



Guidelines to Strategic Success  
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- ◆ Alignment
- ◆ Accountability
- ◆ Attitude



Alignment

- ◆ Gaining Alignment
- ◆ Maintaining Alignment
- ◆ "Re-Alignment"



## Why Alignment is Important

“Virtually all of the results that government (business) strives to achieve require the concerted and coordinated efforts of two or more agencies. However, mission fragmentation and program overlap are widespread and programs are not always well-coordinated.”

*David M. Walker, Comptroller General of the United States - 2/10/99*



## Gaining Alignment

- ◆ Broad based involvement,
- ◆ “Cascade Down, Listen Up”,
- ◆ Leading, Listening, Learning,
- ◆ Develop understanding of HOW the process that are managed align with achieving the strategic objectives,
- ◆ Appropriate “boundaries” for decision making
  - Strategic Goals/Results= Senior Management
  - Tactical Outcomes= Middle Management
  - Operational Outputs= Front Line



## Maintaining Alignment

- ◆ “Walk the talk”
- ◆ Integrate into ALL aspects of management decision making, performance evaluation, and budget development/execution
- ◆ Find a “slow fat rabbit” .....



## Re-Alignment

- ◆ Begin at the goal/strategy level,
- ◆ Evaluate assumptions in light of environmental/external changes,
- ◆ It's rare – if not unheard of – for changes NOT to effect strategic direction within a one year time horizon, (70% = 100%)
- ◆ Be willing to “dismount a dead horse”,



## Accountability

“Few understand that a good strategic planning process also requires the utmost attention to the how’s of executing the strategy”

*Ram Charan – EXECUTION, The Discipline of Getting things Done - 2002*



## Accountability

- ◆ Managers are responsible to determine their units contribution to strategic objectives,
- ◆ They, in turn, are responsible to ensure that any managers/supervisors in their “chain of command” do the same,
- ◆ Senior managers need to be prepared to take action for non-compliance....



## Attitude

- ◆ Why it takes time?
- ◆ Why it takes a “long” time?



## Attitude: Why it takes time

(Choice)

Understand



Accept

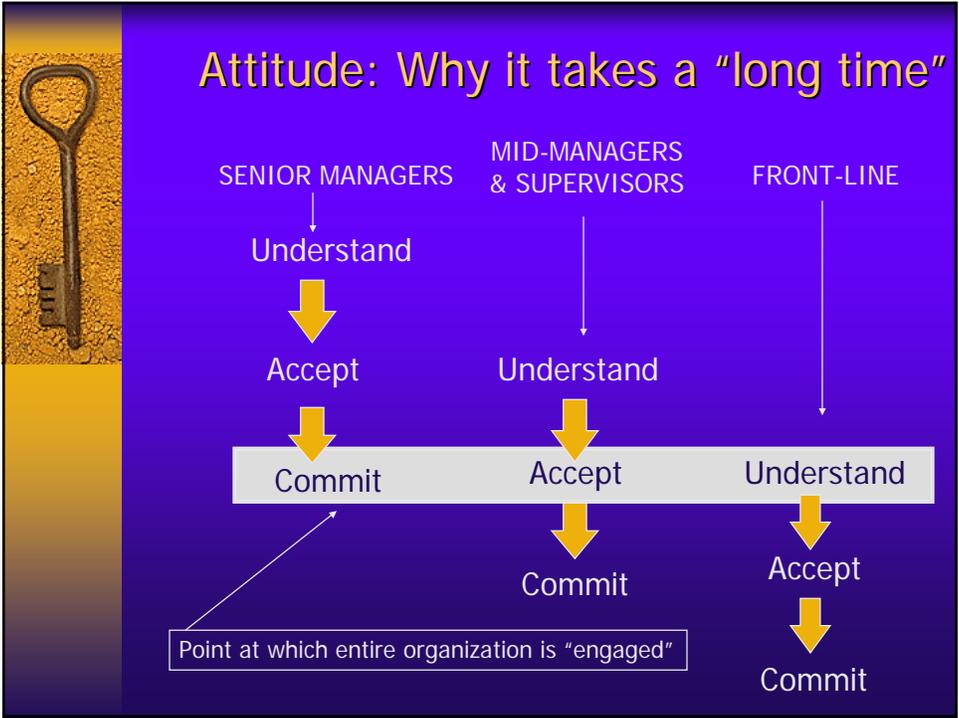


Commit

*Everyone deserves the right  
To understand what's required*

*Once understanding takes place  
Individuals exercise their right  
To choose to accept or not..*

*“Talk is Cheap”, behavior  
Demonstrates commitment*



**Suggested Readings**

- ◆ **Execution: The Discipline of Getting Things Done** – Larry Bossidy & Ram Charan: Crown Business, NY,NY 2002
- ◆ **Built to Last** – James C. Collins & Jerry I. Porras: HarperBusiness, NY,NY 1997
- ◆ **The Rise and Fall of Strategic Planning** – Henry Mintzberg: The Free Press, NY,NY 1994
- ◆ **The Discipline of Market Leaders** – Michael Treacy & Fred Wiersema: Addison-Wesley Books, Reading, MA 1997