

## Mastering Implementation

### Building Your Implementation Plan

*An exciting, intricate, hands-on workshop over three full-on days for people who are responsible for working out how to build and deliver a strategy implementation plan and want to avoid common mistakes.*

#### Introduction



Every organization is different and every strategy implementation is unique. Although two organizations may have similar strategies the implementations are never the same. The challenge that follows crafting a strategy is to work out how to execute it. After all, it is not strategy that delivers revenue but its implementation. The staggering failure rate of strategy implementation has generated new thinking and approaches that are presented throughout this workshop.

#### Best Practices

Research since 2001 (by Bridges Business Consultancy Int) has led to identifying eight global best practices that need to be employed to successfully implement strategy. It reveals that implementation is not about doing one or two major things well, such as creating a scorecard or training staff. It is about doing eight major things well simultaneously.

We first published the research in our international bestselling book *Bricks to Bridges – Make Your Strategy Come Alive* in 2004. This breakthrough book introduced the Implementation Compass™ – a framework for implementing strategy to guide leaders through the implementation journey. This workshop adopts the eight best practices as its agenda and explains in detail how to espouse all of them.

#### The Workshop

The Mastering Implementation workshop is structured for participants to build a strategy implementation plan while applying the latest thinking, adopting new approaches and avoiding common mistakes.

Too often, implementation plans only consist of a town hall meeting, a coffee mug and a newsletter. They lack structure and depth. Effective implementation translates the strategy into daily actions and behaviours while ensuring staff members are

performing them. It is what we do every day that decides if the strategy will succeed or fail.

This workshop combines theory with live application to explain and exhibit each of the eight global best practices. Success stories from various organizations are shared and lessons discussed. Current implementation challenges that participants currently face may be used to demonstrate direct application and maximize their value. In addition to the live application, a mock implementation plan is created.

In this workshop, various methodologies are adopted to reinforce its key messages. Experiential learning is used along with group discussions. Individual reflection and application time is allocated as well as video case studies. Key learnings include:

Best Practice	Key Learning
<b>People</b>	<ul style="list-style-type: none"> <li>• Targeting HR activities for supporters, not opposers</li> <li>• Dealing with saboteurs</li> <li>• Focusing on mavericks</li> </ul>
<b>Biz Case</b>	<ul style="list-style-type: none"> <li>• Creating the right message about why the new strategy is important</li> </ul>
<b>Communicate</b>	<ul style="list-style-type: none"> <li>• Approach for designing a long-term communication plan</li> <li>• Creating an internal branding strategy</li> <li>• Measuring communications message</li> <li>• Leveraging Web 2.0</li> </ul>
<b>Measure</b>	<ul style="list-style-type: none"> <li>• Creating a Strategy Map</li> <li>• Building a Balanced Scorecard</li> </ul>
<b>Culture</b>	<ul style="list-style-type: none"> <li>• Evaluating organizational culture</li> <li>• Aligning culture and implementation</li> <li>• Changing social norms</li> </ul>
<b>Process</b>	<ul style="list-style-type: none"> <li>• Approach for redesigning processes</li> <li>• Process best practices and lessons learned</li> </ul>
<b>Reinforce</b>	<ul style="list-style-type: none"> <li>• Changing reinforcement to support desired behaviors and actions</li> <li>• Creating a supporting environment</li> <li>• A model for motivation</li> </ul>
<b>Review</b>	<ul style="list-style-type: none"> <li>• Creating a bimonthly review</li> <li>• Ensuring implementation stays on leaders radar</li> </ul>

## **Workshop Agenda**

Each module incorporates the TEA approach to learning: Theory – Experiential – Application. Key messages are explained through discussions and hands-on activities, and then applied to the individual's organization. The experiential learning includes a business simulation on implementation, the Maze, Running the Numbers and others.

### **Day One Morning**

Why strategy implementation is the new focus in business

What most organizations do wrong

The framework – the Implementation Compass™

Best Practice No 1: People – ensuring most staff members are on board and that HR activities are focused on the staff members adopting the right behaviours and actions

*Leaders craft strategy but staff members implement it.*

### **Day One Afternoon**

Best Practice No 2: Biz Case – articulating both the numerical and emotional arguments to make sure staff members adopt the new strategy

*Strategy cannot be implemented if it cannot be understood, and it cannot be understood if it cannot be explained.*

Business simulation challenge on strategy implementation.

### **Day Two Morning**

Review of Day 1

Best Practice No 3: Communicate – How to build a communication plan, brand your strategy and measure the communication impact

“SUCCES” – a model for how to make a message stick

Old media versus new – advantages and disadvantages

*Strategy is designed at the top but implemented from the bottom. Communication is the link to bring them together.*

Best Practice No 4: Measure – How to create a Strategy Map and Balanced Scorecard

How to imbue a scorecard and ensure it is being acted on.

*Change the strategy, change the measures.*

### **Day Two Afternoon**

Best Practice No 5: Culture – Introducing SIRA (Strategy Implementation Readiness Assessment), a tool for identifying an organization's strengths and weaknesses in preparation for implementing strategy

Aligning strategy, culture and implementation

*Culture does not drive strategy; it drives the way you implement strategy.*

Retail Case Study – examination of a U.K. retailer's attempt to execute its strategy

### **Day Three Morning**

Review of Day 1 & 2

Best Practice No 6: Process – Introducing SPR (Strategic Process Redesign), an approach for changing processes based on six sigma and the latest thinking in the field

*To successfully implement strategy, leaders must move from looking at the macro perspective to the micro while keeping an eye on the macro.*

Best Practice No 7: Recognize – How to change the environment to control behaviours and actions

Employee Life Cycle

ABC Model of Motivation

*Leaders must reinforce the actions and behaviours they want staff members to do differently.*

### **Day Three Afternoon**

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

*The odds of successfully executing a strategy that isn't reviewed frequently are slim to none.*

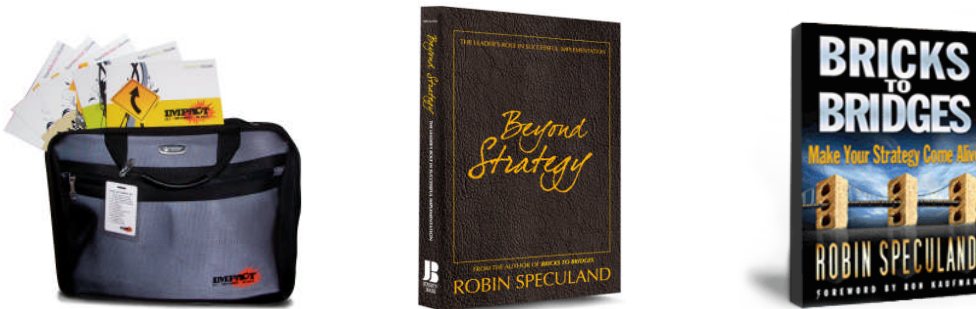
Reviewing your implementation plan

Workshop Close

## Participant Takeaways

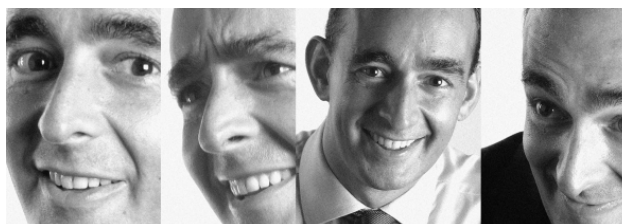
Each participant will leave with a customized implementation plan. In addition, participants will receive:

1. IMPACT Kit – a tool for implementing actions in 90 days
2. The book *Beyond Strategy – The Leader's Role in Successful Implementation*
3. The book *Bricks to Bridges – Make Your Strategy Come Alive*



## Workshop Leader

Robin Speculand is the Founder and Chief Executive of Bridges Business Consultancy Int, a pioneer and global specialist in strategy implementation. Referred to as the “Master of Strategy Implementation” by industry peers, he has written a bestselling book *Bricks to Bridges – Make Your Strategy Come Alive*, which set the benchmark for new thinking in this field. Robin’s follow-up book *Beyond Strategy – The Leader’s Role in Successful Implementation*, specifically identifies the actions leaders must take to reverse the staggering failure rate and deliver on their strategy promises.



Robin's work begins once clients have crafted their strategy and are beginning their implementation journey by adopting Bridges' Implementation Compass™, a framework for successful strategy implementation.

Robin is a masterful event facilitator and an engaging keynote speaker. His work has been featured widely in the media, including BBC Global, CNBC and *Financial Times*.

## **Business Consultancy Int**

Bridges is a pioneer in the field of strategy implementation. It was founded at the start of the millennium to research, develop and integrate strategy implementation in businesses. We work with governments, multi-national companies and local businesses in five continents to assist the execution of their strategy and deliver signature seminars around the world. Our laser focus is on developing tools and techniques to support and guide leaders through their implementation journeys.

Since 2000 when Bridges began its strategy implementation research, the staggering failure rate of leaders to deliver on their strategy promises has today led to strategy implementation becoming an integral part of strategy discussions.

One key research conclusion was that strategy implementation lacks a framework. This led to creating the Implementation Compass™, which explains the eight global “best practices” that leaders need to adopt. It is not about doing one or two major things well, but doing eight things well simultaneously.

At heart, we are a team of people who believe in — and passionately focus on — strategy implementation.