

Strategic Decision-making Suite.

Bridging the

Strategy

Execution Gap.

By Performance Frontiers



You've sharpened your strategic focus, prioritised well, and are prepped to make decisions on the fly. Now, it's time to take action. This is often where things fall apart.

The Gap

Even though we may have a well-thought-out plan, and show a pattern of exercising good judgement, we may not have the same level of success with execution or implementation of our ideas. Falling into the **strategy execution gap** can happen to anyone— at an organisational and an individual level — preventing us from ever attaining both our pragmatic and our BHA (Big Hairy Audacious) goals.

The divide can certainly keep us from hitting our financial projections: In general, companies only deliver just over 60% of financial return on their original strategy predictions.

The causes of the strategy execution gap are plentiful — ranging from poor communication and confused planning, to interrupted availability of resources. But what key considerations will help us bridge the gap? And how do we get the outcomes we're hoping for?

Key Call-outs to Bridge the Divide

1 Understanding the whole system context

Who our competitors are and what disruptions may occur. Disruptions may be external such as supplier shortages or an unexpected change in customer buying habits/needs, or they could refer to internal bottlenecks when personnel leave or organisational structures change.

2 Team and stakeholder buy-in

It helps to consider who will need to be involved and who you need to influence to ensure strategic plans gain traction. Ideally, your strategy will be created by factoring in feedback of interconnected parties or co-created through their direct input.

3 Keeping strategy and operational meetings separate

The two will always compete for attention, and a clear separation keeps us in the right headspace.²

4 The extent/limitations of our resources

This encompasses knowing our capabilities.³

5 Our timing

Does our timing match our capability? Are we fast-tracking or over-promising unnecessarily?

6 The importance of a dynamic feedback loop

Do our KPI's reflect our goals? Do they indicate we're on track? If not, which needs to change: our strategy or our metrics?

7 Who "owns" the specifics

A generalised decision to improve staff training is not precise enough to precipitate direct action with measurable outcomes.⁴ However, a specific decision to put all the executive committee through a Leadership Development program within twelve months is eminently actionable. If a concrete goal is then "owned" by a team member or team, accountability is ensured.

8 Meticulous attention to communication

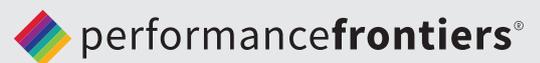
Transparency and clarity of communication across the board is key. Having a shared language will speed up and facilitate alignment across even the largest organisation.

Strategic focus and strategic prioritisation mean little without the ability to translate strategy into action. As long as leaders and organisations are equipped to leap the strategy execution gap, they will be well positioned to bring vision to life even when facing the ambiguity and unpredictability of today's business landscape.

And if there's an action sticking point, perhaps circle back to Mark Twain's advice and "eat the frog."⁵

References

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