value-add?
  - How do you currently benefit your key stakeholders?

# Ambition: are you a Visionary or a Missionary?



# 5 questions to nail your strategy



What are you seeking to achieve?

Why?

What are the implications and likely consequences?

How will you achieve it?

What is your Strategic Core?

Strategy development has a way of getting messy and complex.

Think in layers.

# Start by answering these 5 headline questions ...



What are you seeking to achieve?	Why?	What are the implications and likely consequences?	How will you achieve it?	What is your Strategic Core?

Fill out a 'crayon-level' version of the above before anything else.  
High-level. No detail. Get the headlines down on paper asap.

# ... before delving into the detail beneath each question



What are you seeking to achieve?

1. Key goals:
  - The numbers
  - The narrative
2. By when?
3. Key success metrics
4. Vision / Mission

Why?

1. Why do you want to achieve it?
2. Who will benefit from it?
3. Why now?
4. Why do you think it is possible?
  - The analysis that supports your ambition
  - How it leverages your core strengths / strategic core

What are the implications and likely consequences?

1. What are the key +ve and -ve implications and consequences of the strategy?

The impact on:

  - The way we work today
  - Financials
  - Customers
  - People / Stakeholders
  - Culture
  - Processes
  - IT ...
2. Key challenges and constraints
3. Critical success factors

How will you achieve it?

1. The Plan:
  - Go-to-market plan?
  - Business Plan?
  - Financial Plan?
  - Target Operating Model?
  - Organisation Design?
  - Programme/Project Plan?
  - People Plan?
2. Culture and approach
3. Delivery phases, initiatives and enablers
4. Governance and Delivery Management

What is your Strategic Core?

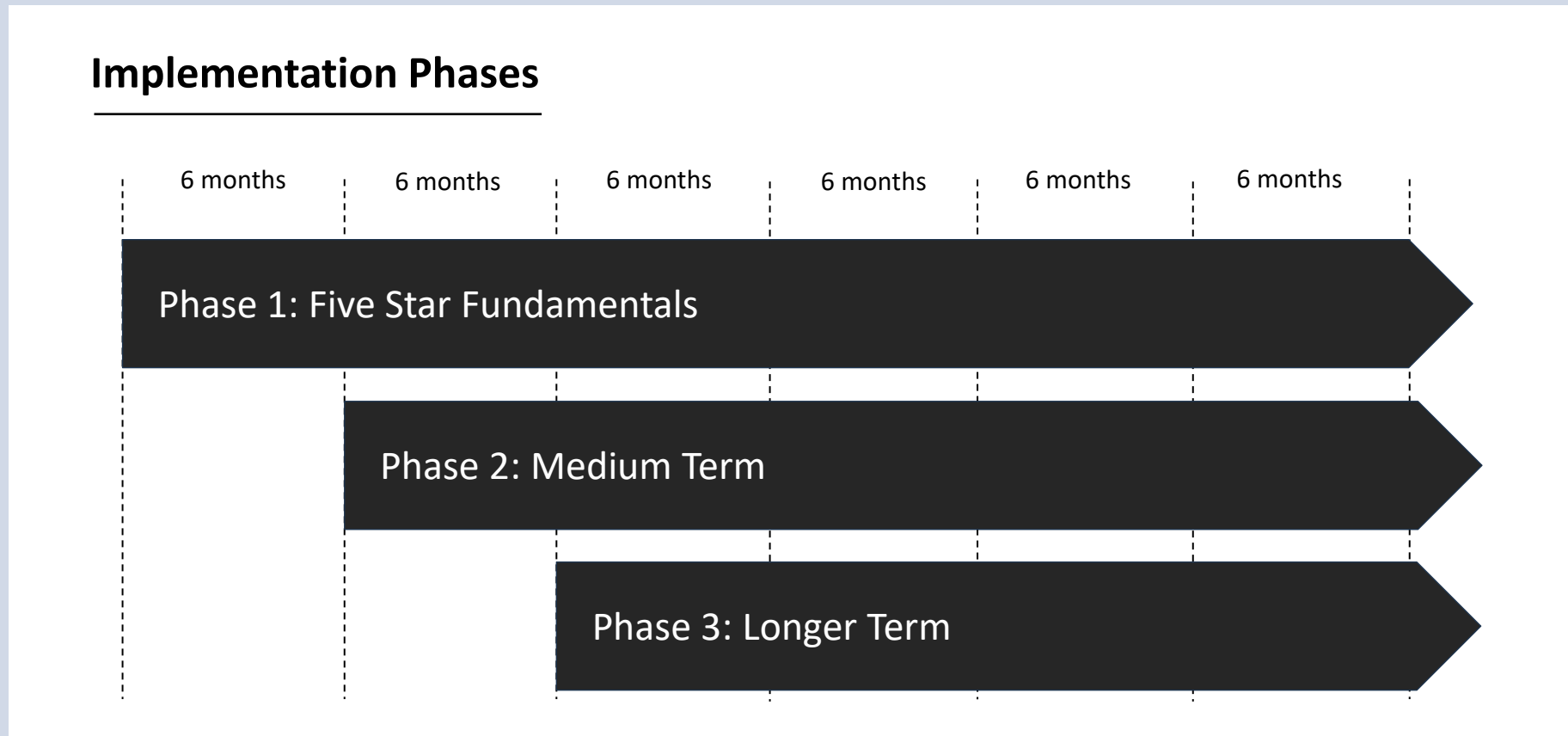
1. Your Purpose?
  - Why does the business/ department/team/initiative exist? And for whom?
2. Your Magic?
  - What makes you special?
  - What do you want to be famous for?
  - What is your core ethos?
3. Your value-add?
  - How do you currently benefit your key stakeholders?



# Delivery: Phasing



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



# Delivery: Prioritisation



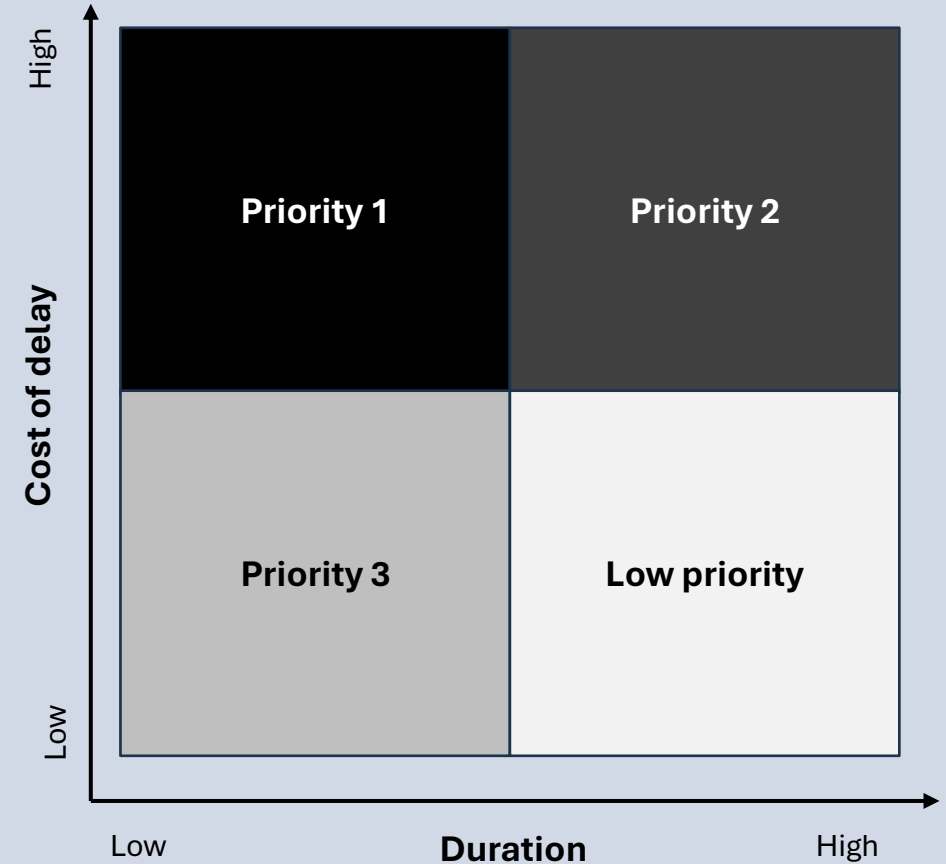
One way of prioritising initiatives is to consider the cost of delaying the project.

**Priority 1:** Projects with a high cost of delay that can be done quickly

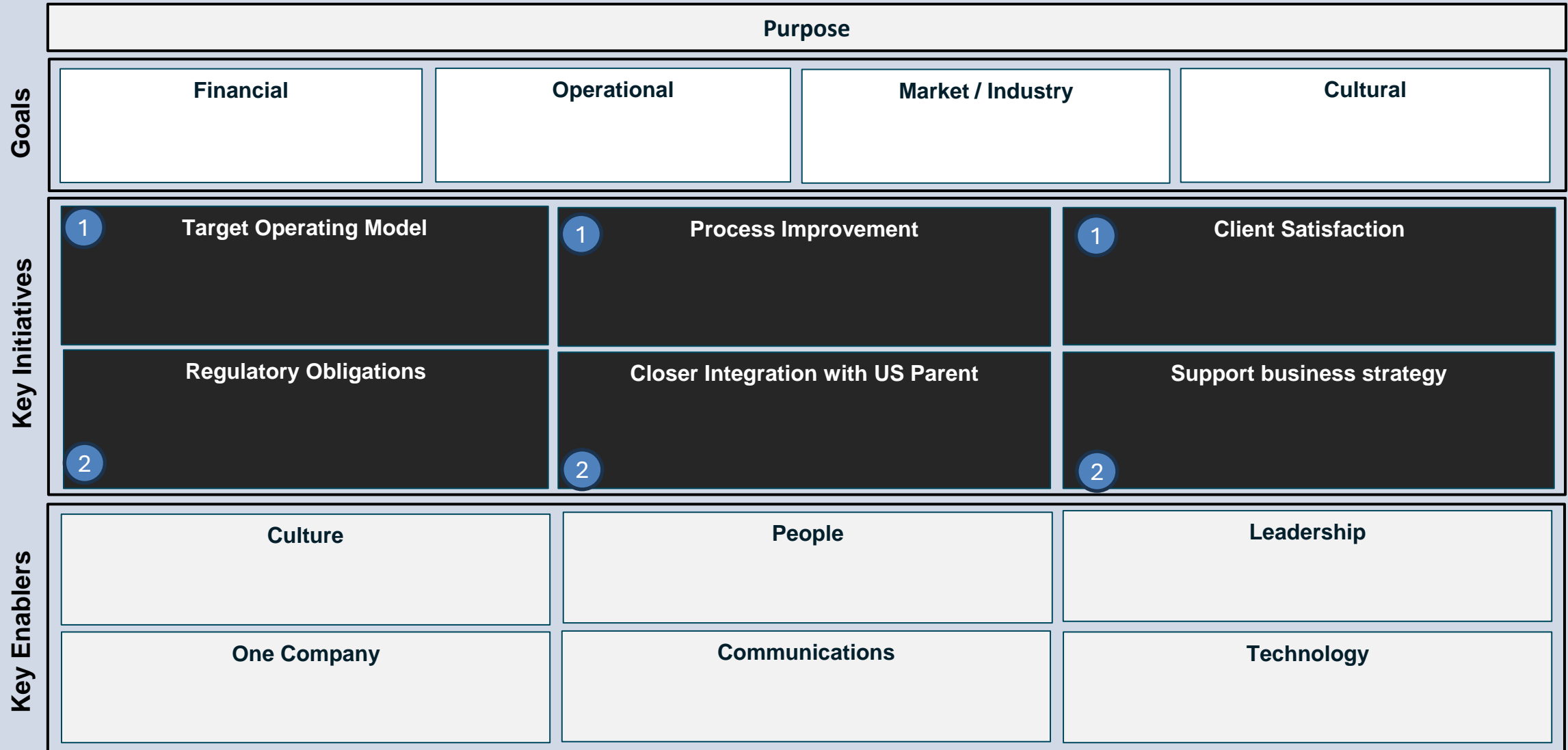
**Priority 2:** Projects with a high cost of delay that will take some time

**Priority 3:** Projects with a low cost of delay that can be done quickly

**Where would your key initiatives sit on the matrix to the right?**



# A delivery plan on a page



# Documenting your strategy



Developing a coherent and differentiating strategy can be a messy, complex and lengthy process - but the output doesn't need to be.

Here's a structure for a comprehensive **strategy document**:

1. One page summary
2. Aspiration and rationale
3. Building upon our strategic core
4. Key success metrics
5. Critical success factors
6. Implications, consequences, challenges and constraints
7. Delivery plan
8. People plan
9. Approach: mindset, behaviours, phases, priorities
10. Financials
11. Next Steps
12. Appendix: Supporting Analysis, Strategic Thinking, Strategic Planning, ...



# Align all of your people to the strategy – if you want 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

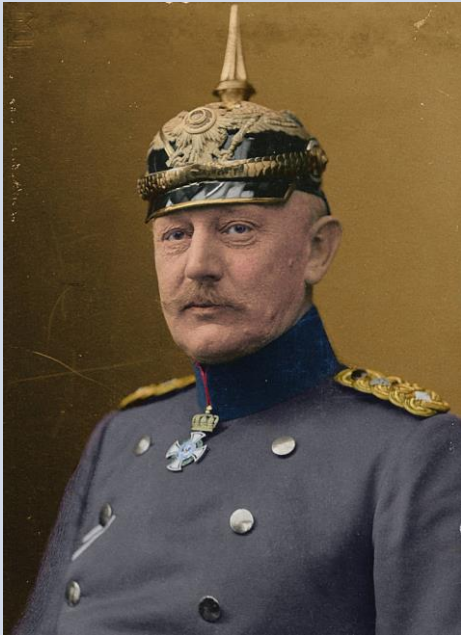
Each of the direct reports are then tasked with running a similar session with their teams, supported by project managers and trained facilitators - to make the strategy relevant and real for each team within the department, and for each person within the team.

## 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.

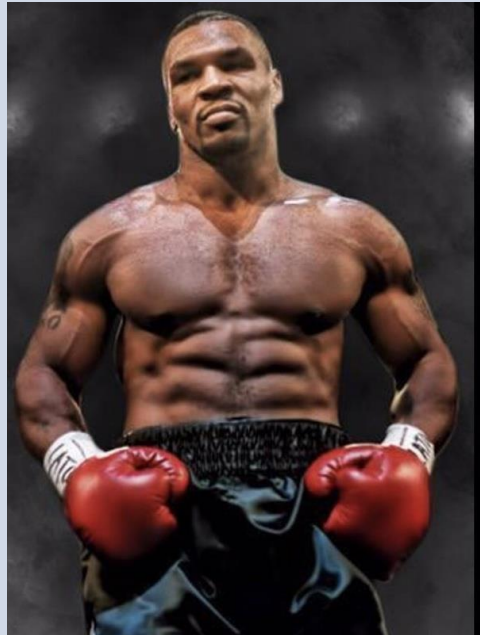
Review progress – and plan next steps if required.

# Even the best laid plans won't materialise as expected



*“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

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.**



**CHANGE::STRATEGY**  
changeandstrategy.com

## Change is inevitable. Successful change isn't.

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

**TRANSFORMATION**

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