

## Execution Leadership

### Leader's Role in Implementing Strategy

*A half-day executive seminar for leaders who craft corporate strategy*

#### ***Leaders get it.***

Leaders know that a titanic mistake has been to focus more on crafting strategy than implementing it. It is not a hard sell and the arguments in the past decade combined with their staggering failure to deliver on their strategy promises, have led to strategy implementation becoming an integral part of discussions today.

#### ***Leaders now want to know what to do.***

The question leaders are now asking is “What do we need to do differently?” This is exactly what our Execution Leadership seminar addresses. Too many leaders on too many occasions have been involved in too many failures. Research has piqued their curiosity. We have provided a solid argument and followed that by building the platform to move forward from failing frequently to resolving challenges. Leaders can now know *specifically* what to do to successfully drive strategy implementation through their organizations.

#### ***Something needs to change and it starts with the leaders.***

Attitude, approach and actions must change. Many actions leaders need to take to successfully implement strategy are contrary to current beliefs. One belief: most people resist implementation (but not when it is communicated correctly). Another belief: strategy implementation must be reviewed twice a year (no, it should be reviewed every two weeks).

Today, implementation can't simply be delegated. Instead, leaders must spend the majority of their time overseeing the implementation actions – it's that critical to successful implementation.

#### ***Key actions leaders must take.***



- Change daily dialogues from operations to strategy implementation
- Identify the “Strategy Customers”
- Focus on mavericks
- Brand the strategy
- Be the “Voice of the Strategy”

- Change the strategy, change the measures
- Recognize that culture does not drive strategy but does drive implementation
- Abandon yesterday more quickly than ever before
- Identify behaviors and actions staff members should *stop* doing
- Review implementation progress every two weeks
- Say “thank you”

***Avoid the mistakes your competition are hoping you will make***

No one sets out to fail when implementing strategy but, still, they fail nine out of ten times. Similarly, no one sets out to craft a bad strategy! However, the only way we know a strategy is good or bad is by implementing it. And the only way we know an implementation is working is by reviewing it.

During the reviews, leaders become aware of what is working and what is not, and then take corrective action. Yet most leaders lack the discipline to do this well.

***Leaders do not let presenters use PowerPoint.***

How much do you remember from the last PowerPoint presentation you saw? Supporting the belief that implementation is all about doing things differently, this executive seminar is designed with a difference you just have to see to believe.

And did I mention that implementation never goes according to plan? Whatever you plan in the board room to implement your strategy will always change. Whatever I plan to deliver on the day will change depending on your requirements.

**(Proposed) Agenda**

- Video case studies on implementation never going according to plan
- Discussion on current implementation activities and what needs to change
- Framework for implementing strategy
- Specific actions in implementing strategy
- Reality time – rating your current performance
- *Exactly* what leaders need to do differently

See you there.