

LEADERSHIP

Strategy Deployment and Aligning the Organization

1. Hierarchy needs to have a clear vision, strategy, and associated goals.
 - Involve people in the development.
 - Gather information from your environment — competitive situation, legal and regulatory requirements, consumer and customer needs, shareholder requirements, employees, etc.
 - Direction should be clear, concise, and easy to remember.
 - Direction should “make sense”; i.e., do i truly believe this is the right direction and it will deliver the desired results?
2. Formally communicate the direction and explain the rationale for the direction.
 - Meet with senior leaders and ensure they understand before communication to larger group.
3. Involve people in the development of action plans.
 - Each organization should have goals and action plans that link to the organization’s plan deployed to them. An example:
 - Company plan —> Major Division —> Dept. within Division —> Teams within Dept.
 - Involve people in each division, department, function to develop plans .
4. Each level of the organization should be able to see their plan links to the overall Company plan.
 - Visually depict the linkage.
 - People should know how their work helps deliver the overall Company objective.
5. Individuals should have brief work plans that link to their department’s work plan.
6. Plans at every level should be simple, concise, measurable, and energizing. Challenge and validate the need for each action plan.
7. Have regular reviews of work and action plan progress. Compare results to plans. Make sure plans deliver desired results.
 - If plans do not deliver desired results, adjust plans. Involve impacted personnel and develop modified plans.
 - Allow enough time to see if plans work before adjusting.

8. Consistently communicate progress to the organization. There should be regularly communication updates throughout the organization.
 - Allow for questions and encourage dialogue.
 - There should be consistent reinforcement of direction in day to day actions, decisions, and communication. A mixed message from leadership will confuse the organization.
 - When a plan or strategy changes, formally communicate the change and why the change occurred.
 - Open communication is a “must” for success.