

Mastering Implementation

Building Your Implementation Plan

An exciting, intricate, hands-on three-day master class for the people who are responsible for building and delivering the strategy implementation plan and want to excel in execution.

Introduction



Every organization is different and every strategy implementation is unique. Although two organizations may have similar strategies, their implementations are never the same. After crafting a strategy, the challenge is to then work out how to successfully execute it. Recently, the staggering failure rate of executing strategies has generated new thinking and approaches that are presented throughout the master class.

Excellent in Execution

Bridges' 10 years of research and experience has led to identifying eight global best practices that need to be employed for an organization to be excellent in execution. It reveals that implementation is not about doing one or two major things well, such as communicating the strategy or training staff members. Rather, it's about doing eight major things well—and doing them simultaneously.

This research was first published in our international bestselling book *Bricks to Bridges— Make Your Strategy Come Alive* in 2004. The book, described by many as the implementation handbook, introduced the Implementation Compass™— a framework for implementing strategy to guide organizations through strategy execution. This master class adopts the framework as its agenda and explains in detail both how to build your plan and how to execute it.

The Master Class



This course allows for participants to enhance their strategy implementation plan while leveraging and applying the latest thinking in the field. The sessions truly come alive as the steps required are explained in detail.

Too often, implementation plans only consist of a town hall meeting, a coffee mug and a newsletter. They lack structure and depth. Effective implementation must translate the strategy into daily actions and behaviours for the people in the organization and then ensure that they perform. It's what they do *on a daily basis* that decides if the strategy will succeed or fail.

Each of the eight areas—from the Implementation Compass™ framework to achieving excellence in execution—are applied to challenges that participants are facing so they can maximize their value. Success stories from other organizations are shared and lessons discussed.

Each module incorporates the Theory – Experiential – Application (T.E.A.) approach to learning. Key messages are also reinforced through discussions and hands-on activities, individual reflection, video case studies and application to the individual's organization. The experiential learning includes business simulations and challenges.

Key Learnings

Fundamental	Key Learning
People	<ul style="list-style-type: none"> • Changing your perception about managing people through change • Recognizing and encouraging Mavericks • Identifying A.S.K.
Biz Case	<ul style="list-style-type: none"> • Translating strategy into the hearts and minds of your people • Making implementation personal
Communicate	<ul style="list-style-type: none"> • Building a communication plan, with Microsoft as a case study • Impactful communication • Traditional Vs New Media – how to leverage social media
Measure	<ul style="list-style-type: none"> • Understanding the steps in building a Strategy Map and a Balanced Scorecard • Identifying how to use measures effectively
Culture	<ul style="list-style-type: none"> • How to inculcate values and translate them into behaviors • Understand impact of shorter life of strategy
Process	<ul style="list-style-type: none"> • Understanding the importance of redesign processes • Understanding Cross Functional Process Mapping as an approach for redesign.
Reinforce	<ul style="list-style-type: none"> • Introducing ABC model of motivation • Introducing Pain Vs Pleasure Principle • Why and how to encourage the staff members who support the implementation.
Review	<ul style="list-style-type: none"> • Understanding the need for more frequent reviews. • Introducing a framework for review – SIR

Agenda

Day One

Why is strategy implementation the new focus in business?

What most organizations do wrong

The framework—the Implementation Compass™

Fundamental No 1: Develop the right approach for the right people

Fundamental No 2: Biz Case—the heart and mind of change

Fundamental No 3: Communicate—how to build a communication plan, brand your strategy and leverage social media

Experiential implementation challenge

Direct application and individual discussion on participants' organisational challenges

Day Two

Fundamental No 4: Measure—how to create a strategy map and balanced scorecard

Fundamental No 5: Process—redesign processes and introduce Strategic Process Redesign (SPR)

Experiential implementation challenge

Direct application and individual discussion on participants' organisational challenges.

Day Three

Fundamental No 6: Recognize—Introducing Expectancy Theory, the ABC Model of Motivation and Pain versus Pleasure Principle

Fundamental No 7: Culture—Translating values into action—a framework to make it happen

Case Study—Examination of a company's attempt to execute its strategy

Fundamental No 8: Review—Introducing Strategy Implementation Review (SIR), a tool for reviewing strategy and its implementation every two weeks

Direct application and individual discussion on participants' organisational challenges.

Participant Takeaways

Each participant will leave with a customized implementation plan as well as:

1. IMPACT Kit—a tool for implementing actions in 90 days (valued at US\$2,000)
2. The book *Beyond Strategy—The Leader's Role in Successful Implementation*
3. The book *Bricks to Bridges—Make Your Strategy Come Alive*

