

Why Execution Strategies Fail

A foundational capability for any CEO or Organizational Leader is, knowing how to plan and execute while overcoming the day to day surprises... IF this is foundational, why, according to statistics, do 85-90% of strategic plans fail? When executives were asked to name their number one barrier to effective strategy execution, the top two answers were **company culture** and **past habits**. Since these are true statements, **WHY** then do executives continue to repeat this failing habit year after year expecting a different result... Sound familiar?

What is the value for you and your organization to be able to walk away from your yearly strategic planning meetings, knowing that 100% of your initiatives are met and exceeded for the next year? How would this change your culture?

Most failed plans are fueled from a micro-management culture. Leaders are tasked to distribute the organizational initiatives down into the company. This creates a **huge** gap:

Execution Strategies



- Where is the buy-in?
- How do you measure the clarification and understanding of the required initiatives?
- If the employee is not fulfilling their role, did it get distributed to them properly?
- Is the corporate "plan" as important to the employee as it is to the manager or to the Executive?

But that is not the end of the shocking facts surrounding why planning and execution fails:

- 85% percent of management teams spend less than one-hour a month on strategy issues
- Many organizations don't have a consistent way to even describe their strategy, other than in a large strategic planning binder.
- Only 27% of a typical company's employees have access to its strategic plan.
- 92% of organizations do not report on lead performance indicators.
- 60% of typical organizations do not link their strategic priorities to their budget.
- Organizations develop strategic plans that are not linked to the organization's strategy.
- 70% of middle managers and more than 90% of front-line employees have compensation that is not linked to the strategy.
- Most devastating, 95% of employees do not understand their organization's strategy and they are the ones required to implement the plan.

So, how do we connect this gap? What is the Missing LINK?

It's not enough to manage the execution of individuals in an organization; the above statistics are proof enough. First and foremost current thinking must be measured and shifted to integrate an organization's vision and core values with the daily activities of its people. Only then can an individuals' activities be driven by the organization's strategy and goals. Cultural Alignment Solutions has created a powerful process. This repeatable methodology is designed to bridge the huge gap between planning and implementation. At all levels it facilitates the crucial conversations that must happen so the Organization can reach their goals and to head off problems before they become big.

The Higher Ed CIO. "Why Strategic Planning Fails." Weblog post. The Higher Ed CIO. N.p., n.d. Web. 13 Mar. 2013. All statistics found here regarding company and employee execution management.