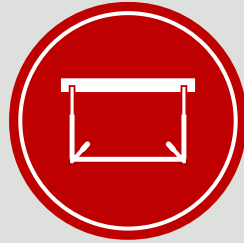




STRATEGY EXECUTION: BARRIERS & ACCELERATORS



10 BARRIERS TO STRATEGY EXECUTION AND TRANSFORMATIONAL CHANGE

Efficient and effective strategy execution is difficult. Too often barriers get in the way.

Here are 10 common barriers you can avoid:

- 1** Unclear and imprecise strategic thinking coming from the top team.
- 2** Lack of consistent support for strategic initiatives from the top.
- 3** Not having a clear project implementation model.
- 4** Poor separation between planning/design and implementation/doing.
- 5** Too many strategic initiatives.
- 6** Failure to kill off projects and reallocate resources.
- 7** Lack of clarity over the role of strategy execution within the organizational structure.
- 8** Inappropriate rewards i.e. rewarding short-term success rather than overall performance.
- 9** Failure to manage change effectively.
- 10** Overpromising stakeholders through 'pie in the sky' strategy documents.

SEE OVERLEAF FOR THE ACCELERATORS





7 ACCELERATORS (OR CAPABILITIES NEEDED TO WIN TODAY AND TOMORROW)

Managing strategy execution requires leaders to focus on these **7 key accelerators**:



Know your people: Live the business, stay in touch, and don't rely on filtered information.



Insist on realism: Identify and act on weaknesses in the organization.



Act on a shortlist: Focus on no more than 3 or 4 strategic priorities.



Follow through: Make sure people know who will act on decisions and when.



Appropriate rewards: Reward people doing boundary crossing work across functions and geographies.



Take up a coaching role: This is the best way to build talent and pass on your insights and experience.



Work on priorities and options in your personal strategic plan: Commit to taking stock and not hitting a wall.

TIME FOR YOU TO REFLECT

From Joe Ryan's 10 common barriers identify the one you see as the biggest hurdle to a strategy execution effort. Now describe either; an instance where you encountered such a barrier, or - if you are yet to encounter it - how you might avoid it in the future:

Rank what you feel are the top three most powerful of Joe Ryan's accelerators to strategy execution. Now describe some concrete steps you might take to achieve each of the three: