

Business Divisions, Units, Functions & Top Teams

Result Propelled Strategy Development

Realizing the Potential: Concept – Initiatives – New Result Level – Capabilities

Strategy Connected to Results

Executives want results. Strategy is instrumental in deciding which results create sustainable value. A strategy defines goals in terms of competitive advantage that fend off competition and can be renewed. But, ambitious strategies stretch behavior patterns and capabilities of the organization. So knowing the goals is not enough, and neither is delegation by action plans. Strategy must link planning and realization in one process. Insights into business opportunities trigger initiatives which then evolve the experience of success, thus reinforcing the goal. Strategy realization needs tangible business results feeding the strategy, evoking the necessary behavior, building motivation plus capabilities of the organization. A strategy execution cycle is of less than 6 months.

Many Strategy Processes do not Deliver

Executives and participants often feel frustrated with what the strategy process delivers: Orientation on analysis and data overload, unclear conclusion and lack of responsible suggestions, unspecific SWOT statements, goals that are too generic, ideas for advantages do not connect, and unmanageable action lists become barriers to results. With this, the behavioral hurdles of new performance remain unobserved and cannot be discussed. Unsatisfactory thought process is mirrored by narrow interaction: Presentations without discussion, politeness prohibiting debate, the urge for undebatable statements. In the end such a plan applies the experience of the past to upcoming problems, hoping that effectiveness will rise somehow.

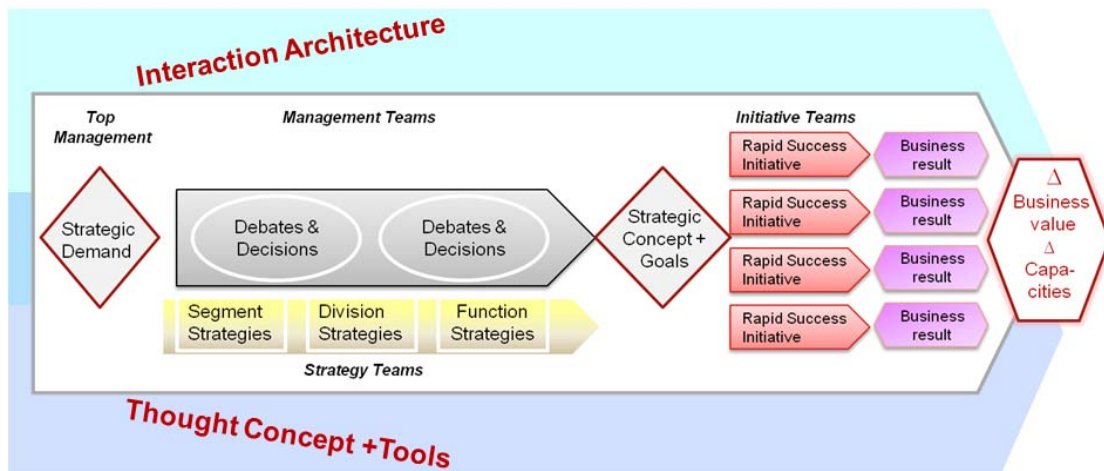
Fine Tuning is not a Solution

Strategy and planning processes are difficult to change. Many participants have to be involved and decisions seem to need objective criteria. So the process often relies on tools. Everybody knowing that decisions cannot be derived from templates, each move of improvement threatens the functioning of the planning system with its roles and the sequence of meeting agenda. So the process moves even more towards input-activity mode and loses touch with results. To better link strategy to results, the firm needs to renew the business model of strategizing.

Outcomes and Benefits of Result Propelled Strategy Development

- Strategic goals in terms of specific coherent competitive advantage that significantly add to the value of business areas involved.
- Rapid success initiatives which realize a portion of the strategic potential within 120 days – and in the process of execution build new capabilities and work patterns.
- A sustainable and replicable strategy process that predictably leads to the launch of high-value initiatives.
- Participants are seasoned in strategy design, collaborate creatively, take on responsibility for initiatives and change, and share a renewed team spirit across the levels of the organization.
- Enhanced collaboration across the organizational units, as of businesses, functions, regions, increased cohesion of the leadership team.
- Talent becoming visible through success, having developed leadership and management skills.

Rules for Strategic Results



Overall Orientation: Concentrate on Strategic Result Areas. Start with high potential result areas of customers, products or regions. Have the strategy be worked out for the specific segments involved and get it translated into specific initiatives that reap results within 120 days. Let the results be input for updating the strategy and then expand the process to other segments. Strategic development is not monolithic, it happens in boosts and organizational impulses which you have to trigger and to direct.

Strategic Demands: Aim at Break-Through Result Levels Start with a view of the end. Set a demand for a level of outcome in terms of market position and sustainable value. Together with this, demand improvement of skills and capabilities. This prevents the process from becoming self-centered and from taking data for decisions.

Define the business mission and values parallel to the process and freeze them by the time, the initiatives are launched. Trying to fix these points in advance will prevent learning, engagement and create a belief gap. But what you need are clear criteria that qualify action and define cultural success of initiatives.

Interaction Architecture: A Top Management Concern. Participants should form into a highly creative design team. That means engaged discussion and responsible opinions for every step. Dynamics of small groups are the path to change. Ask for conclusion for every sheet of data and for suggestions for goals as well as for initiatives. Do not avoid debate, it builds the capability for business judgements. Press for feedforward for every bit of presentation. And drive participants to commit to results of initiative, not just action. The strategy process must generate the neurons of the corporate brain.

Thought Concept: Show Rigor. Create a visionary draft of the aspired future position in the very early stages of the process. If things are changing as they are, where do we want to stand in future? The process is not about applying and controlling tools, but about understanding the upcoming market ecology, and gaining insight into the impact of the advantage planned as future position. Rigor of thinking is a prerequisite: Seeing facts, framing assumptions and give clear reasoning for doable suggestions. Strategy must be a guiding constellation with clear metrics for results.

Rapid Success Initiatives: Make Success Visible, Iterate and Expand. For results to propel the strategy, results must happen. The future position has to be translated into initiatives that produce results in terms of market position and value plus improvement of collaboration patterns and working approaches. 120 days are a proven cycle to maintain priorities, learn new facts, and experience success – you can then raise the bar for the next cycle. Realization does not mean ticking off the items on a score card – it is about breaking ground for a strategic position all participants want. Participants need to demonstrate such success to the organization, thus fuelling momentum.

HLP Organizational Coaching Support

HLP partner with top management and every participant on every level of the process, so that they together reach ambitious goals and develop the capabilities of their organization. We are in an advising, mentoring and co-working role, enabling the progress of each in her role as leader or expert. We help to design the process, fitting it to the challenges of the situation. We facilitate the forming of goals, helping to gain and analyze information, offering views and perspectives for strategic solution, convey knowledge of methodology and tools in strategy design and organizational dynamics. We offer practical guidance, assisting in the reasoning, supporting communication and suggesting how to make success replicable.

