



Strategy Implementation for Leaders

Bridges Foundation Course

BRIDGES™

Business Consultancy Int.

Leaders need the ability to craft a winning strategy and the skill to implement it. But only a few have both.

The challenge is that leaders have been taught how to plan but not how to implement. This is reflected in the high implementation failure rate.

Introduction

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.

Since 2000, this foundation course has come alive for over 25,000 leaders worldwide, providing them with an awareness and understanding of what strategy implementation is, why it is so difficult to achieve and how to avoid the most common mistakes.

To create a strategy, the best minds in the organization come together. They devote their time, energy and effort to identifying ways they can outplay the competition, increase customer loyalty and improve shareholder value. Yet despite their best attempts, more than two-thirds of strategy implementations fail.

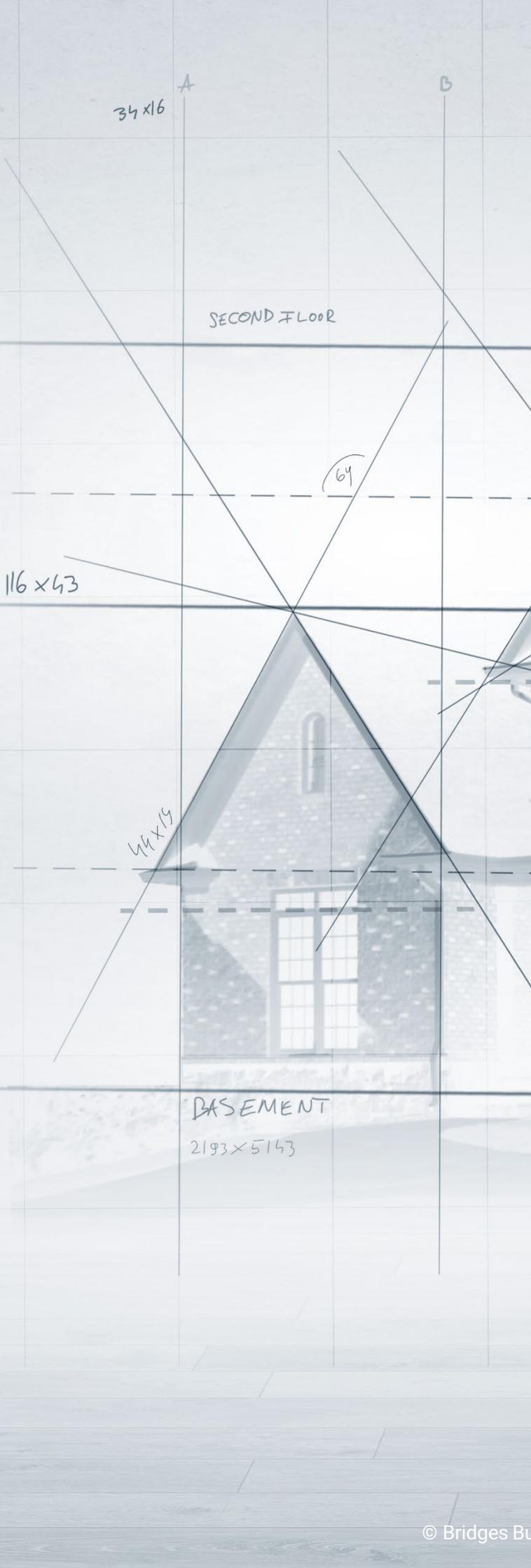
It is even more acute that leaders *know* the reasons why implementation fails yet they habitually repeat the same mistakes!

Customers notice the implementation of your strategy, not the strategy itself!

Putting the spotlight firmly on implementation, this highly researched and informative seminar prevents you from repeating mistakes by providing you with a framework to guide your organization's implementation. As well, it provides assessments on your organization's readiness to implement and then identifies corrective action.

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





This one-day seminar takes you through:

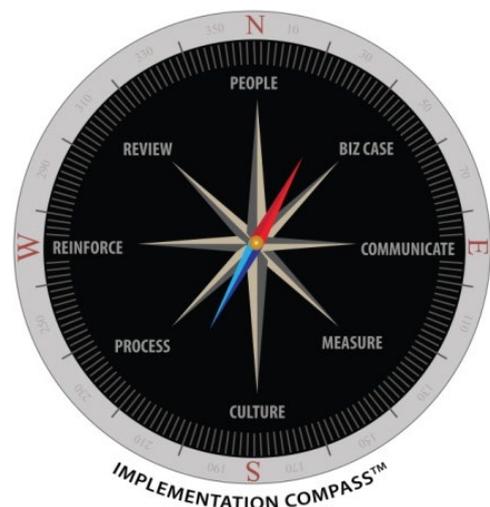
- explanations of why most implementations fail
- reasons change management does not work for implementing strategy
- a proven framework called the Implementation Compass™
- secrets of implementation from other organizations

And this is only in the morning. In the afternoon, you will assess your own organization's ability to implement, understand that most people don't resist change and apply key learning to your organization.

Strategy Implementation for Leaders is the longest-running seminar in the world on the subject and has been taught to over 25,000 leaders worldwide.

This one-day seminar is based on the international bestselling books *Beyond Strategy* and *Bricks to Bridges*. It addresses the awareness and knowledge gap for leaders while addressing the tough challenges of implementation in your organization. You'll find it packed with best practices and tips.

You'll be introduced to the Implementation Compass™, a framework to guide your organization through the entire implementation journey. The Compass has been adopted by organizations and governments around the world to first identify and then address the eight areas required to achieve excellence in implementation.



Seminar Outline

Morning

Why Strategy Implementation Fails

Over the past few years, strategy implementation has been established as a key skill requirement for leaders. With organizations transforming more frequently than ever, this has become even more essential today. Understand why it fails more often than succeeds.

The Implementation Challenge

A different mindset and skillset are required. The Implementation Compass framework guides your organization through the eight essential areas for successful implementation. It assists in identifying what is required and then translating high-level strategy into daily actions. Each of the areas is introduced using a combination of stories from other organizations as well as examples, puzzles and videos.

Implementation involves taking the right actions. Although employees are busy every day, they are not necessarily adding value to the business and its future. Even when people know what to do, it doesn't guarantee they will do it. What is missing? The discipline to take the right actions. The Compass enables you to identify and adopt the required discipline.

How to Assess 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 a readiness-to-implement assessment.

This assessment is based on the eight critical elements of the Compass. By asking key questions, you extract a radar picture of your organization's readiness to implement a new strategy. This prioritizes where you need to focus and the actions you people need to take.

Recognize that Most People *Don't* Resist Implementation

Many implementations are built on the false assumption that people resist change. Rather, most people support or simply go along with a new strategy-*when it is communicated correctly*. This is just one of the common beliefs that will be challenged during the seminar.

Learn the four different ways people respond to implementation and how to lead each group.

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

Seminar Learning Outcomes

- Why strategy implementation is a business differentiator
- A framework for implementing your strategy – the Implementation Compass™
- How to avoid making the most common mistakes
- How to assess your organization's implementation capabilities
- Different ways people respond to implementation and how to lead them
- Secrets of implementation from other organizations
- Applying key learnings to your organization

STRATEGY

IMPLEMENTATION



Robin Speculand

Strategy & Digital Implementation Specialist



Robin Speculand was looking out of his corner office when he had this epiphany: There was a gap in the market on strategy implementation. It was 1999 and within a year, he walked away from his regional vice president position at Citigroup to follow his passion and become a strategy implementation specialist.

Bridges Business Consultancy Int was the first of two companies and five associations that this entrepreneur founded, so far. When Robin started Bridges, there was not the ecosystem for startups nor the understanding of the field that exists today. In Bridges' first market survey in 2000, for example, people didn't know the word "implementation" so he had to replace it with "change management."

Singapore Airlines was among the first companies to embrace this new field and engaged Robin to support its global strategy implementation.

Today, Robin supports leaders to implement their strategy. He is known for his breakthroughs on implementation methodology and techniques, including the *Implementation Compass™*, a proprietary framework built on the eight areas for excellence for execution; *Readiness2Execute Assessment*; *IMPACT*, a toolkit for implementing actions in 90 days;

The Ticking Clock©, a framework for digitalizing an organization; *Personal Digital Maturity Assessment* and *Implementation Hub*, featuring more than 620 online resources on strategy implementation. He also cofounded an online education forum—the *Strategy Implementation Institute*—that provides leaders with a certification course in the field.

In 2015, Robin had another epiphany: There was a gap in the market on how to implement strategy in a digital world. He pivoted to focus on digitalization. Demand has soared for his *Digital Conversations* workshop and digital execution consultancy.

The author of seven books and numerous articles, Robin is one of the world's most prolific writers in strategy implementation. His pioneering work has been featured in media worldwide including BBC World and Forbes. His latest book is *World's Best Bank: How DBS Made Banking Joyful, Digitally*. He is also a TEDx speaker, an educator for Duke CE, IMD and an adjunct member of Singapore Management University and National University of Singapore.



Outside of work, Robin competes in ironman events around the world and calls Singapore home.



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