

# Leadership & Strategy Execution

Strategy is important,  
but it is *Execution* that  
produces Results.



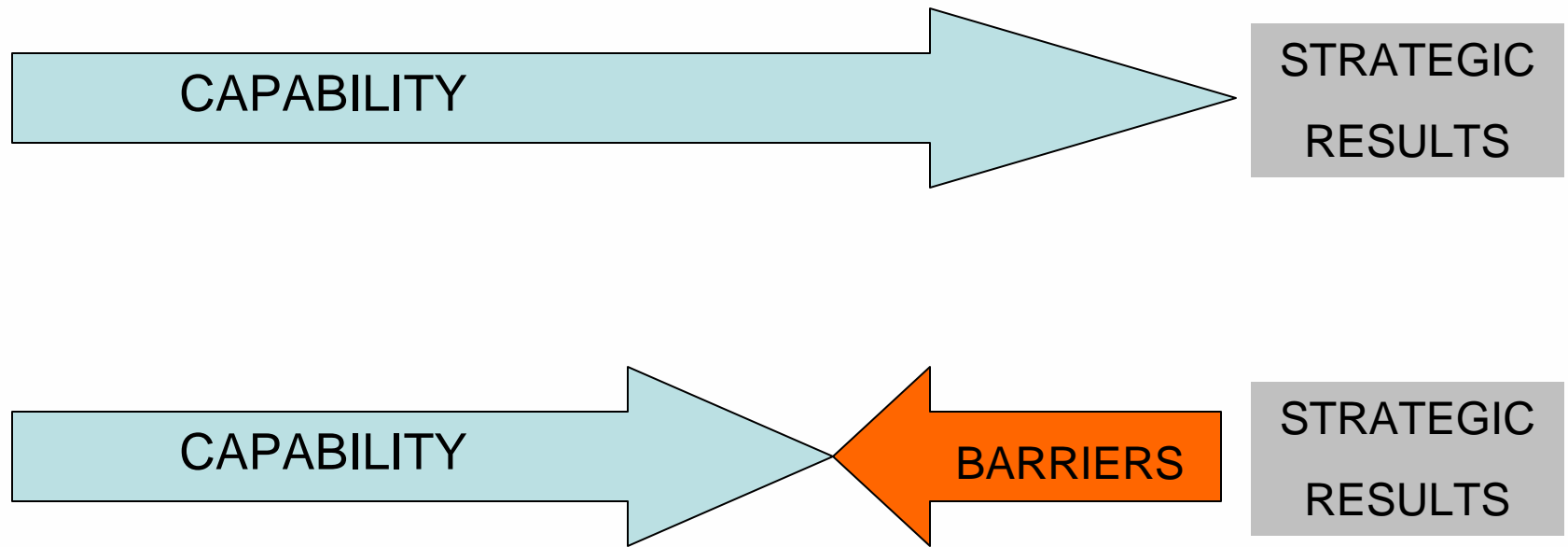


What would it look like in our organization  
if we could press a *FOCUS* button?

One reason execution is so vexing is because it inevitably requires a change in behavior. **Someone has to do something different** - since you can't keep doing the same thing and expect different results. Changing behavior is an enormous challenge.

- Mark Josie

# BARRIERS TO STRATEGY EXECUTION



# Barriers to Strategy Execution

- No compelling vision of change
- Vague goals and strategy *or too many goals*
- React to crisis rather than focus on the priorities
- No system for tracking goal and project implementation
- Unclear roles for employees / Lack of accountability
- Poor collaboration between departments
- Individuals fail to take responsibility
- Don't 'Confront Reality' - discourages openness

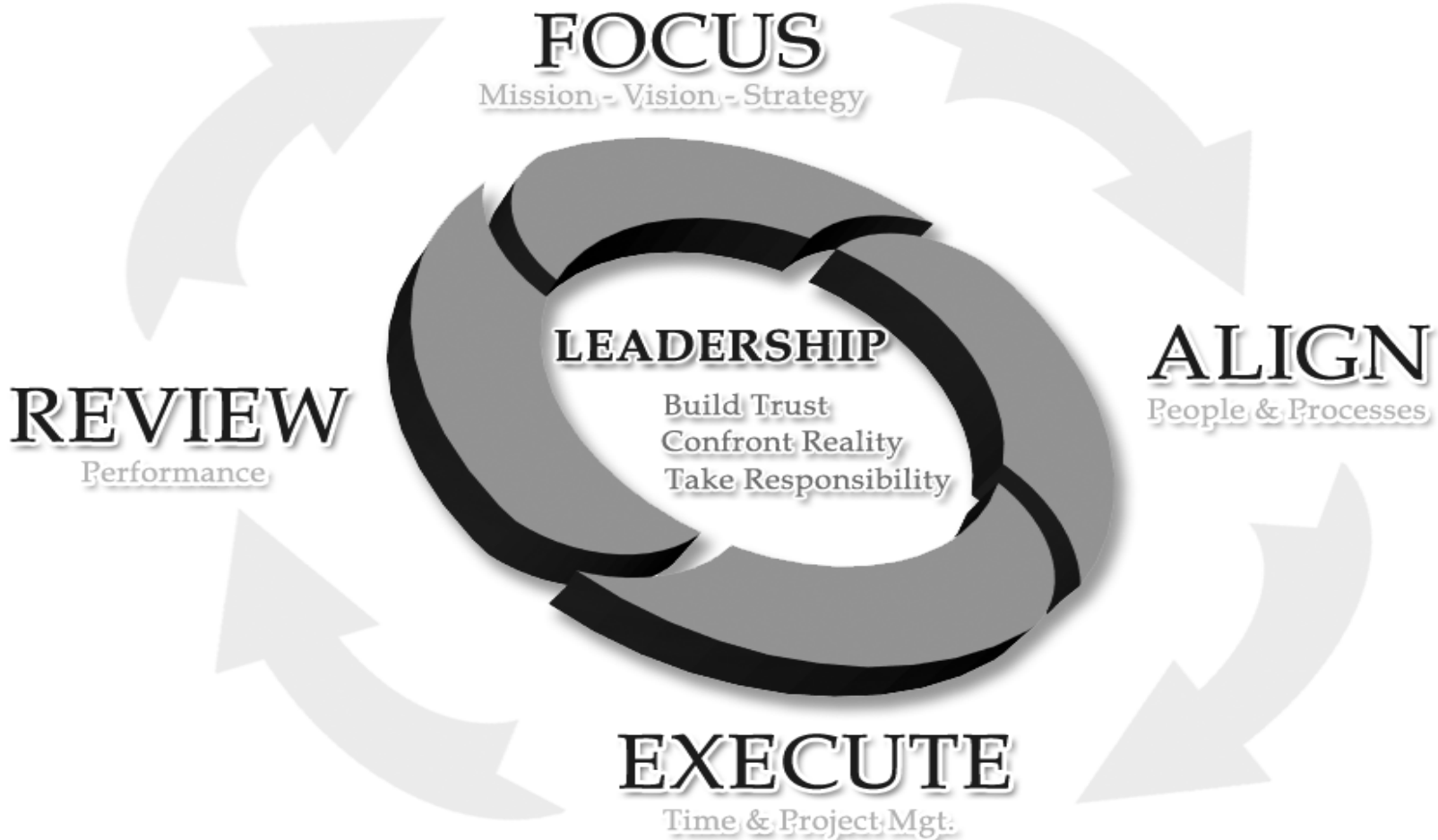
- *Wharton School of Business, McKinsey Quarterly*

# Implementation Tracking System

» Strategy
Compass
Score
Employees
Tools
Logout

Standard style Light style Office style Modern style EJS TreeGrid v5.9

Objective>Project>Tasks	Owner	Resource	Due Date	%	
<b>1. FINANCIAL HEALTH &amp; STABILITY (Profit of \$1.5M)</b>					
1.1. Maintain financial health (in current economic environment)(Plan, Silver Star)	Hoopes, Allen	All Leadership		0	
1.2. Identify KPIs and communicate to employees in order to meet goals(Plan, Silver Star)	Turner, Chad			0	
1.3. Each core business is profitable or is making significant progress toward profitability (Plan, Silver Star)	Hoopes, Allen		12.30.09	20	
<b>2. QUALITY &amp; CUSTOMER SERVICE</b>					
2.1. Organizational Commitment to Excellent Customer Service (Plan, Silver Star)	McCue, Ron		12.30.09	0	
2.2. Improve infrastructure to meet technology demands (Plan, Silver Star)	Ricks, Karen		10.30.12	20	
2.3. Reduce churn by 2% and increase retention - identify Churn & Expand Retention Strategies(Plan, Silver Star)	Brannen, Jennifer		4.29.10	0	
2.4. Investigate formalized approach to quality ex. LEAN/TQM(Plan, Silver Star)	Jenkins, Aaron	George Scherer	12.30.10	90	
<b>3. ORGANIZATIONAL EFFECTIVENESS</b>					
3.1. Automation and integrated system for billing, purchasing, reports - MIS system to provide real time information (Plan, Silver Star)	Urbanik, Sharon	Chad, Allen		0	
3.2. Evaluate processes, separate working from non-working, streamline and eliminate (Plan, Silver Star)	Jenkins, Aaron		10.31.10	30	
3.3. Implement One company philosophy rather than individual product lines (Plan, Silver Star)	McCue, Ron			40	
3.4. Create a R&D group(Plan, Silver Star)	McCue, Ron			0	
3.5. Create a product launch process(Plan, Silver Star)	Brannen, Jennifer			40	
<b>4. LEARNING &amp; CULTURE</b>					
4.1. Leadership development initiative (Plan, Silver Star)	Scherer, George	Ian Tarrant	11.1.09	70	
4.2. Establish effective measures to track performance throughout company(Plan, Silver Star)	Hoopes, Allen			90	
4.3. Post Departmental Scorecards on SharePoint(Plan, Silver Star)	Scherer, George			0	
4.4. Create training programs and evaluate effectiveness(Plan, Silver Star)	Scherer, George			0	
4.5. (Plan, Silver Star)	None			0	
4.6. Define our culture (retail paradigm)(Plan, Silver Star)	Scherer, George			60	
4.7. FUN(Plan, Silver Star)	Scherer, George			0	
<b>5. COMMUNITY AND SUSTAINABILITY</b>					
5.1. Improve staff satisfaction score by 1 point(Plan, Silver Star)	Hoopes, Allen	All Leadership	12.30.10	0	
5.2. Become involved in the Jackson community(Plan, Silver Star)	Sessions, Barb	Jennifer Brannen		20	
5.3. Create a presence in Soda Springs(Plan, Silver Star)	jenkins, jason	jennifer brannen	6.30.10	0	
5.4. Develop 2010 Sustainability Plan(Plan, Silver Star)	Brannen, Jennifer	Steve Tanguay	2.15.10	50	



Whether change is abrupt or gradual, at some point it makes old beliefs and behaviors obsolete. Ignoring the reality, as so many leaders do, is devastating...though businesspeople like to think of themselves as realists, the fact is that **wishful thinking, denial, and other forms of avoiding reality** are deeply embedded in most corporate culture.

- Ram Charan and Larry Bossidy, *Confronting Reality*

# Confronting Reality

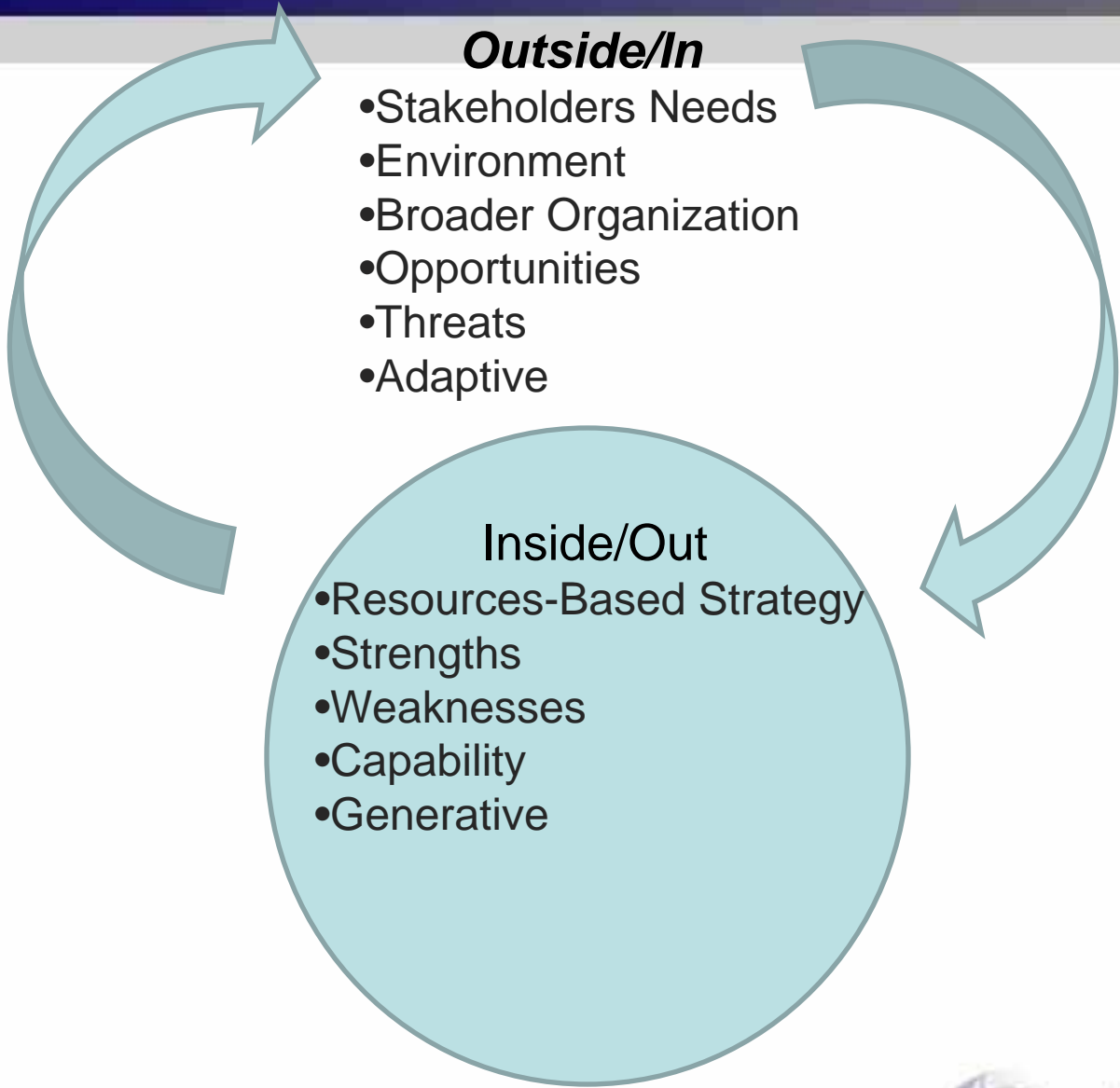
- Avoidance
- Ego
- Selective Hearing
- Wishful Thinking
- Emotional Overinvestment
- Ignorance

When the power of ego surges, our intent switches from honestly defending our point to proving our case exclusively; *we refuse to be influenced.*

- David Marcum & Steven Smith, *Economics*

One of the most liberating leadership principles is  
*I don't have to be right.*

- John Naisbitt



The first skill of strategic thinking is the ability to observe and listen.

*Greg Davidson, The Nature of Strategic Thinking*

You can't make *good* decisions based on *bad* (or incomplete) information.

# STRATEGIC THINKING

Strategic Questions	Answer	Actions to Take
Which technology trends represent the biggest threats or opportunities?		
Which regulatory changes represent the biggest threats or opportunities?		
What internal assets (talents, skills, financial, relationships, etc) are currently underutilized?		
What are the greatest internal threats to our success?		
What leadership and management skills do we need to accomplish our goals?		

*Vision* is the answer to the question  
*what do you want.*

*- Peter Senge, The 5<sup>th</sup> Discipline*

# FOCUS - Writing SMART goals

*We're not going to just let things happen in Cody, we're going to create what Cody is going to be.*

- Create 400 jobs paying a "family-sustainable" wage
- Generating new payroll of \$13 million from new or expanded operations
- Increasing worker earnings by 21 percent, to equal the state average of \$33,000 a year. Forty percent of jobs in Cody pay less than \$19,000 annually.
- Attract at least 100 young families to increase school enrollment and balance the city's rapidly aging population.
- Increase the availability of affordable housing.

## FOCUS – Destination Statements

It is **October 2009**. Your organization has had its best year yet in terms of accomplishments. You are being interviewed by Rural Telecommunications Magazine regarding Silverstar's significant accomplishments during the 2008 - 2009 year. What will you say are the key accomplishments - projects and goals that were successfully executed?

Goal	Org/Dept.	Due Date	Measure of Success
FINANCIAL HEALTH & STABILITY			
QUALITY & CUSTOMER SERVICE			
ORGANIZATIONAL EFFECTIVENESS			
LEARNING & GROWTH			

In the absence of clearly defined goals, we are forced to concentrate on activity and ultimately become enslaved by it.

- Chuck Coonradt

Doing the right projects means *actively deciding not to undertake the wrong projects.*

Executing Your Strategy - Morgan, Levitt, Malek

Every Organization is *Perfectly Aligned* to Produce the Results it Produces.

- *Arthur Jones*

Think it through 80% and then act. You will learn more by trying something than you will by thinking it through another 20%. *It is a bias for action.*

Marine Military Strategic Planning

The project, the lowly project, is the true traction point for strategic execution...There is simply no path to executing strategy other than the one that runs through project portfolio management.

**EXECUTING YOUR STRATEGY** – Mark Morgan, Raymond E. Levitt, William Malek

Charles Dayton

[Charles.dayton@actionstrategy.net](mailto:Charles.dayton@actionstrategy.net)

307.459.4195