

No matter how brilliant a strategy,  
*„66% of corporate strategy is never  
executed.“ [Ernst & Young, 2005].*

Is your organization ready  
to beat the benchmark?

## Spotlight on Strategy



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## Translating brilliant strategic thinking into impressive results

Translating brilliant strategic thinking into brilliant results typically involves 2 loops. The first loop – Strategy Planning – deals with Strategy Development, Deployment, Implementation and Review. The second loop – Strategy Execution / Operational Management – deals with the operational, day-to-day execution of agreed plans to achieve the strategic goals, objectives and targets set. In this process, Strategy Execution is at least as important as having the strategy in the first place. An organization with a less brilliant strategy but excellent execution may, in fact, achieve more impressive results than an organization with a really brilliant strategy that is poorly implemented and executed.

From working with many organizations, we have learned that the two loops are often disconnected or are lacking structure and approach. Typical issues can include:

- No common approach for developing, deploying, implementing & reviewing strategy
- Many leaders with their own strategies in their heads
- Disconnects of planning timelines
- Multiple planning elements that don't align
- Lack of joined-up thinking and practise
- Inconsistent strategy terminology
- Strategic thinking and dialogue too operational
- Too many goals and objectives, often not balanced across different perspectives (i.e. only focused on financials, but not sufficiently addressing markets/customers, organization/processes, innovation/development)
- Too many, and not the right, KPIs
- Long, dense over-detailed management agendas and strategic documents.

In an effective High-Performing Organization, the two loops are fully aligned. Strategic Thinking is converted into agreed, sound strategic plans with clear goals, objectives and targets that are deployed, implemented and regularly reviewed on all levels, and these plans are executed fast and effectively.

Read more about our work in the area of strategy at [www.global-changemaker.com/our-services/strategy](http://www.global-changemaker.com/our-services/strategy) and how we may be able to support your organization with making this happen.

