



- What is your organization's Strategy Cadence, the speed of your strategy execution?
- What do you need to do differently to achieve excellence in execution when most fail?

## Overview

This seminar is for leaders looking to be more competitive by moving faster and leveraging their excellence in execution as a competitive differentiator. The seminar distinctively gives you the opportunity to delve deep into your organization's execution challenges. As you discuss and apply key areas of concern, you will understand what it takes to achieve excellence in execution.

You'll have the opportunity to not only learn from one of the leading thinkers and experts in the field but also from other participants. That happens during the discovery module discussing the strategy execution of a fictitious company, the lightning discussions on topics of your choice and other interactions. You'll also benefit from relevant videos and paired exercises as well as sharing of uncommon practices and mini case studies. The seminar material is based on the book *Excellence in Execution – HOW to Implement Your Strategy* (Morgan James 2017), written by the seminar's leader, Robin Speculand.

## Introduction

At a time when both organization and strategy life cycles are shortening, leaders who can move nimbly to implement their plans profit from capturing innovative products and services and leveraging their market opportunities.

In today's business landscape that requires agility, organizations are often bureaucratic and slow in their ability to respond to market opportunities. Their legacy processes and procedures can result in missed opportunities. In effect, they crawl at a snail's pace when they need to be moving like a cheetah. Finding the right speed and the right approach allows you to capture multiple opportunities on the road ahead.

The challenge then becomes executing plans with agility and excellence. It starts with knowing your Strategy Cadence—a sports term used in cycling to measure the rate a cyclist pedals. In strategy execution, the terms describe an organization's speed of executing its strategy plans.

Your Strategy Cadence could be:

- Slow – more than five years.
- Medium – less than five years and more than three years.
- Fast – less than three years.

Two imperative elements dictate your organization's speed or Strategy Cadence: 1) your strategy and 2) the urgency around it. Elements include assessment of your competition, scan of the market, customer reviews, financial analysis and other key factors.

Once you've identified your organization's speed, you need to know how to apply excellence in execution across the organization. Various building blocks are required to do this, and your organization's culture dictates the order in which you assemble them.

This one-day exhilarating *Execution Agility Seminar* starts by asking you to determine your organization's Strategy Cadence. Then it moves toward assessing your execution agility through "discovery learning" to identify the building blocks that help you achieve excellence in execution.

Discovery learning is a constructivist learning theory that is based on inquiry around a fictitious company. Participants problem-solve how to execute a fictitious company's strategy. Drawing on your own (and other participants') experience and knowledge, you identify *what to do to* achieve excellence in execution with analysis and inputs from the course leader. You then follow through and apply the learning to your organization.

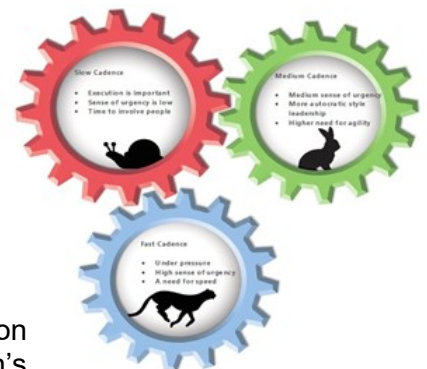
## Execution Agility Outline

### Morning

#### Determine Your Organization's Strategy Cadence

Is the correct speed for your execution "Slow" like a snail?  
Or "Medium" like a rabbit? Or "Fast" like a cheetah?

You'll understand the importance of moving at the right speed by reflecting on examples of the three speeds and linking them to your organization's situation.



## The Building Blocks of Strategy Execution

Although it's in its infancy, strategy execution is fast gaining prominence. Over the past decade, the latest research by Bridges demonstrates an overall improvement, but still, the current high failure rate indicates more needs to be done. Leaders don't need to repeat past mistakes going forward.

This module examines the latest research and then introduces the fictitious company, allowing participants to discover the building blocks needed for achieving excellence in execution. Working in small groups, they discuss each stage of the company's journey as it prepares to launch the strategy and then execute it. Latest concepts, research and best practices are shared to complement the experience.

## The Three Broad Themes of Execution

The Three Broad Themes of Execution guide you through your implementation journey to translate the strategy into your organization and ultimately achieve excellence in execution. They serve as a bridge between the strategy and its implementation. More than that, they assist in decoding the execution challenge, making it easier to understand the journey ahead.

The Three Themes are:

Create Awareness  
Build Excellence  
Follow Through.

In many situations, translating the strategy to those at ground level is unstructured. It involves conducting initiatives in silos, creating a shift in training, and applying varied communication and measures. A lack of structured activities can cause the execution to be random and chaotic.

The Three Broad Themes assist in structuring key activities, bringing the strategy from 50,000 feet high (as seen by senior leaders) down to ground level (where it's executed by those on the front line).



## Afternoon

### Your Organization's and Your Own Execution Philosophy

As organizations fail more often than they succeed when executing strategy, a different philosophy is required. This module provides you with the opportunity to identify what needs to be transformed in your organization by assessing current thinking and excellence in execution philosophy.

The second part gives you the opportunity to assess your own execution philosophy and understand its impact on your organization.

This module challenges you to think differently about what you must do for your organization, and it identifies the right actions to execute with excellence.

## ► The Execution Juxtaposition

Leaders commonly face a juxtaposition in execution. That happens when they execute a *long-term* strategy but are measured and rewarded for *short-term* performance. This creates a tense juxtaposition many organizations fail to address. Leaders become fixated on what's wrong today and lose sight of what's right for tomorrow.

If you only focus on running the business, you will run it into the ground.

It takes discipline to defend your position every quarter while balancing the long view with quarterly performance. It's even tougher when resources are allocated and goals are set for short-term performance. Addressing this execution juxtaposition can dramatically improve your chances of success.

This module gives you the opportunity to identify where to spend your time and what needs to change.

## ► Execution Lightning Discussions

This seminar's unique design allows you to identify which areas are most important for you and your organization to focus on. You chose the topic to discuss such as measurement, communication, strategic focus, leadership and more. Then key discussion groups are formed to allow you to share your concerns with other leaders and generate ideas for change. With up to 50% of learning known to come from sharing with other seminar participants, you can leverage every opportunity for learning in this engaging environment.

## ► Case Study: Amazon enters India market

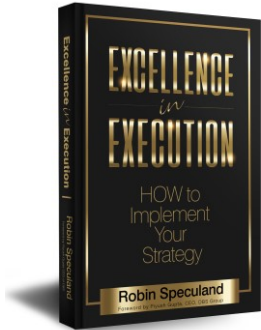
Amazon entered the Indian market in 2013 by offering access to products that millions of people have never been able to buy or afford before. It predicts that, in just a few years, India will be second only to the U.S. market in its size for their business.

This case study discusses how Amazon succeeded—especially after failing when entering China—and focuses on what it did well in executing its India strategy.



## Plan of Action for Your Organization

Throughout this seminar, you have the opportunity to apply key messages and learnings to your own situation. You can plan to take away one or two significant lessons that, once applied, will highly impact your implementation.



To reinforce the lessons, every participant receives a complimentary copy of Robin Speculand's *Excellence in Execution – HOW to Implement Your Strategy*, foreword by Piyush Gupta, CEO DBS Bank.

## Key Takeaways

- Identify your organization's Strategy Cadence.
- Learn the building blocks to achieve excellence in execution.
- Adopt the Three Broad Themes of Execution to translate the strategy into your organization.
- Identify your organization's and your own execution philosophy.
- Discuss key execution issues of your choice.
- Learn from an execution case study.
- Receive a complimentary copy of *Excellence in Execution - HOW to Implement Your Strategy*.

## Lead Facilitator – Robin Speculand

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 (two are international best sellers) including *Excellence in Execution – HOW to Implement Strategy* (Morgan James, 2017).

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. Tools 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. It includes 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, specializing 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.

Robin is one of the most prolific writers on implementing strategy. An international bestselling author, his books include *Bricks to Bridges – Make Your Strategy Come Alive*, which set the benchmark for new thinking in his field, and *Beyond Strategy – The Leader's Role in Successful Implementation* (John Wiley & Sons). His pioneering work has been featured in strategy journals, international print and electronic media including the BBC UK & Global, 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, award-winning case writer and an adjunct faculty member at the Office of Executive and Professional Education in Singapore Management University. Outside of work, he's a die-hard ironman athlete.