

# How to Accelerate your Strategy Implementation

May 16, 2019 Webinar

# How much do you think is lost due to project failures?

\$500  
Million **A**

\$500  
Billion **B**

\$2 Trillion **C**

# Globally and annually, how much do you think is lost due to project failures?”



\$500 Million

\$500 Billion

\$2 Trillion

# What is the success rate?

0-20% **A**

20-40% **B**

40-60% **C**

60-80% **D**

80-100% **E**

# Transformation Success Rates



0 – 20%

20 – 40% (33%)

40 – 60%

60 – 80%

80 – 100%

# Experience, Facts and Figures

- 61% of executives said they were not prepared for the strategic challenges they faced.
- 50-60% of executives fail within the first 18 months of being promoted or hired.
- 70% of leaders spend an average of one day a month reviewing strategy.
- 85% of leadership teams spend less than an hour per month discussing strategy.
- 60% do not link their strategies to a budget.
- Successful companies:
  - 76% limit the number of strategic initiatives.
  - 64% build budget around strategy.
  - 77% translate their strategy into operational mechanisms and monitor day to day progress.

Achieve greater results sooner by activating your strategy.

# Activate and Accelerate your Strategy Implementation



## Activate

---

Clear Purpose  
Aligned Leaders  
Enrolled Employees

**Today's Focus**

## Accelerate

---

Trust and Healthy Conflict  
Commitment  
Accountability

# Activating Your Strategy Requires:

---

**Clear Purpose** to Fuel your Transformation

Coalition Building to **Align Leaders**

**Enrolling Employees** to Drive Implementation and Sustainability

Achieve greater results sooner by activating your strategy.



## ***Without Clear Purpose***

- Leaders and employees are confused.
- Multiple, often conflicting priorities.
- Lack of clear direction.
- Unfocused efforts.
- Costs increase.

## ***With Clear Purpose***

- Provides clearer direction.
- Enables sorting of priorities.
- Streamlines the organization.
- Provides tangible results.
- Drives greater alignment.

**Clear Purpose** to Fuel your Transformation

Company X provides its customers quality office and information technology products, furniture, printing values and the expertise required for making informed buying decisions.

create the largest home  
appliance company in  
the world





every engagement counts

# *the* HOW Clear Purpose

Define the outcomes of the organization in five years.

Define the outcomes of the transformation in the planning horizon.

Ensure that outcomes are meaningful and relatable.

Challenge each other to drive to clarity.

Put the work aside for a few days.  
Is it still clear or is there any confusion?

## *Without Alignment*

- Cross-functional dysfunction.
- Conflicting goals.
- Employees at odds with each other.
- Cooperation is lacking.
- Hampers speed to results.

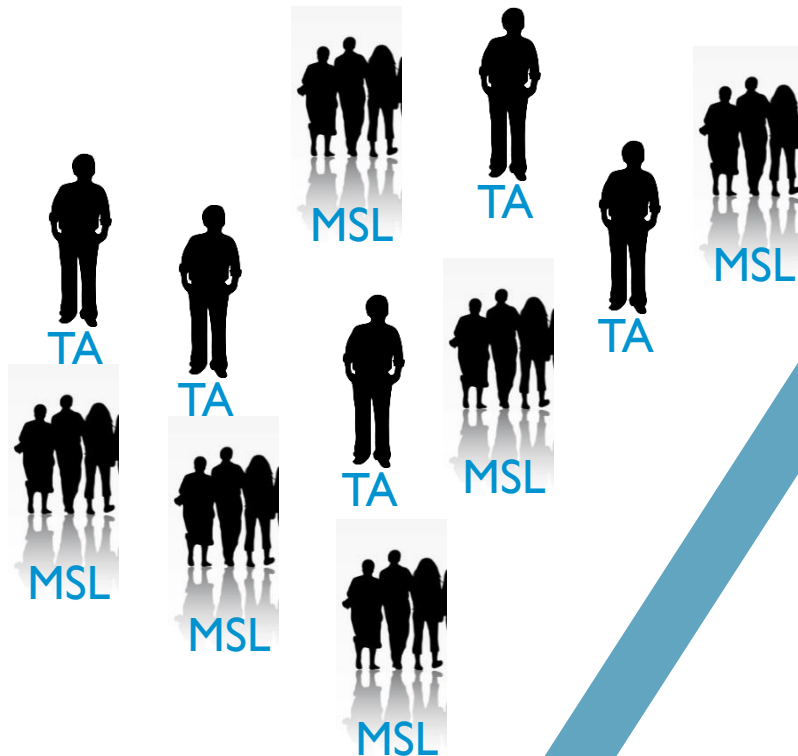
## *With Alignment*

- Clear expectations across the organization.
- Employees have a common target.
- Reduces conflict between teams.
- Enables greater cooperation.
- Speed to results.

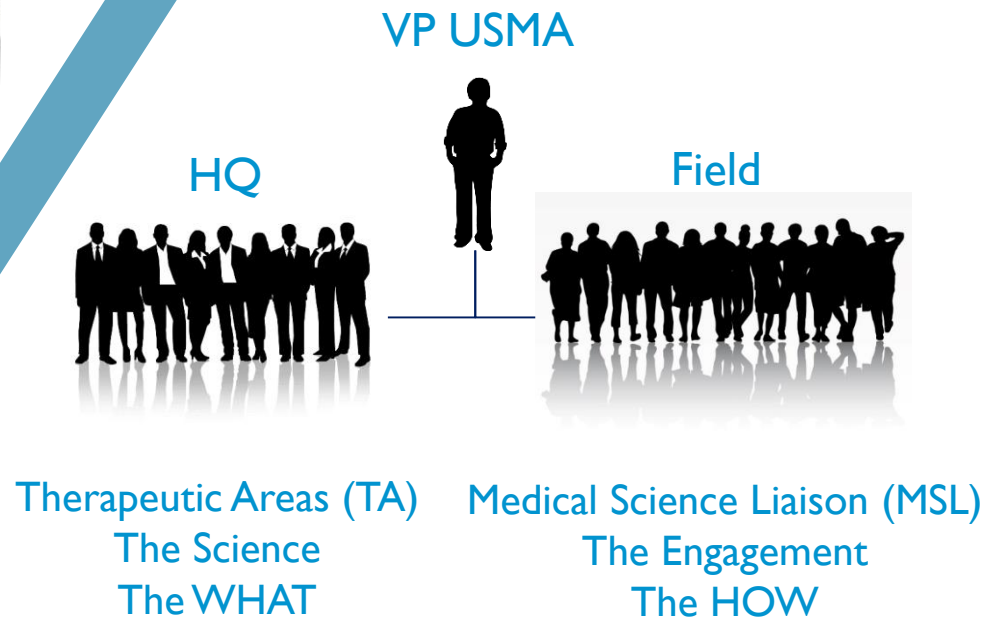
Coalition Building to **Align Leaders**

# Case Study: Pharma Client

## BEFORE



## AFTER



Therapeutic Areas (TA)  
The Science  
The WHAT

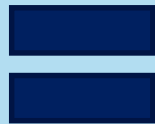
Medical Science Liaison (MSL)  
The Engagement  
The HOW

Inquiry vs. Advocacy

Trust and Healthy Conflict

Clear Purpose  
EVERY ENGAGEMENT COUNTS

Aligned Leaders



Results

Attrition



Engagement



Budget



Headcount





# *the* HOW Aligned Leaders

## Team Prework

Define how the change impacts you and your team.

Define how you believe the change will impact your peers up and down stream.

## Meet To Discuss

Round Robin to discuss each team's prework.

Flush out the actions, risks and issues.

Add mitigations to the project plan.

## ***Without Enrollment***

- Lack commitment to achieve goals.
- Risk of high resistance.
- Employees do their own thing.
- Employees feel put upon.
- The change doesn't stick.

## ***With Enrollment***

- Employees drive execution, not you.
- Employees own the change.
- Easier to overcome resistance.
- Drives cross functional work.
- Higher probability of sustainability.

**Enrolling Employees to Drive Implementation and Sustainability**

# RESISTANCE

RESISTANCE is not only  
good *it is necessary.*

# Mitigating Resistance – How To:

---

- Identify where there is resistance.
- Ask don't tell.
- Identify issues and concerns.
- Follow through to resolve.
- Enroll resisters to enable the transformation.

# *the* HOW Enrolling Employees

Provide a great deal of two-way communication.

Create functional business readiness teams.

Create cross-functional teams such as a Change Action Network.

Enroll employees to define impacts within their teams and across teams.

Ensure actions to address impacts and mitigate resistance are included on the project plan.

# Activating Your Strategy Requires:

---

**Clear Purpose** to Fuel your Transformation

Coalition Building to **Align Leaders**

**Enrolling Employees** to Drive Implementation and Sustainability

# Questions?

# HUNGER



- Goes above and beyond
- Never a slacker
- Passionate

# HUMBLE

MOST IMPORTANT VIRTUE



- Focused on the greater good
- Recognition of that which is true (aka, not thinking highly of oneself)

# The IDEAL TEAM PLAYER

Patrick Lencioni

# SMART



- Emotionally Smart
- Common sense around people
- Practices emotion intelligence in behaviors



Free  
Newsletter

Sign up at [www.stevesalisburyconsulting.com](http://www.stevesalisburyconsulting.com)

Want to be a  
featured  
leader?

Send an email: [steve@stevesalisburyconsulting.com](mailto:steve@stevesalisburyconsulting.com)

Facebook

Please like my page: Steve Salisbury Consulting

LinkedIn

Please follow me: Steve-Salisbury

# Background Material / Harvard Business Review plus

---

- <https://hbr.org/2015/12/5-ways-to-close-the-strategy-to-execution-gap>
- <https://hbr.org/2017/11/how-the-most-successful-teams-bridge-the-strategy-execution-gap>
- <https://hbr.org/ideacast/2016/02/closing-the-strategy-execution-gap.html>
- <https://hbr.org/2017/11/executives-fail-to-execute-strategy-because-theyre-too-internally-focused>
- <https://hbr.org/2015/06/75-of-cross-functional-teams-are-dysfunctional>
- <https://www.mckinsey.com/business-functions/organization/our-insights/how-to-beat-the-transformation-odds>
- [https://www.researchgate.net/publication/264004530\\_Strategy\\_implementation\\_What\\_is\\_the\\_failure\\_rate](https://www.researchgate.net/publication/264004530_Strategy_implementation_What_is_the_failure_rate)

Thank You!

