

Strategy Implementation for Leaders



“Today’s leader needs both the ability to craft a winning strategy and the skill to implement it.”

- Robin Speculand

The challenge is that leaders, have been taught *how* to plan but *not* how to implement strategy. This is reflected in the high rate of failure. According to Bridges’ ongoing research started in 2000, most strategy implementations still fail.

Introduction to Strategy Implementation for Leaders

Since 2000, this foundation course has come alive for over 20,000 leaders worldwide, providing them with an awareness and understanding of what strategy implementation is, why it differs from change management and how to use a proven implementation framework.

A critical leadership skills gap has been created because leaders have been taught strategy but not its implementation. Business schools, for example, all have a *strategy* professor but not an *implementation* professor.

It’s not about strategy to execution but rather execution to shareholder value.

To create a strategy, the best minds in the organization come together. They devote their time, energy and effort in identifying ways to outplay the competition, win market share and increase profits and shareholder value—all tough challenges. Yet despite this focus, 67 percent of implementations are still failing. The good news is that this is an improvement from our first research study in 2000 when the failure rate was 90 percent. This failure happens for a number of key reasons.

The most common reasons implementation fails include:

- Taking a new strategy into the whole organization and implementing it is a tougher and more complicated challenge than most leaders anticipate.
- Leaders are not personally engaged throughout the implementation.
- Too many leaders are left on their own to implement without any guidance or framework.
- Past mistakes are repeated.
- New measures are not introduced to track the new strategy.
- The implementation is not nearly reviewed frequently enough.
- The communication across the organization is inadequate.
- People are not rewarded and recognized for taking the right actions.

Putting the spotlight firmly on implementation, this seminar allows you to conduct an assessment on why your implementation may fail and then identify corrective action.

Your customers notice the implementation, not the strategy.

The only way you know if you have a good strategy is to implement it.

No leadership team walks into a conference room and declares, “Let’s create a bad strategy!” Each member of the leadership team thinks the strategy is good. But only when a successful implementation follows can this team be proven right, and a successful implementation starts with employees taking the right actions.

This seminar has been constantly updated and refined over the years and now includes disruption and the impact of AI on strategy. It takes you through:

- reasons change management does not work for implementing strategy
- explanation of why most implementations fail
- proven framework and the secrets of implementation from other organizations

And this is only in the morning session. In the afternoon, you have an opportunity to assess your own organization’s ability to implement, realize most people don’t resist change and understand implementation challenges in today’s disruptive world.

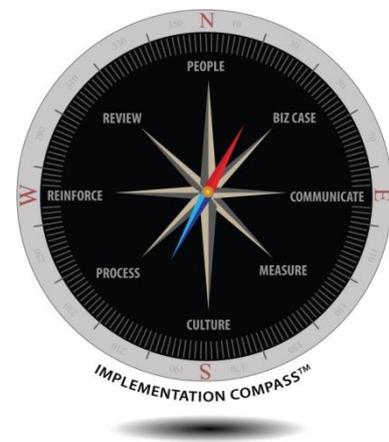
Seminar Outline

Strategy Implementation for Leaders is the longest-running seminar in the world on the subject and has been taught to over 20,000 leaders worldwide.

This is a highly interactive, engaging and enriching one-day seminar. Based on the international bestselling book *Beyond Strategy—the Leader’s Role in Successful Implementation*, it addresses the awareness and knowledge gap for leaders and goes deeply into the tough challenges of implementing strategy in your organization.

Packed with best practices and the secrets of implementation, it has recently been updated to include the challenges of execution in a disruptive business. It also introduces the Implementation Compass™, a framework adopted by organizations and governments since 2004.

The Implementation Compass ensures the organization identifies and addresses the eight areas required to achieve excellence in execution. It also enables the organization to assess its implementation capabilities and to ensure the right actions are being taken.



Within one stirring day, the seminar addresses the following areas.

Morning

- **Why strategy implementation is one of today’s hottest leadership topics**

Over the last 20 years, strategy implementation has established itself as part of what’s required in a leader’s armory of knowledge and skills. It is even more essential today with organizations changing more frequently to just remain competitive.

Understand how implementation is a business differentiator as most organizations are poor at it.

- **Understanding the implementation challenge**

Understand why many leaders underestimate the execution of strategy and the most common reasons it fails.

Avoid the mistakes that so many organization make.

- **Adopt the proven framework, the Implementation Compass™**

Most leaders struggle with strategy implementation because of a lack of structure to guide them. The Implementation Compass guides you through the required eight areas of excellence in execution required for success.

Specifically, it allows you to make your strategy come alive by translating high-level strategy into daily actions.

- **Assessing your organization's implementation capabilities**

Before you buy a company, you conduct due diligence. Before you design a new product, you conduct a market assessment. Before you launch your organization's future, you conduct its readiness to implement assessment.

The assessment is based on the eight critical elements of the Compass. By asking key questions, you will be able to extract a radar picture of your organizations readiness to implement your strategy.

This prioritizes where your organization needs to focus and also prioritizes its actions.

- **Learning how to identify and take the right actions**

If strategy is about making the right *choices*, then implementation is about taking the right *actions*. Staff members are always busy, but the question is, "Are they taking the right actions that will implement the strategy?" Taking the right action is what makes the difference between success and failure.

Taking the right actions moves an organization from strategy creation to strategy implementation. You'll learn ways to ensure your people do exactly that.

- **Realizing that most people don't resist implementation**

Many implementations are built on the false assumption that most people resist change. Rather, most people support or simply go along with a new strategy.

There are four different ways people respond to strategy implementation—*when* it is communicated properly. Leaders need to know how their people are responding and how to lead each group. Assuming everyone resists changes is a dangerous mindset that can contribute to your implementation failing.

- **Appreciating the relationship between business model disruption and implementation**

Today, the strategic landscape is changing faster than any other time in history. This requires organizations to be more agile and open to change.

If you've instilled the skills of implementation, you'll be able to be agile and guide your organization more smoothly through the disruption.

*Strategy is the future of your organization.
Implementation is your bridge.*

Learning Outcomes

- **Why strategy implementation is a business differentiator**
- **A framework for implementing your strategy – the Implementation Compass™**
- **Secrets of implementation and how avoid making the most common mistakes**
- **Assessment of your organization's implementation capabilities**
- **Different ways people respond to implementation and how to lead them**
- **Impact of implementing in a disruptive business**

Course Leader

A leader today needs both the ability to formulate strategy and the skills to execute it. The global drive toward imbuing implementation as an organizational competency stems from the right strategy and the ability to implement it being a business differentiator with tremendous payoff.

Robin Speculand is a global pioneer and expert in strategy implementation. He is the founder and CEO of Bridges Business Consultancy Int, creator of the Implementation Hub, and author of four books on implementation. He is also the co-founder of the Strategy Implementation Institute.

Robin is driven to transform the strategy implementation approach globally by inspiring leaders to adopt a different approach. His work begins when his clients are crafting their strategy and are starting to think about implementing it. He guides them through the implementation journey and provides them with the knowledge, tools and templates to succeed where so many fail. These include Bridges' Implementation Compass™—a proprietary framework for successful implementation—as well as access to the Implementation Hub—the first portal in the world dedicated to strategy implementation with its 500+ resources—and IMPACT, a toolkit with a structured approach for implementing actions in 90 days.

In 2000, Robin left his position as Citigroup Regional Vice President, Corporate Bank, Asia Pacific to start Bridges, a specialist in strategy implementation. Since assisting its first client, Singapore Airlines, Bridges has worked with governments, multinational corporations and local organizations across five continents to achieve Excellence in Execution.

One of the most prolific writers and thinkers on implementing strategy, Robin is an international bestselling author. His books include *Excellence in Execution—HOW to Implement Strategy*, *Bricks to Bridges—Make Your Strategy Come Alive*, and *Beyond Strategy—The Leader's Role in Successful Implementation*. His pioneering work has been featured in strategy journals, international print and electronic media including the BBC Global & U.K., CNBC, Financial Times, Sunday Telegraph and the Singapore Straits Times. He is a sought-after speaker at strategy and international business forums.

Robin is an educator for Duke CE, an award-winning case writer and adjunct faculty at the Office of Executive and Professional Education in Singapore Management University. Outside of work, he's a die-hard ironman athlete.