

STRATEGY EXECUTION MANAGEMENT FAQs

What's different about STRATEGYLink?

Kaplan and Norton's research suggests that organizations which have an effective strategy execution management (SEM) processes can significantly outperform their peers; however, SEM is often neglected.

STRATEGYLink uses a set of well researched methodologies that includes an innovative web based SEM process. This process organizes the strategic execution process so you can manage the organization effectively long after we completed our engagement.

Where do we start?

Strategic planning and execution must be CEO driven so we will not undertake an engagement without the CEO's direct involvement. So we start with the CEO and his/her direct reports.

What does a typical engagement of your Strategy Execution Management process look like?

There are two components:

- The consulting work necessary to clarify and cascade your strategy through the organization, align your employees and organizational processes to your strategic initiatives, build accountability and improve organizational strategic adaptability.
- The implementation of tools that become the backbone of your strategy execution management process. These tools will let your organisation function at a higher level once we have gone away.

How long will implementation take?

This depends on your people. Our engagements can take as little as few days over a period of some weeks, with minor follow ups every couple months at which point your organization may be ready to go it alone. When the organization is facing difficult challenges executing its strategy engagements can take longer.

We will discuss what is needed and what you can expect before we start so that you can make a fully informed decision before any implementation begins.

Will the transition be disruptive to my organization?

No, but with implementation of an SEM process can lead to some changes. Most people in your organization will have no difficulty adjusting to the KeyneLink system as it is easy to use and navigate and the benefits of use will be readily seen.

What is the typical size of the STRATEGYLink project team?

Two consultants would normally work in your organization.

Will my staff need to be on the team?

This is a CEO-driven system so the CEO will be an important member of the SEM team. We would not require a heavy allocation of your resources to implement SEM.

We need access to your staff to discuss current plans, processes and communication policies to ensure we can properly align your strategic initiatives into your business operations.

How much staff time will you need?

Some time will be set aside to train staff on the KeyneLink system. We usually break the training into a 3-4 sessions with each lasting one to two hours. Employees will need to demonstrate competency with the system including a short test "hands-on" which can take 15-20 minutes each.

Is it expensive?

Users don't think so. Being web-based there are no-upfront system costs and after the implementation you pay as you go.

Our initial conversations will give us a good sense of the level of effort required to implement the SEM process in your organisation and we will quote you a fixed price for implementation and training.

Users always pilot the process first with the CEO and a small group of senior managers. These pilots typically cost between \$10,000 and \$15,000, depending mainly on the number involved and the nature and quality of their existing planning processes.

Will it save me any money?

Research has shown that strategic execution management leads to improved organizational alignment, improved resource utilization, and faster adaptability to environmental and competitor events, which in turn leads to lower costs, better margins, increased profitability, and more profitable decisions.

Will my staff need training?

Yes. Your senior managers will need to learn how to operate the KEYNELink SEM tool. The system is easy to use and most will pick it up quickly. For those who need extra assistance, we will be there to guide them through every step.

How do we know when a project is complete?

You will know that the implementation is complete when you **know** that your organization is aligned to its strategic initiatives, employees are engaged and accountable, and your adaptability to strategic changes is improved. When employees can demonstrate they have a good understanding of the strategy, are doing their part to realize the strategic initiatives, and can use the backbone tools, we will be on our way.

But we will be there to help afterwards.