Imagine if the strategy could actually be implemented!

Rob Walsh

April 2021

simplychange

project management programme management
strategy execution facilitation product selection
vendor selection facilitation change management
project management programme management
strategy execution product selection vendor se

Learning Objectives

- To understand the Clear Alignment Strategy Planning process from high-level to implementation steps
- To equip participants with a facilitation plan for strategy development that works with executive boards and start-ups, teams and departments, and every organisation in between.
- To share together our approaches and lessons learned from helping teams and organisations to plan a strategy, implement a strategy and facilitate large group interventions.

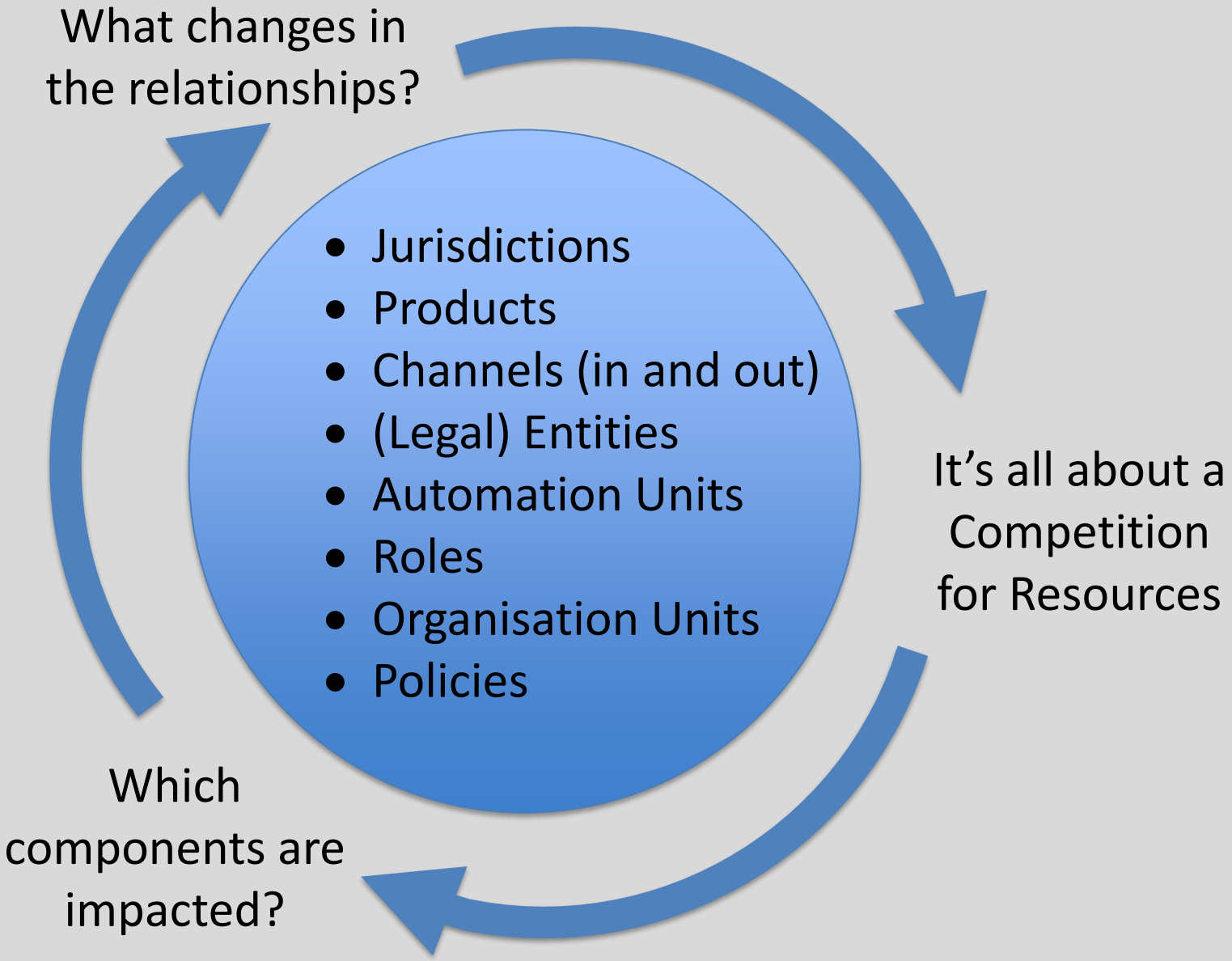
CLEAR ALIGNMENT

EFFECTIVE STRATEGY REALISED

© Clear Alignment Ltd

Why?

Organisation Platform



Why Do Strategies Fail?

Failure to focus on what is important

Failure to communicate effectively

Failure to hand-over

Fire and Forget

“Lose sight, lose the fight”

Why is it Difficult To Manage?

Jerky

Constantly Emerging

Unseen consequences

Multi-dimensional

What Do We Need?

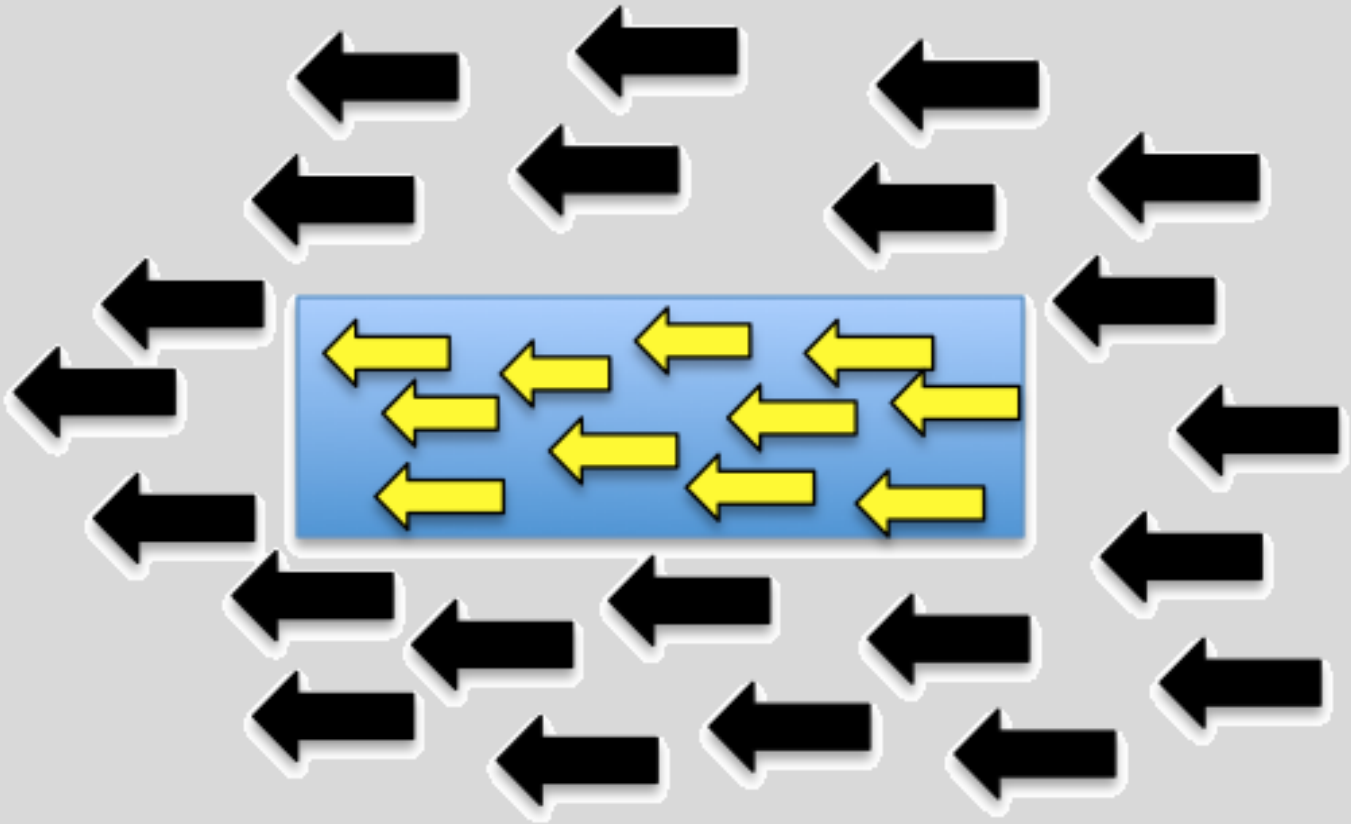
A language

A collaborative process

A map

…. and the ability to rapidly adapt

When It Works



The organisation is aligned, with everyone working towards the goals/key objectives

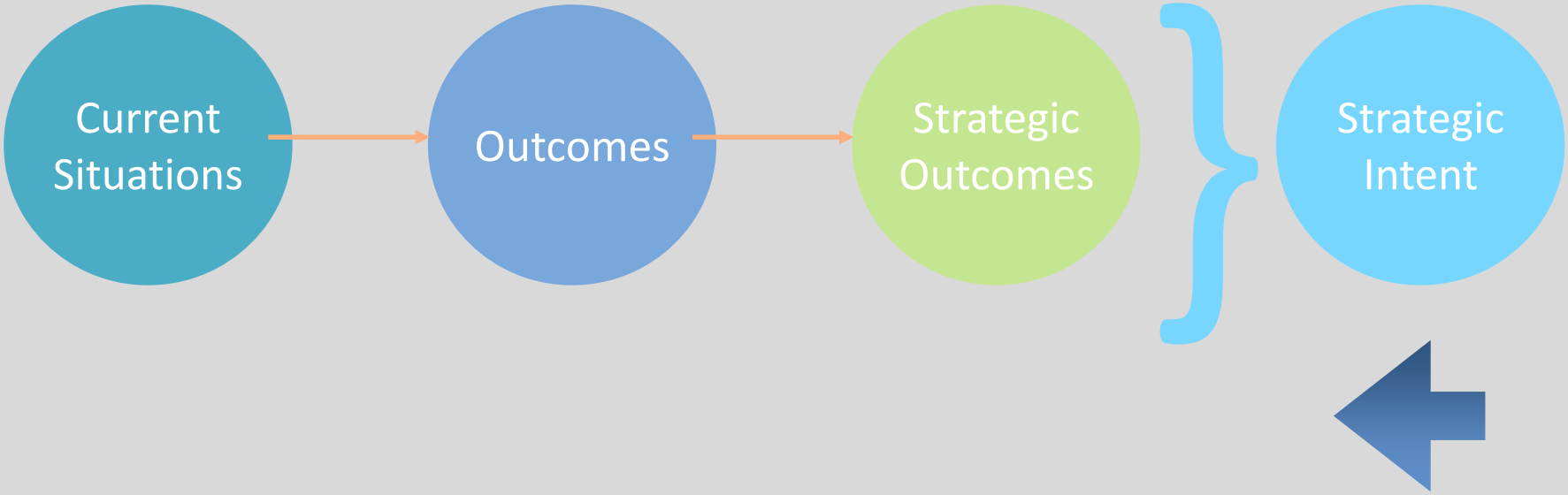
© Clear Alignment Ltd

Strategy Mapping

- Strategic Intent
- Outcomes
- Mapping
- Benefits & Risks
- Change Programme

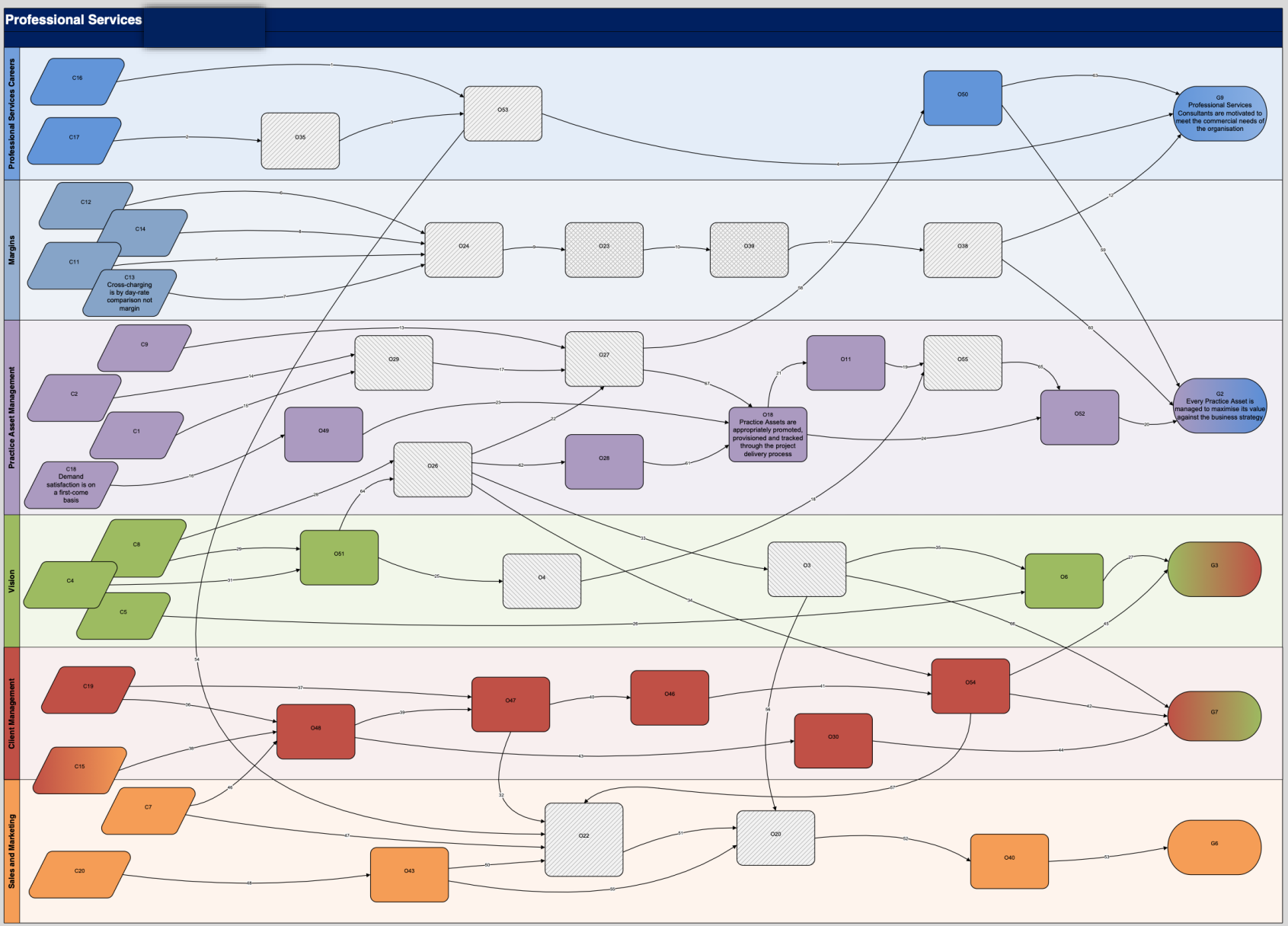
Design the Strategy

4 ‘STATES’ - IN REVERSE



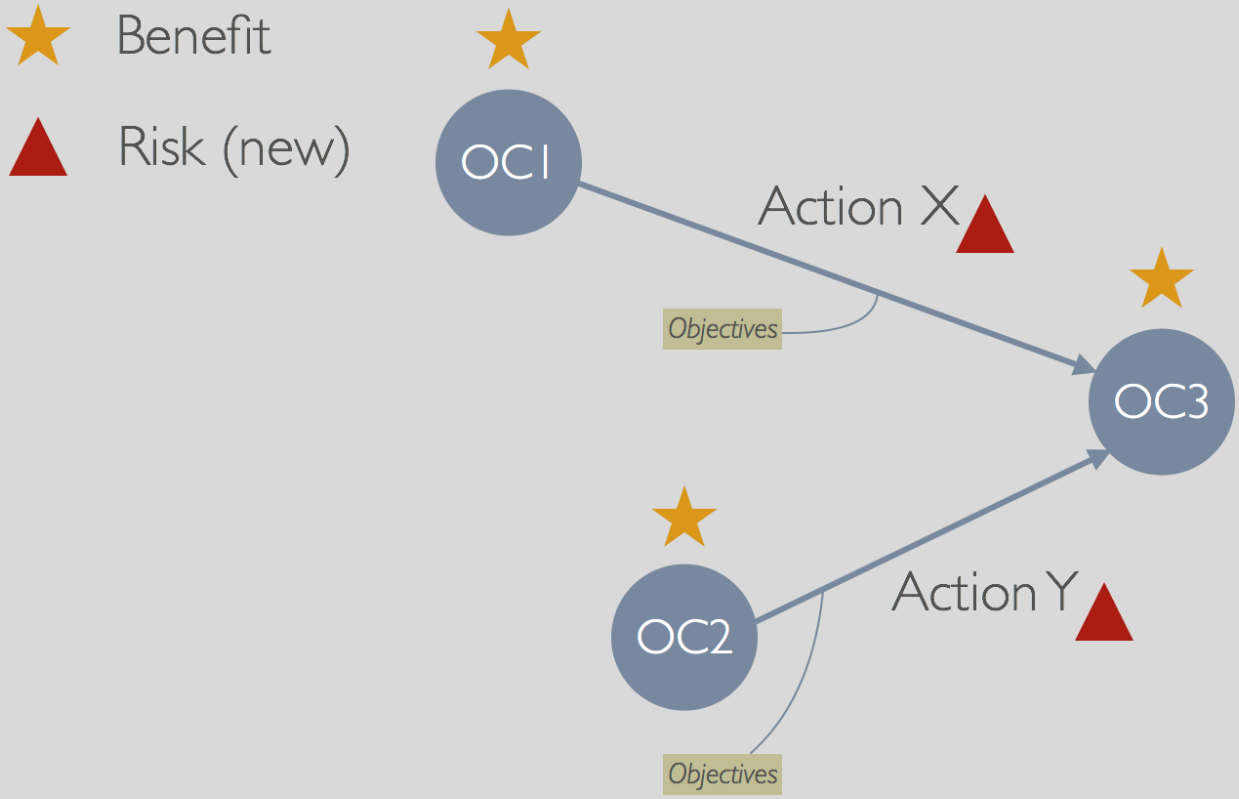
Language

- Start with the end in mind (Seven Habits - Covey)
- Present tense (NLP)
- The Strategic Intent is a statement of achievement (over competition), in an area, because of something (unique)
- Outcomes are benefit statements, not milestones or mechanisms
- Current positions are things that are wrong and we want to change


Professional Services
Professional Services Careers
Margins
Practice Asset Management
Vision
Client Management
Sales and Marketing
C16
C17
O35
O53
O50
G9
Professional Services Consultants are motivated to meet the commercial needs of the organisation
C12
C14
C11
C13
Cross-charging is by day-rate comparison not margin
O24
O23
O39
O38
C9
C2
C1
C18
Demand satisfaction is on a first-come basis
O29
O27
O11
O55
O49
O18
Practice Assets are appropriately promoted, provisioned and tracked through the project delivery process
O52
G2
Every Practice Asset is managed to maximise its value against the business strategy
O26
O28
C8
C4
C5
O51
O4
O3
O6
G3
C19
C15
O48
O47
O46
O54
G7
O30
C7
C20
O43
O22
O20
O40
G6

Benefits & Risks

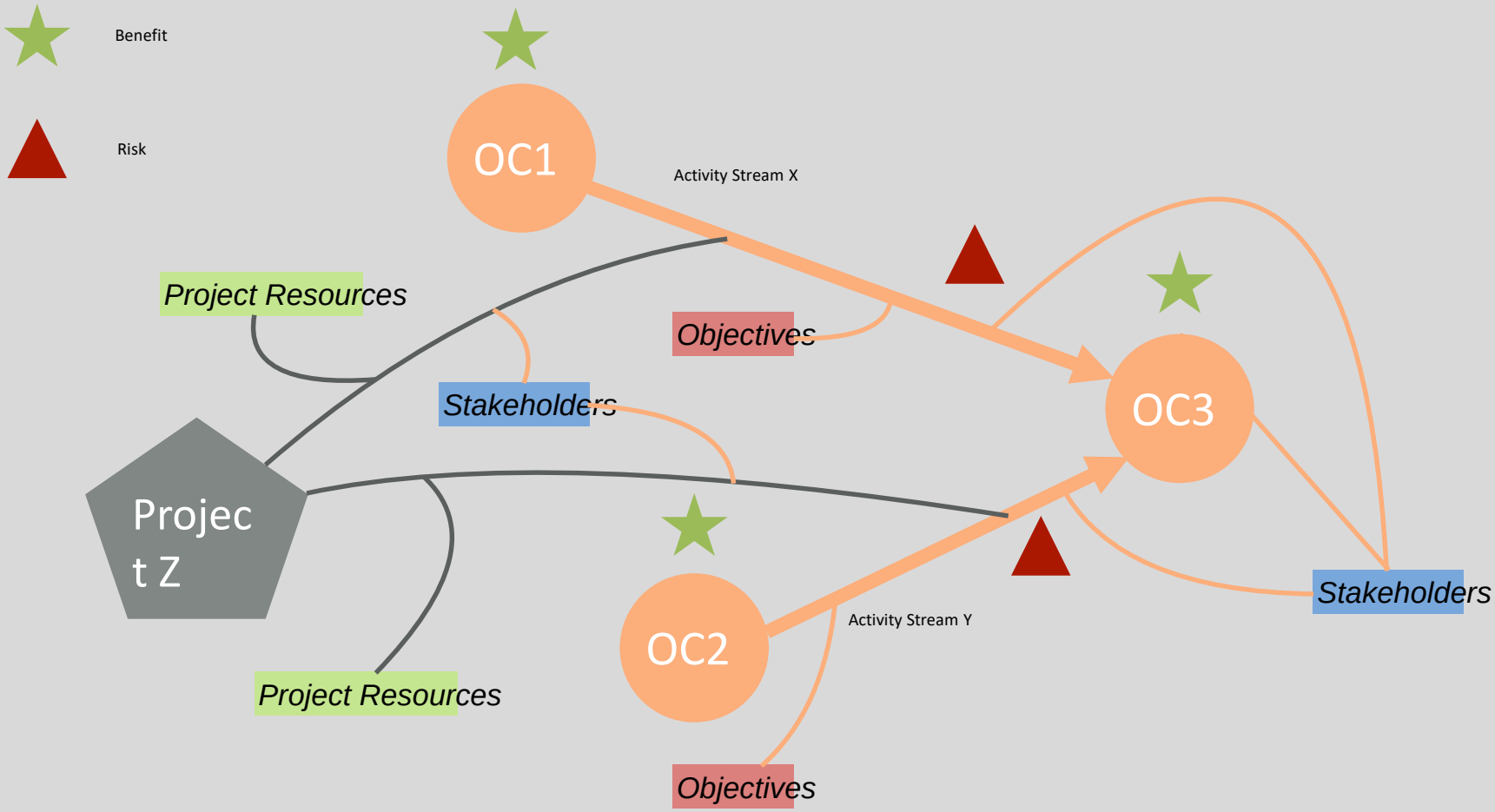
Developing A Strategy Map



We then document the actions between outcomes.
Each action has risk.
Each action belongs to employees - who can see where they align.

© Clear Alignment Ltd

Design the Programme


Benefit
Risk
OC1
Activity Stream X
Project Resources
Objectives
Stakeholders
OC3
Projec
t Z
OC2
Activity Stream Y
Stakeholders
Project Resources
Objectives

Developing a Strategic Intent

Imagine a date 3-5 years from now

The Strategic Intent Statement

This statement will be true, and everyone in the firm will know it

We are <in a position> as <measured by> in a <context>

due to the <changes we have made>

Present Tense

© Clear Alignment Ltd

The Strategic Intent Statement

<in a position>

Describe the key position for your organisation that you would like to be able to say is true in the future.

- We are….. most significant part of the organisation.
- We have…… attained XYZ accreditation
- We are ……. operating in all jurisdictions where Russian is the official language

© Clear Alignment Ltd

<as measured by>

Now expand these to explain how this position will be evidenced

- By…… transaction value
- By …… revenue share
- Through……satisfied clients
- By……. shareholder perspective

© Clear Alignment Ltd

<in context>

Put a scope statement around this to limit it to reality

- in …….. the UK
- within …….. the global consumer electronics market

© Clear Alignment Ltd

The Strategic Intent Statement

<changes we have made>

Finally, add a high-level change description

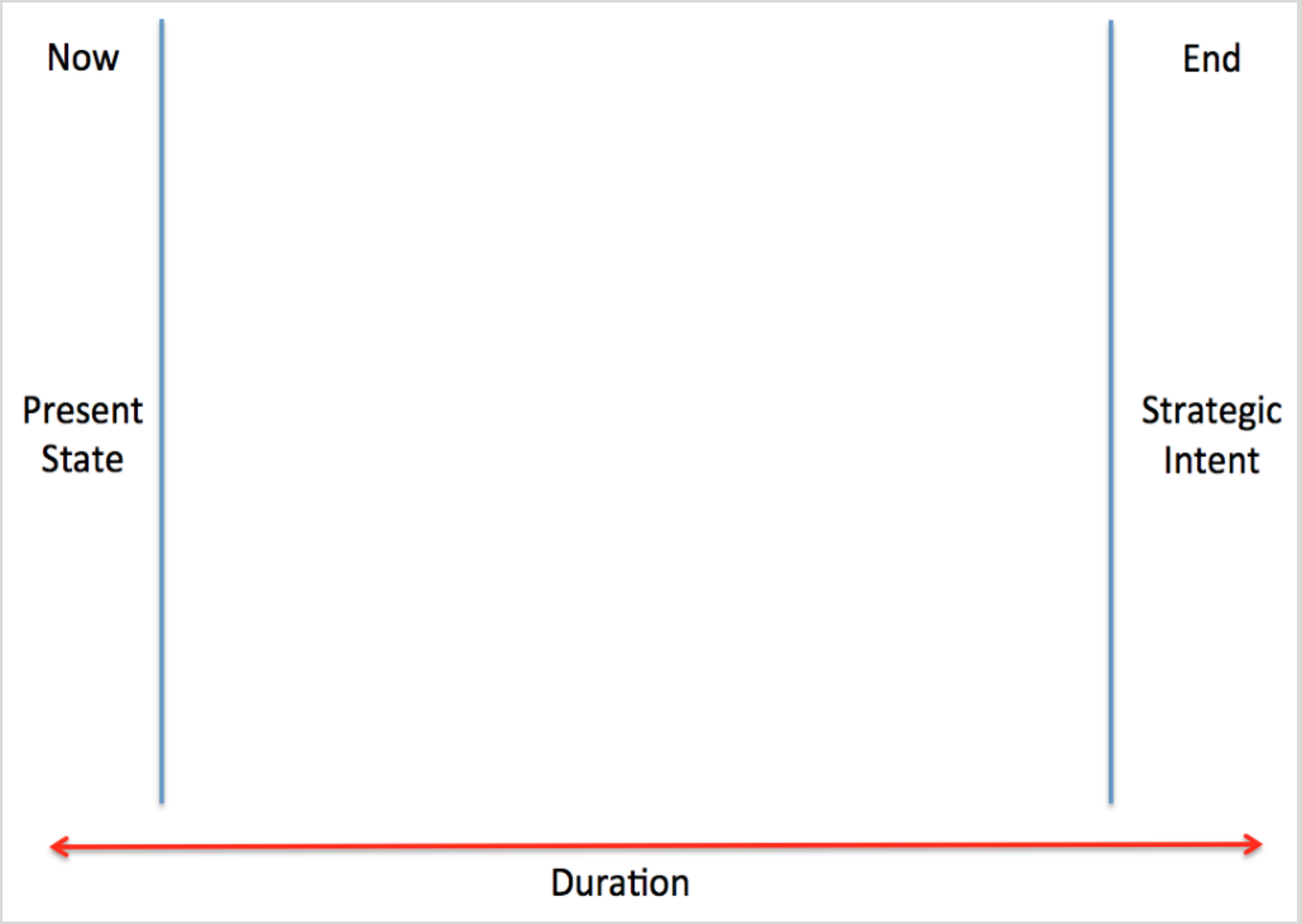
- We have ……. developed/rationalised new products
- We achieve this through ……. the intellectual property we own
- This is due to ……. the innovative way we engage our supply chain
- We have….. opened a new market / redefined a saturated market

© Clear Alignment Ltd

Goals & Outcomes

© Clear Alignment Ltd

Developing A Strategy Map



© Clear Alignment Ltd

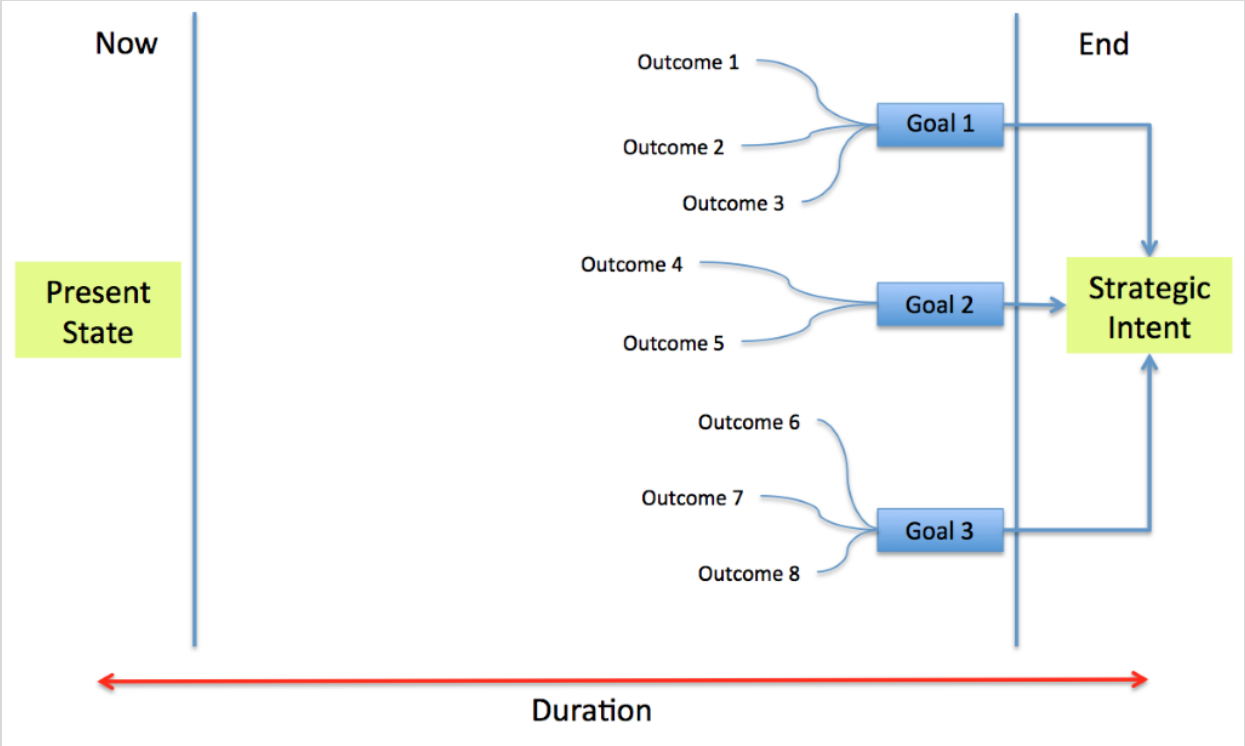
Developing A Strategy Map

We establish Key Objectives (Goals) that when met, means the Strategic Intent has been achieved

Employees know what needs to be done to get there

© Clear Alignment Ltd

Developing A Strategy Map

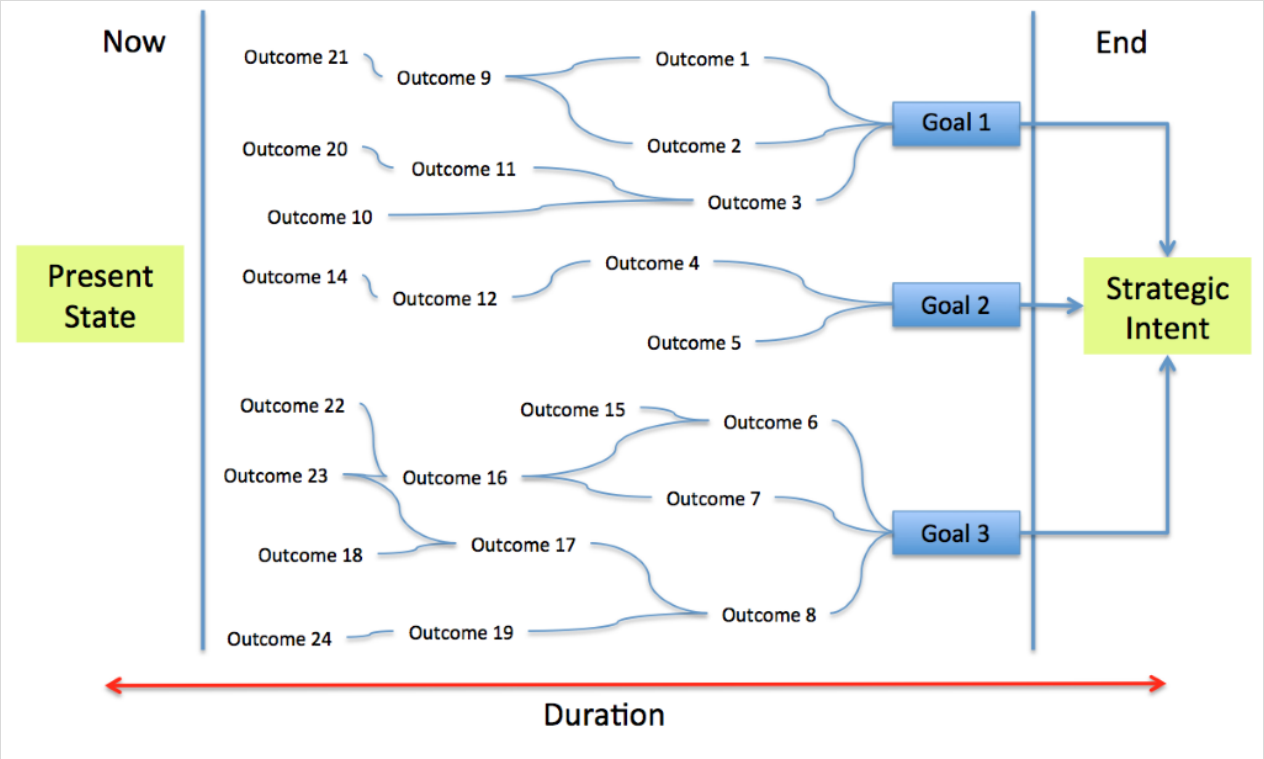


We establish “outcomes” that need to be achieved on the way to our key outcomes/goals.

Employees have a roadmap of achievements

© Clear Alignment Ltd

Developing A Strategy Map

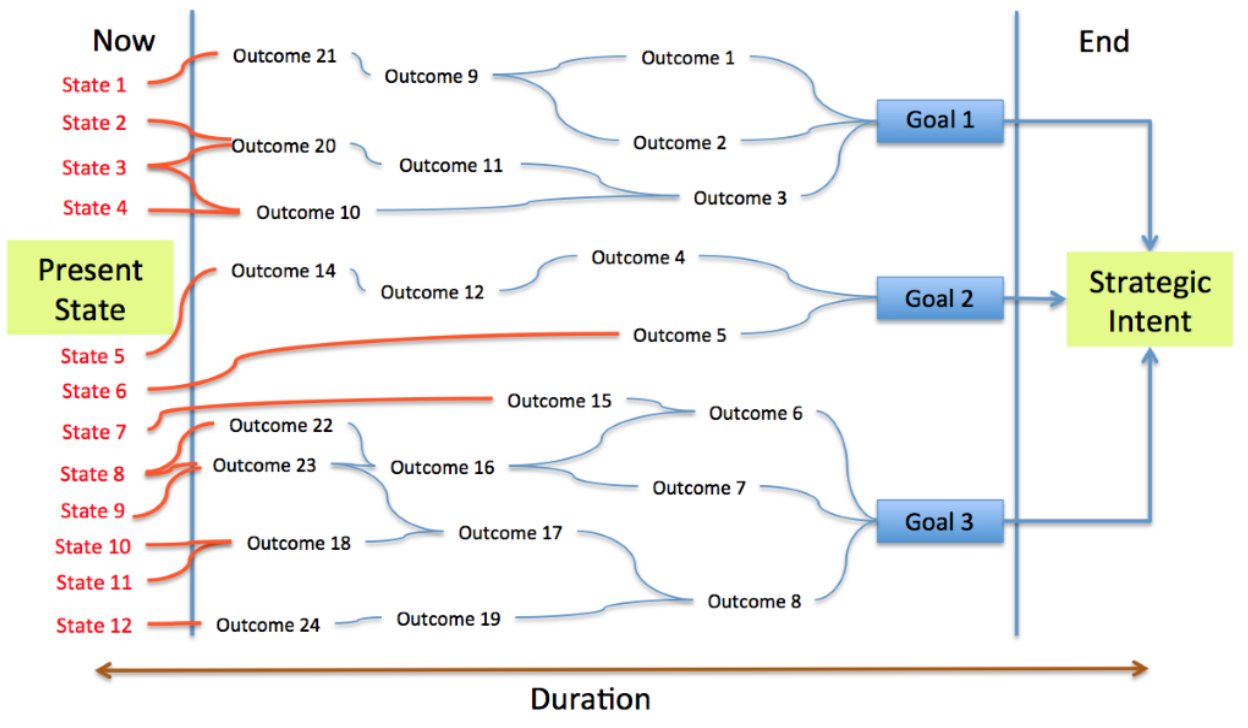


To get to each outcome may require one or more achievements before it can be realised.

The map of achievements works backwards

© Clear Alignment Ltd

Developing A Strategy Map



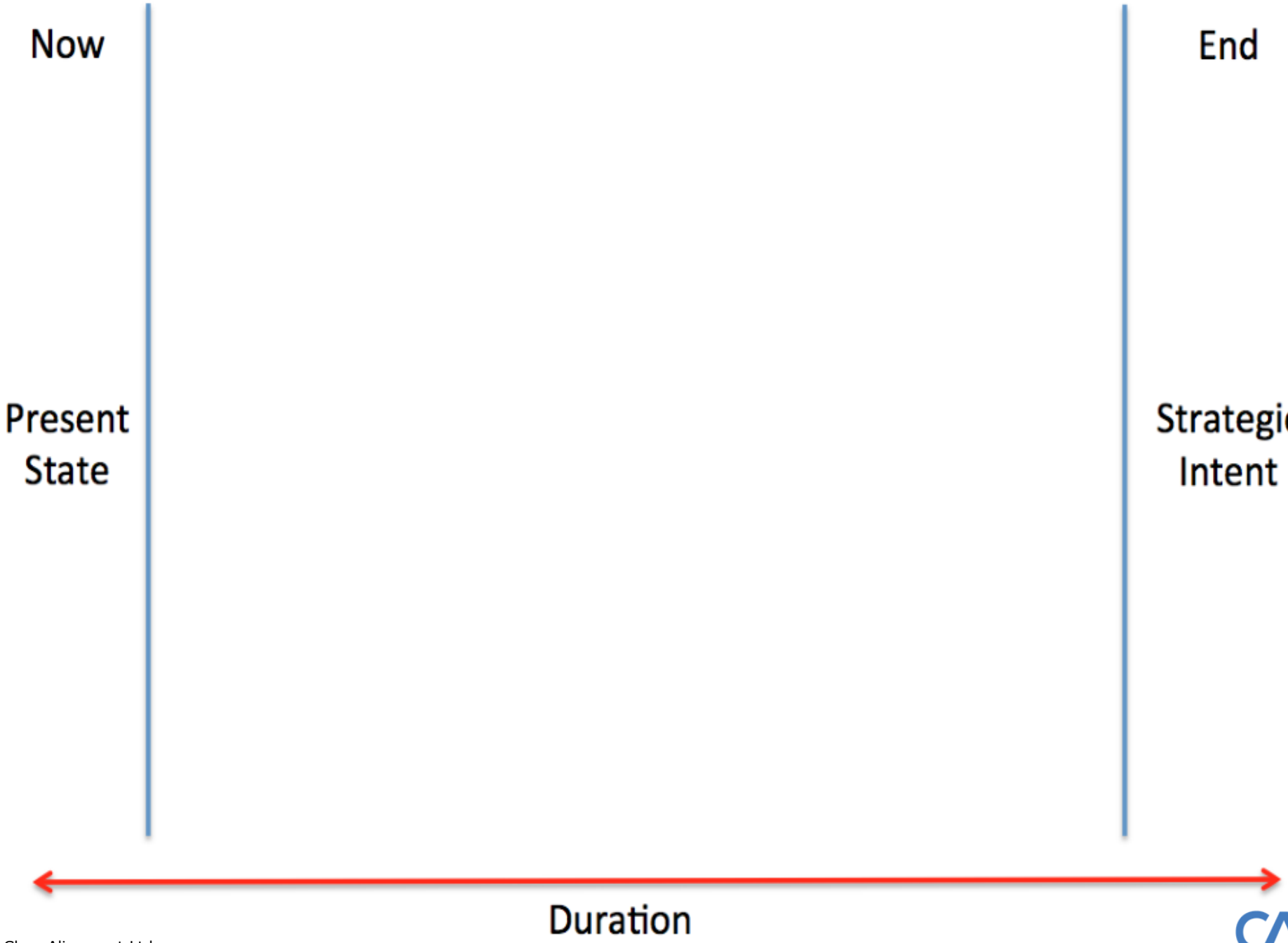
Until we get to where we are now – the present state

Employees have a full plan of what needs to be achieved

© Clear Alignment Ltd

Activity Streams & Projects

© Clear Alignment Ltd



© Clear Alignment Ltd