



Strategy to Execution

The *Strategy to Execution* experience is designed to help you navigate the complexities of translating strategy into execution. Most companies' strategies deliver only 63% of their promised financial value. Why? Leaders press for better execution when they really need a sounder strategy. Or they craft a new strategy when execution is the true weak spot.

In this performance experience you will complete a number of different activities, develop a strategic initiative proposal and then present your findings and recommendations to your leadership.

ABOUT THIS EXPERIENCE

This self-paced learning experience is designed to help you recognize the connections between strategy and execution and develop your critical skill in this area.

By completing this learning experience you should be able answer the following questions:

- “Am I able to recognize strategic opportunities and translate them into actionable strategic initiative proposals?”
- “Am I able to communicate my strategic vision to key stakeholders in a way that will gain acceptance and support?”
- “How do I link my strategy to actionable goals plans and initiatives?”
- “How do I plan and manage the execution and communication aspects of the strategy?”

OBJECTIVES

Upon completion you should be able to:

- ▶ Effectively identify critical strategic opportunities;
- ▶ Detail and articulate the opportunity to leadership in answer-first format;
- ▶ Plan for tactical execution;
- ▶ Identify and assign appropriate resources for the execution to succeed.

WHEN TO USE

This experience can help you:

- ▶ Identify strategic opportunities and challenges
- ▶ Effectively manage the translation of strategy into actionable initiatives

HOW TO COMPLETE

These activities are self-paced but they will require some interaction with your peers and others within the organization to complete.

Be sure to fully leverage your network to gather the data necessary to complete this experience.

REQUIREMENTS

Time Requirements:

The *Strategy to Execution* experience can be completed in approximately 10-12 hours.

Most of your time will be spent completing identifying strategic opportunities elements in your organization and conduction tactical planning for the subsequent initiatives. Minimal time will be required for preparation and planning. Most activities included in this experience can be scheduled independently and are not necessarily contiguous.

Refer to your *Strategy to Execution Workbook* for detailed instructions and tools to help you get started.

SUPPORT MATERIALS

The *Strategy to Execution Workbook* includes the following support materials to help you plan and maximize your experience:

- ▶ Strategy to Execution Process Map
- ▶ Strategy to Execution Overview
- ▶ Guide to Developing a Strategic Initiative
- ▶ Strategic Initiative Presentation Guide
- ▶ Hoshin Planning Guide
- ▶ Planning Your Execution Worksheet
- ▶ Executing by Aligning Goals and Activities to Team Capabilities
- ▶ Strategy to Execution Discussion Guide

INSTRUCTIONS

The following chart highlights the steps required to complete this activity. Refer to your *Strategy to Execution* Workbook for more detailed instructions and tools to help you get started.

Step 1: Planning

- ❑ Confirm plans and logistics for all *Strategy to Execution* activities
- ❑ Schedule meetings to research & identify strategic initiative opportunities

Step 2: Identify, Develop and Present

- ❑ Identify and evaluate potential strategic initiatives
- ❑ Evaluate the found opportunities using the tools provided
- ❑ Draft a strategic initiative statement and presentation
- ❑ Brief your manager on your key findings and recommendations

Step 3: Link to Execution and Close

- ❑ Conduct a Hoshin planning session to link your strategic initiative to actionable projects
- ❑ Plan for execution using *Planning for Execution* worksheet
- ❑ Align team resources to project activity and launch project.
- ❑ Conduct end of experience discussion with your manager