



Executing on Strategy

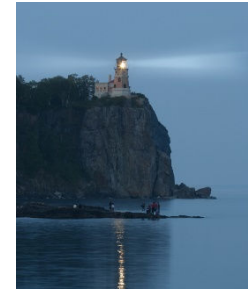
A program to get you to start moving on your most important priorities

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What really matters is the “How”, not the “What”



Strategic Vision

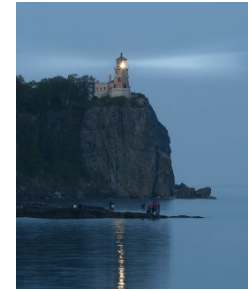
- ✓ Long term direction
- ✓ Critical improvements to be made
- ✓ New products, new market segments, new geographies...
- ✓ Investments
- ✓ M&A
- ✓ ...

*In most companies, the strategic vision is clear:
You already know what needs to get done*

Still, it most often does NOT happen

Why?

When “urgent” and “important” are competing with each other, “urgent” always wins...

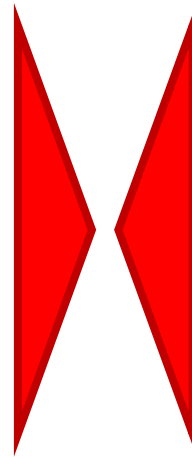


The urgency of daily activities

- ✓ Limited resources
- ✓ Service quality imperatives
- ✓ Immediate time pressure
- ✓ Fast sanctions for underperformance

- ✓ Comfort of routine, of habits and predictability
- ✓ Limited need for coordination, easiness

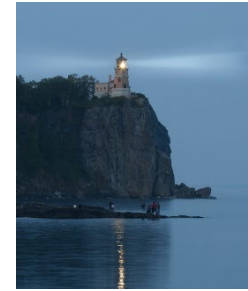
"Urgency« always comes ahead



The importance of long term change

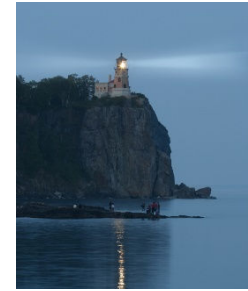
- ✓ Absence of perceived urgency
- ✓ Few or no sanction for underperformance for most people
- ✓ Discomfort of breaking routines and exploring new grounds
- ✓ Intense, uncomfortable need for collaboration

Executing on Strategy Objective



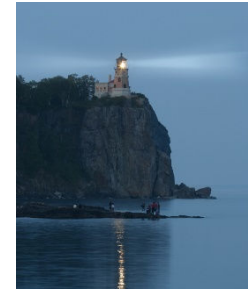
- ✓ **Help you start moving on what truly matters:
your long term strategic objectives**
 - Free up the resources to work on the long term
 - Make the important urgent
 - Set specific indicators of progress

Executing on strategy - Methodology



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1. Free up resources



Objectives

- ✓ Make the urgent less important
- ✓ Redirect critical resources from daily activities to long term priorities
- ✓ Remove excuses

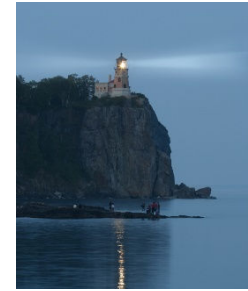
How?

- Pick the right people for the effort
- Responsibly challenge priorities and time usage
 - Reset priorities
 - Make decisions about time-consuming activities
 - Automate
 - Shift to someone else
 - Outsource
 - Stop doing

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2. Make the important urgent



Objectives

- ✓ Focus on what will have the highest impact
- ✓ Transform priorities into tasks
- ✓ Set tight deadlines and specific objectives

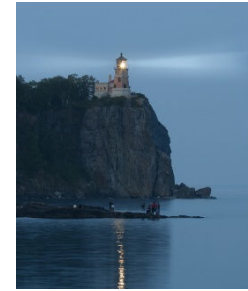
How?

- Transform the list of strategic priorities into a sequential plan
- Break down the first step into manageable projects and activities
- Set tight deadlines and clear responsibilities

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3. Measure immediate progress



Objectives

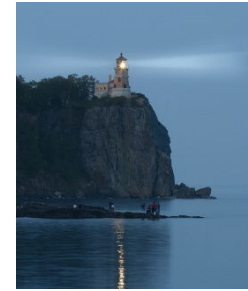
- ✓ Define and measure Key Performance Indicators that will motivate and help really move forward

How?

- For each strategic target/project/activities, look for leading indicators of performance, rather than lagging
- Build up the necessary measurement system if necessary

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4. Get the rhythm



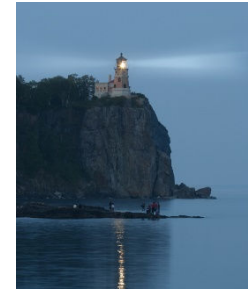
Objectives

- ✓ Instill a discipline of progress, accountability and execution excellence

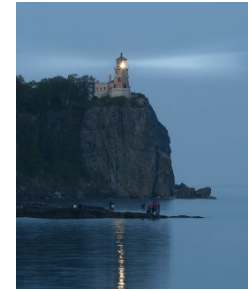
How?

- Set up a short weekly meeting with the team
 - Weekly, whatever the circumstances
 - As early as possible, either on Monday or on Friday
 - Short – 1 min per participants
- Run the meeting for energy and commitment
 - Each participant:
 - What I have done last week
 - What I will do this week
 - Focus on accountability
 - This is not the time for problem resolution

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About Synthesix



Synthesix is an independent consulting company focused on helping its client structurally solve their strategic and leadership issues and grow.

We support our clients through a unique combination of proven consulting methods and academic approaches, creativity and down-to-earth common sense.

We prefer tailored, pragmatic, immediately applicable solutions to heavy reports, long and painful analysis and off-the-shelf recipes.

Because our single goal is to help you solve your business problems and grow.

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