

Five Practical Tools to Help Your Local Government Bridge the Strategy Execution Gap

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LBL Strategies



- Certified:
 - Strategic Management Professional
 - Strategic Planning Professional
 - Balanced Scorecard Professional
- Twenty-five years executive leadership and strategy experience



Joe Coberly

Georgia Technology Authority



- Chair- Association for Strategic Planning Excellence in Government Community of Practice
- Senior IT Strategist, Georgia Technology Authority

Learning Objectives

Feel free to ask questions at any time.



Become familiar with the ASP Government Community Practice

Summarize the primary underlying cause for gaps between strategy and execution

Utilize practical and proven tools to close the gaps between strategy and execution

Association for Strategic Planning

The Association for Strategic Planning is a non-profit professional society whose mission is to help people and organizations succeed through improved strategic Thinking, Planning and Action.

www.strategyassociation.org



Our Membership

- Our membership reflects a broad range of industries:
 - **Organizational Leaders:** Business, Government & Non-Profit leaders responsible for strategy design and execution.
 - **Academics:** Professors, Authors and Students
 - **Strategy Practitioners/Consultants**





**SAVE
THE
DATE**

PRE-CONFERENCE, MAY 13
CONFERENCE, MAY 14-15

ASP Certification Program

The only Certification Program offering credentials for Strategic Planning and Strategic Management Professionals!



ASP Government Community of Practice

- Creating & Sharing knowledge to raise the bar for Government effectiveness
- Promoting discussion in an accessible community
- Connecting strategy professionals



Who is LBL Strategies and What We Do



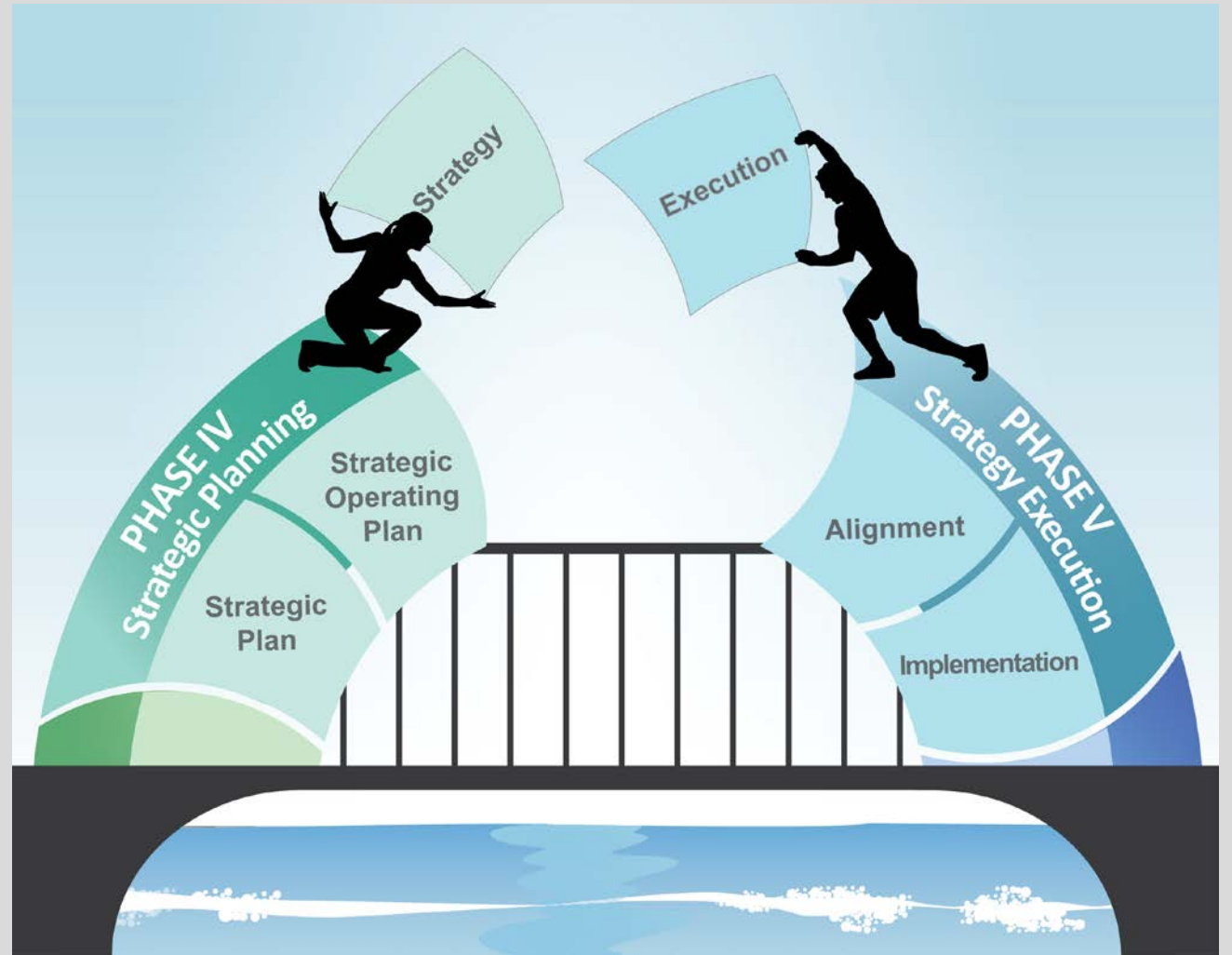
- We are pioneering leaders in strategic management and respected providers of certification-based education and training in strategic management for executive and professional development audiences.
- **Our Mission:** We help our clients focus, make better decisions and grow by instilling the ability to think and act strategically.



Strategic Management Defined



What is a strategy execution gap?



Strategy Execution Failure

“Only 62% of strategic initiatives are successful.”

(PMI Pulse of the Profession®: The High Cost of Low Performance, May 2016)

“Only 47% of the leaders believe their organization is good at implementing strategy.”

(Excellence in Execution: How to Implement Your Strategy by Robin Speculand, Strategy Implementation Survey 2016)

“Only 11% of managers believe that all their company's strategic priorities have the financial & human resources needed for success.”

(Harvard Business Review. Why Strategy Execution Unravels - and What to Do About It, by Donald Sull, Rebecca Homkes and Charles Sull, March 2015)

“30% of managers cite failure to coordinate across units as their greatest challenge to executing their company's strategy.”

(Harvard Business Review. Why Strategy Execution Unravels - and What to Do About It, by Donald Sull, Rebecca Homkes and Charles Sull, March 2015)

High Cost of Failure

According to the 2017 PMI Pulse of the Profession report, which surveyed 3,234 professionals globally researchers found that in 2016

“companies wasted **\$97 million for every \$1 billion** invested in projects and programs.”

Mark Langley, Past President and CEO, PMI



Success Rates Rise

transforming the high cost of
performance



Our Public Sector Research



In the public sector there exists very little data to document this gap in execution...let alone how best to address the core challenges involved.

In April 2019, several public and private sector organizations serving the public sector at the federal, state and local levels reached out to 5000 individuals working in the public sector to query them on the root causes of implementation challenges in government agencies.

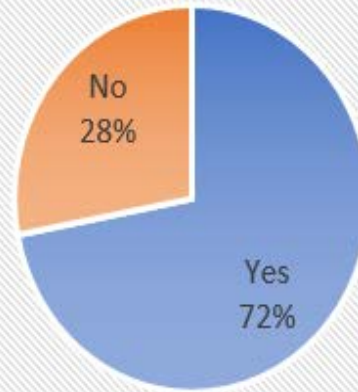
126 public sector leaders and managers responded to the survey, which translated into a 2.5% response rate, with approximately 60% of responses coming from functional managers working in local government.



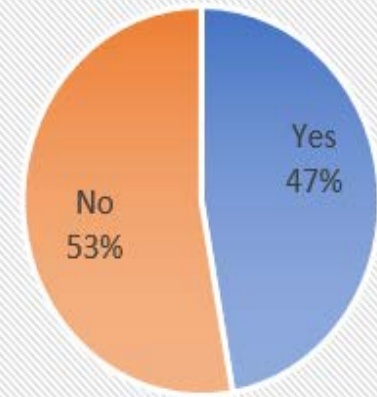
Implementation Performance

Is your organization good at “crafting strategy” and at “implementing strategy?”

Crafting Strategy

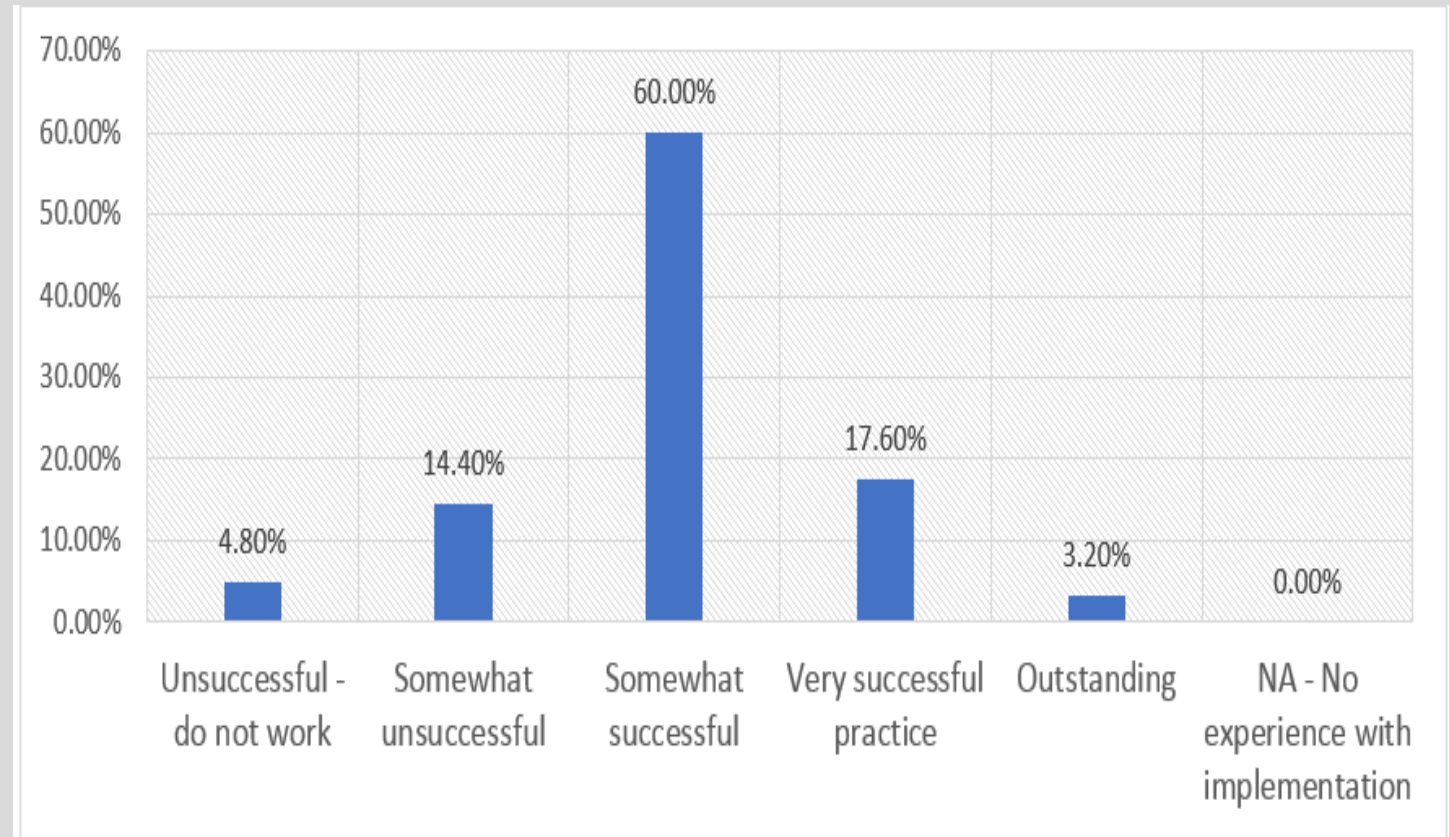


Implementing Strategy



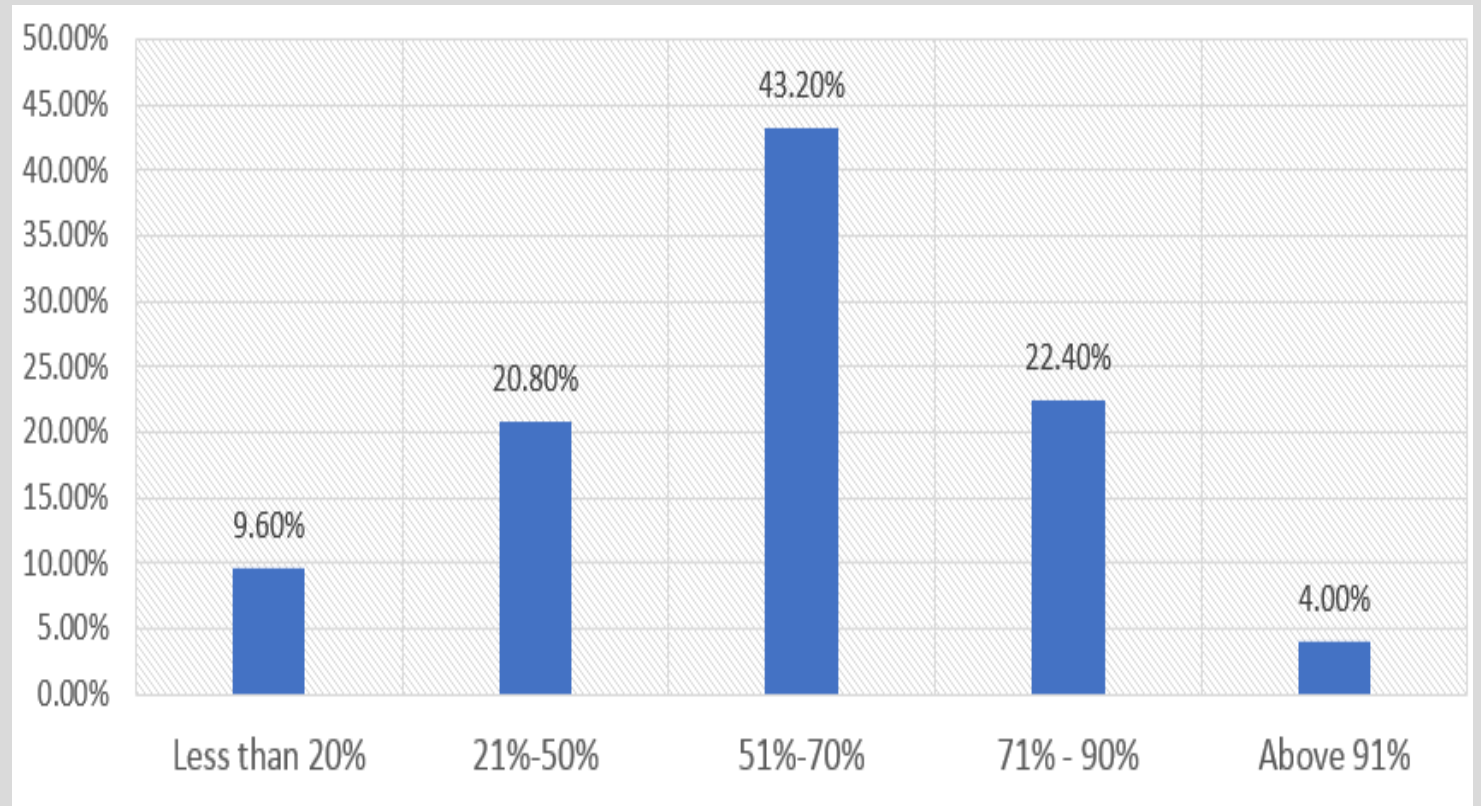
Implementation Performance

How successful has your agency been in implementing strategy over time?



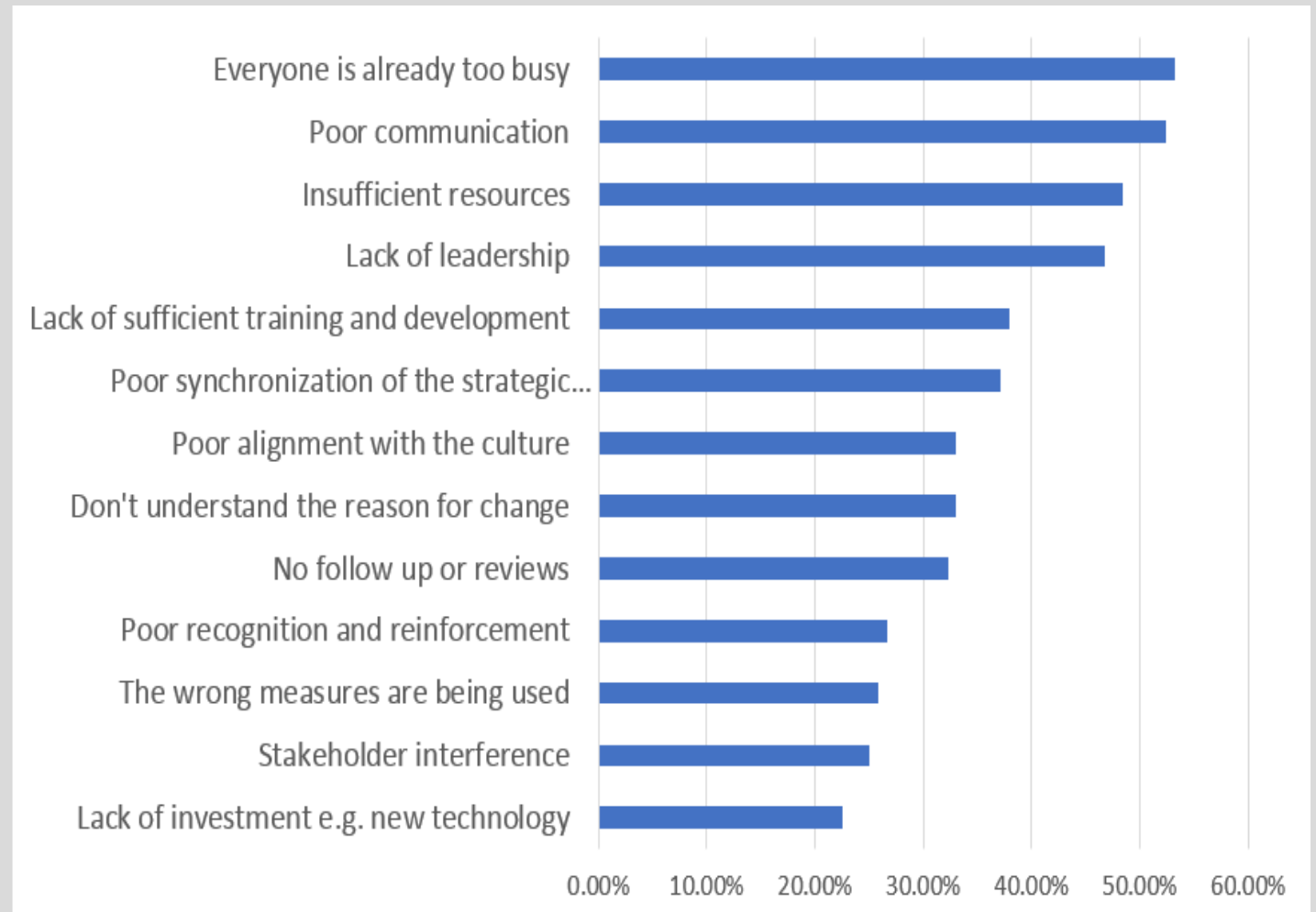
Implementation Performance

What percentage of your organization's strategic priorities have been successfully implemented?



Implementation Challenges

What are the top 5 reasons for implementation failure?



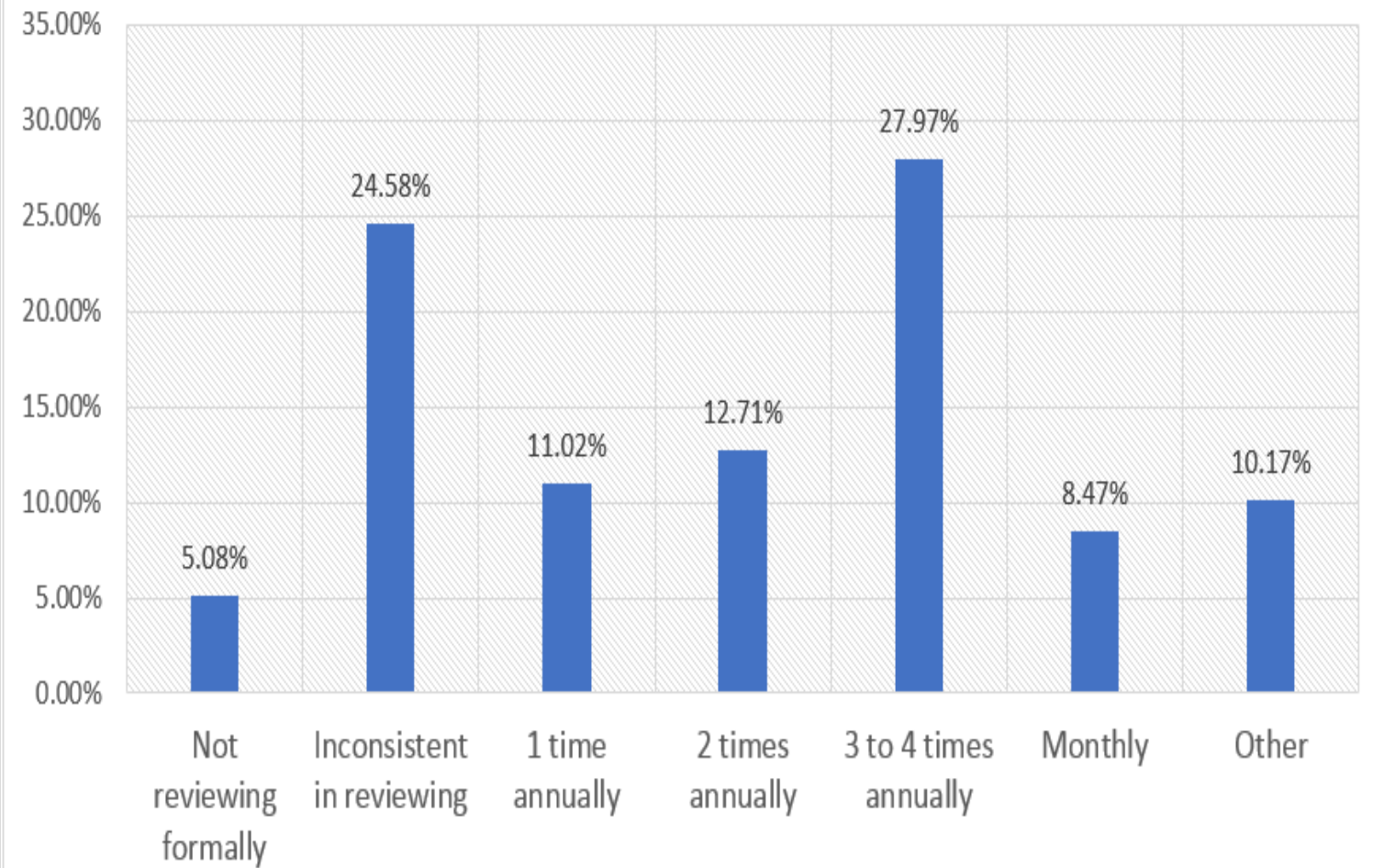
Implementation Challenges

Which factors were most frequently ranked?



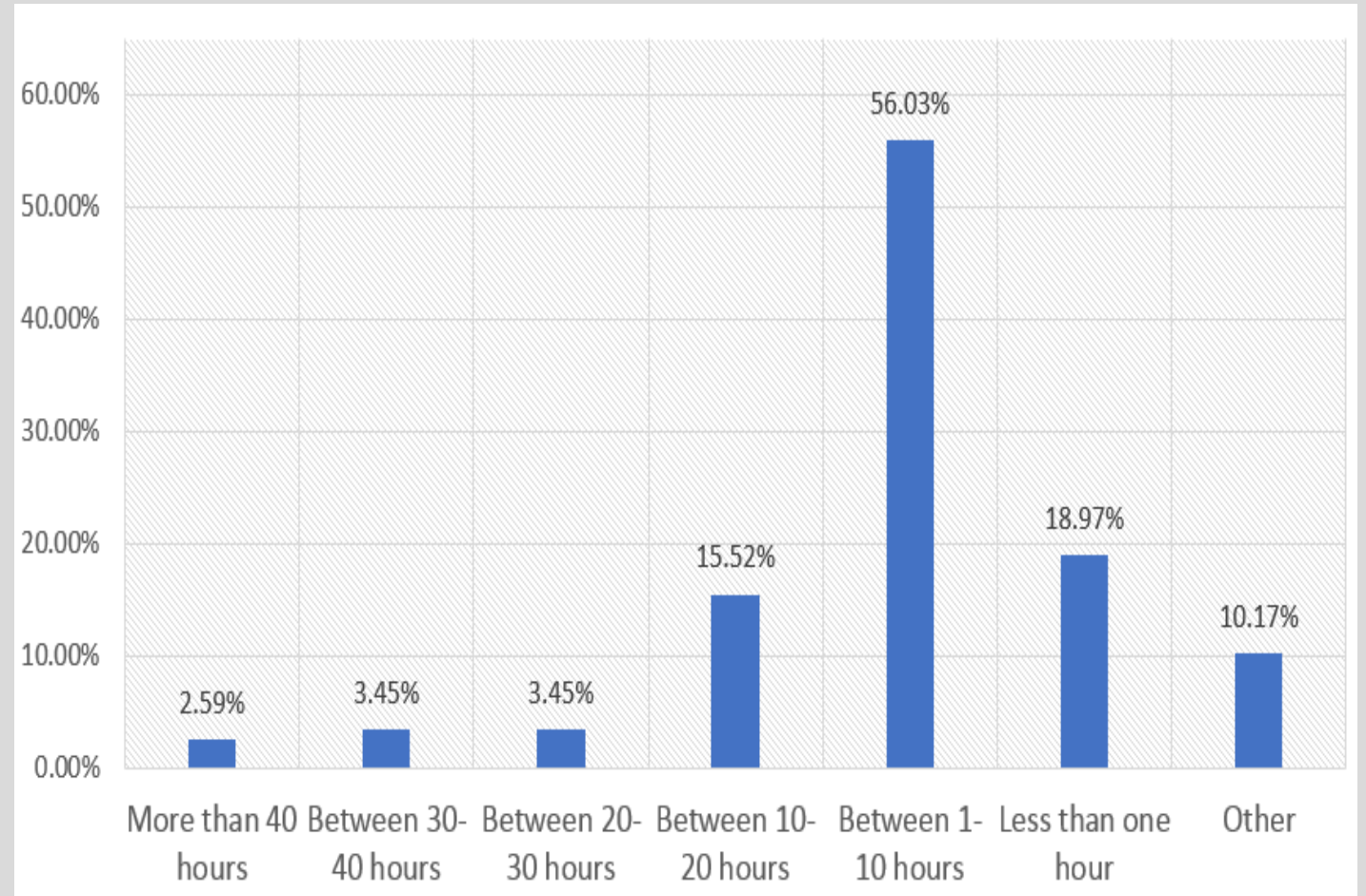
Strategy Implementation Review

How often does your organization review and report implementation progress and achievement of results?



Strategy Implementation Review

How much time do leaders spend discussing strategy implementation each month, as opposed to discussing operations and day-to-day challenges.



Is your team struggling with strategy execution?

Our focus for today:

Do you have a disconnect between your strategy and customer expectations?

Do you lack resources and try to do too much?

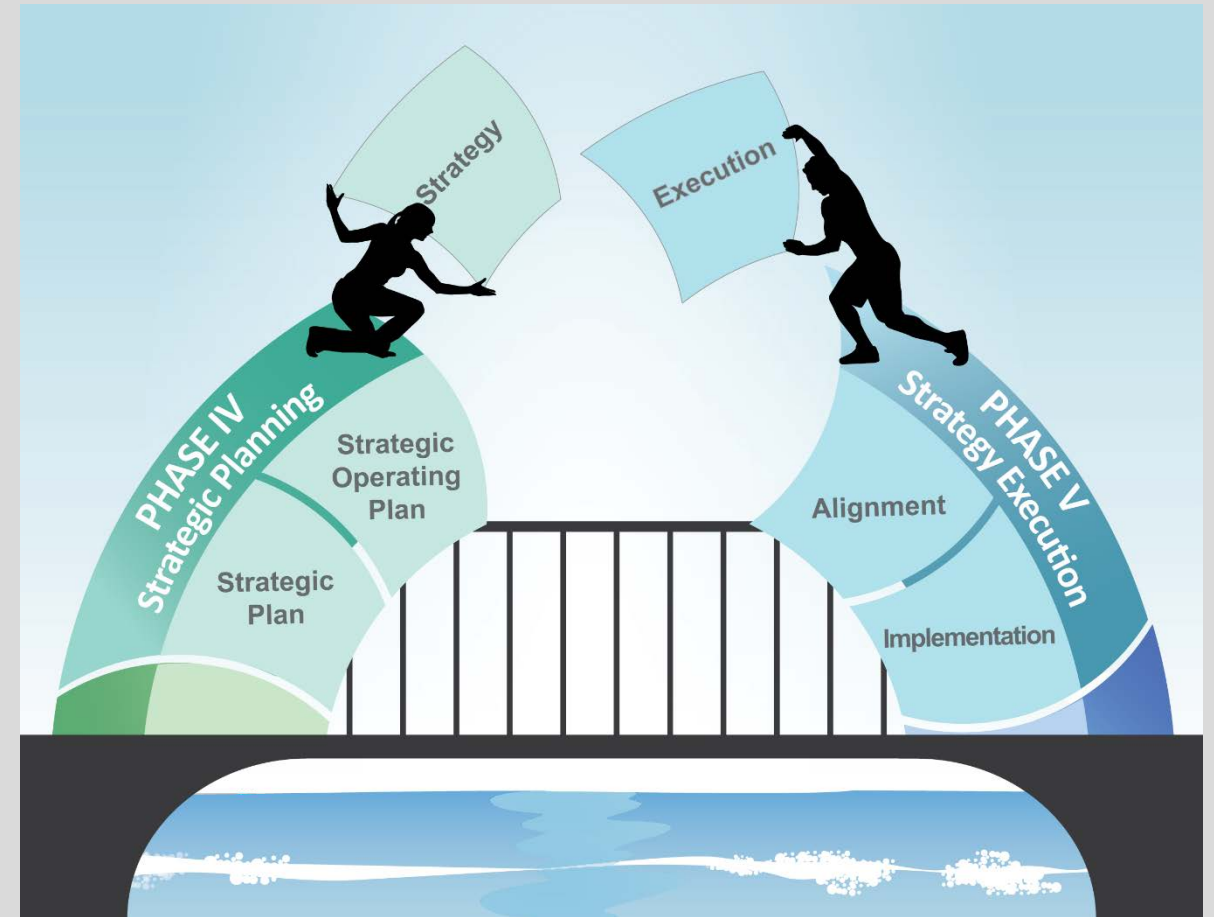
Do you have too many good ideas and don't know how to filter them?

Are your executive leaders and middle managers not engaged together in execution?

Does your team lack necessary strategic management competencies?

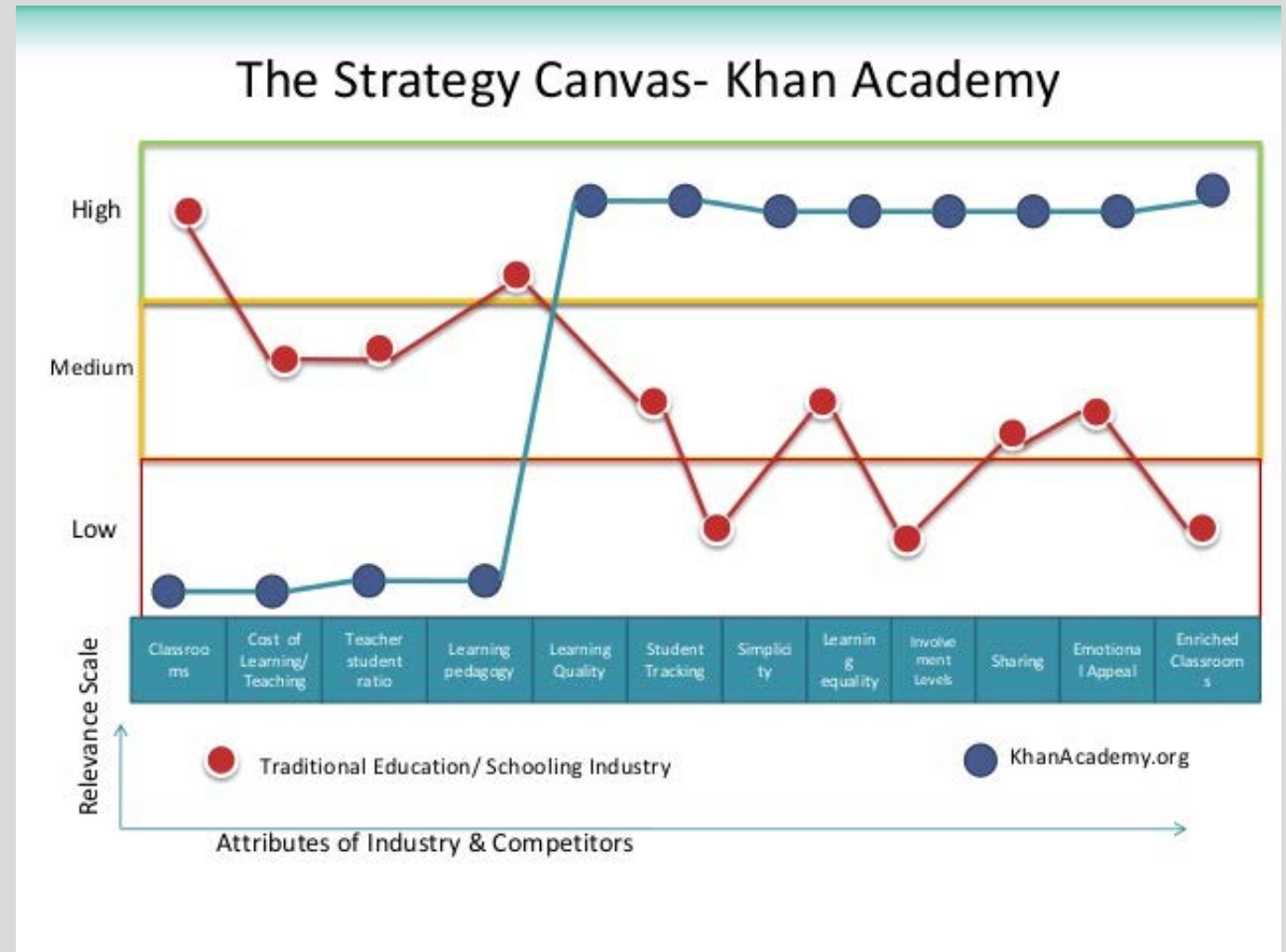
Do you have a disconnect
between your strategy
and customer
expectations?

Our Recommended Tool:
Strategy Canvas



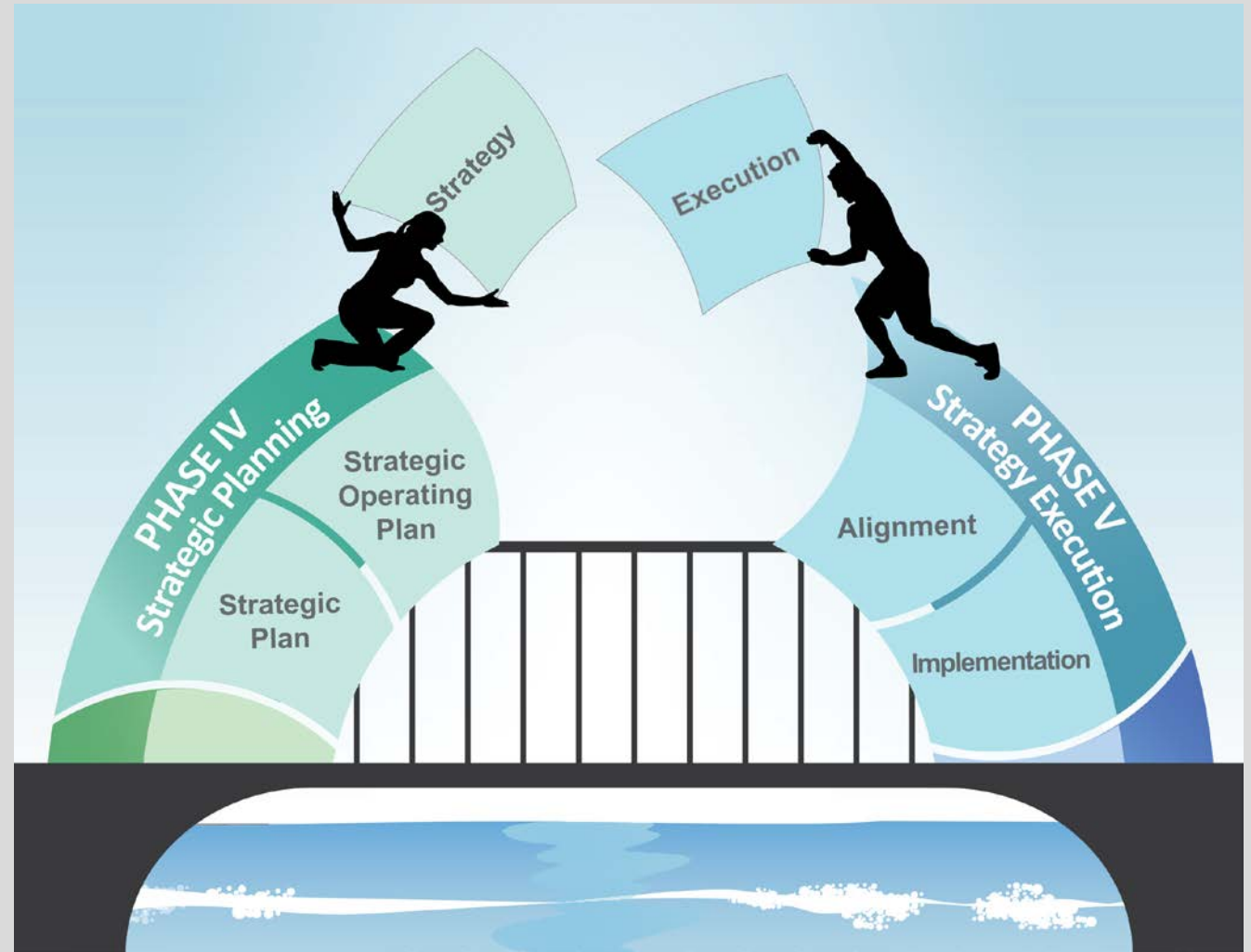
Strategy Canvas

- The **strategy canvas** (Kim and Mauborgne) is a strategy diagnostic tool and an action framework.
- It graphically captures the current **strategic** landscape and the future prospects.
- **Strategy canvas** can help validate your strategy to mitigate the strategy execution gap.



Do you lack
resources and
try to do too
much?

Our Recommended Tool:
Cut Before You Add



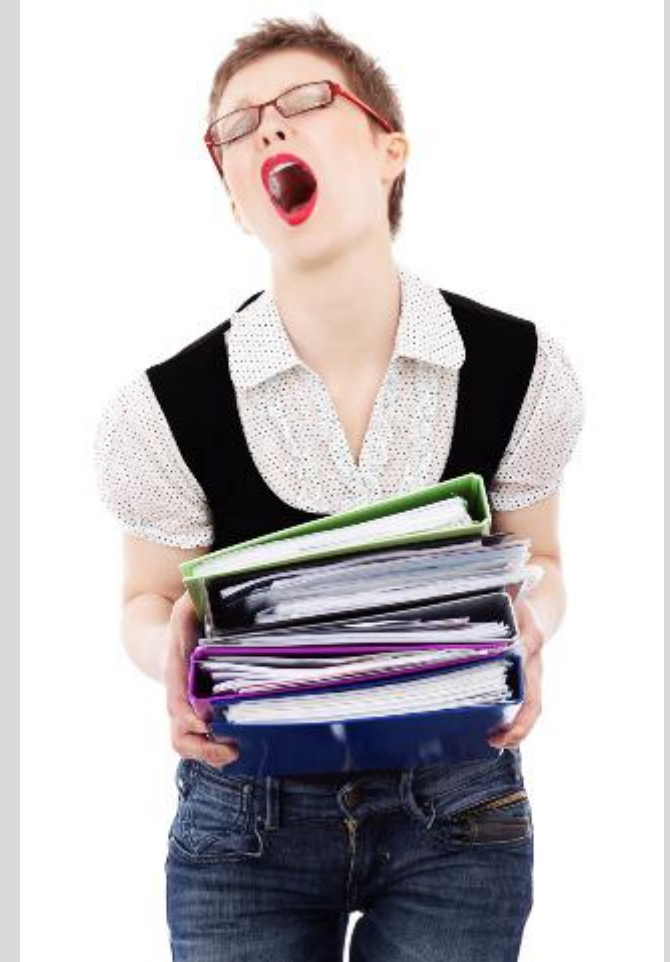
Cut Before You Add

Fact: No matter how large or small, every organization has limited resources to execute strategy.

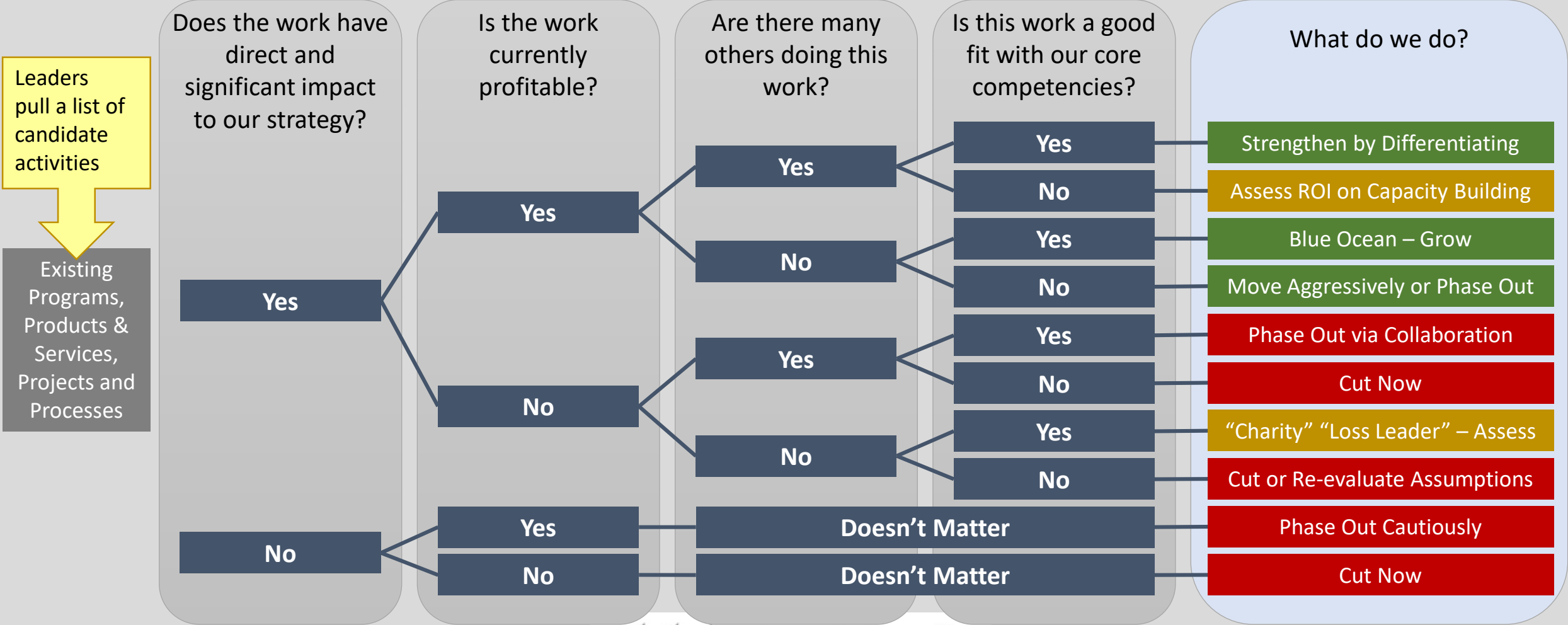
Review the value of the current projects against executing your strategy.

Cut current projects, tasks and activities so you can execute on what's really important.

Reference: *Excellence in Execution: How to Implement Your Strategy* by Robin Speculand

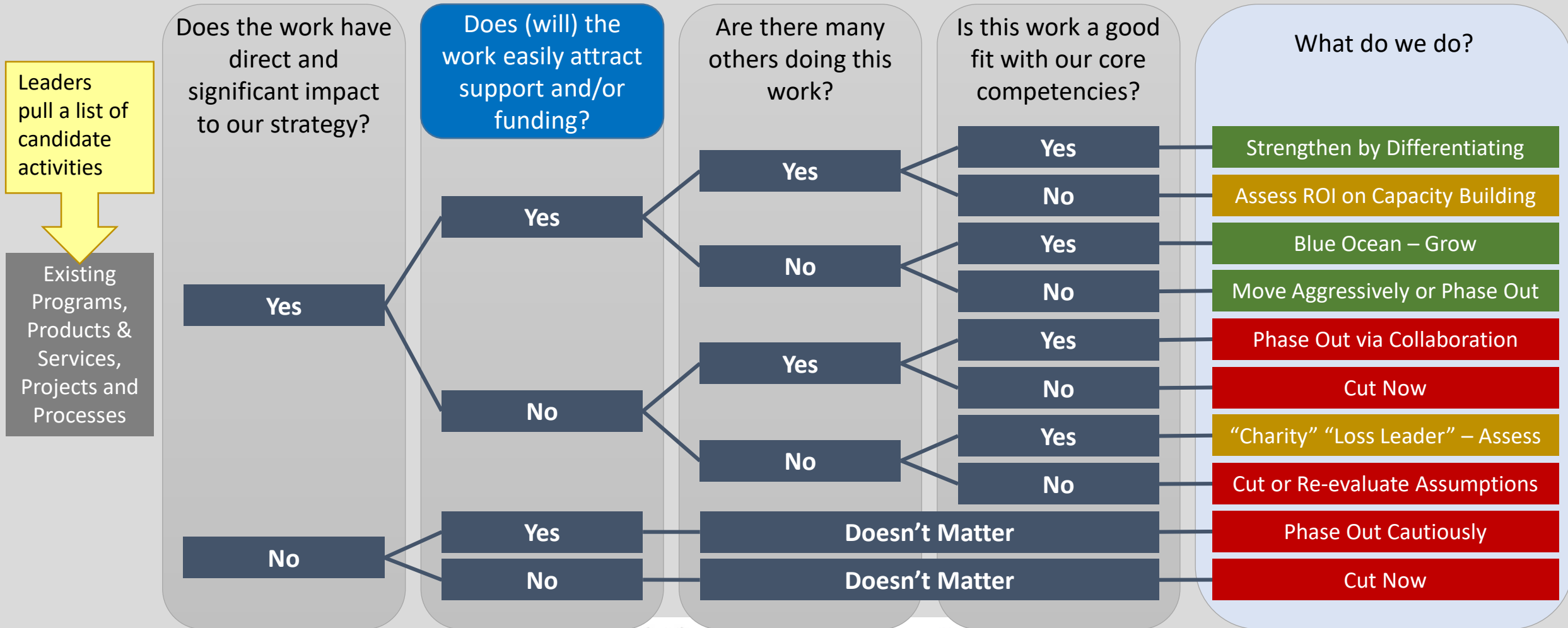


Decision Tree to “Make the Cut”



Modified from this article:
<https://trinaisakson.com/wp-content/uploads/2014/04/27-Shift-MacMillan-Matrix-as-Decision-Tree.pdf>

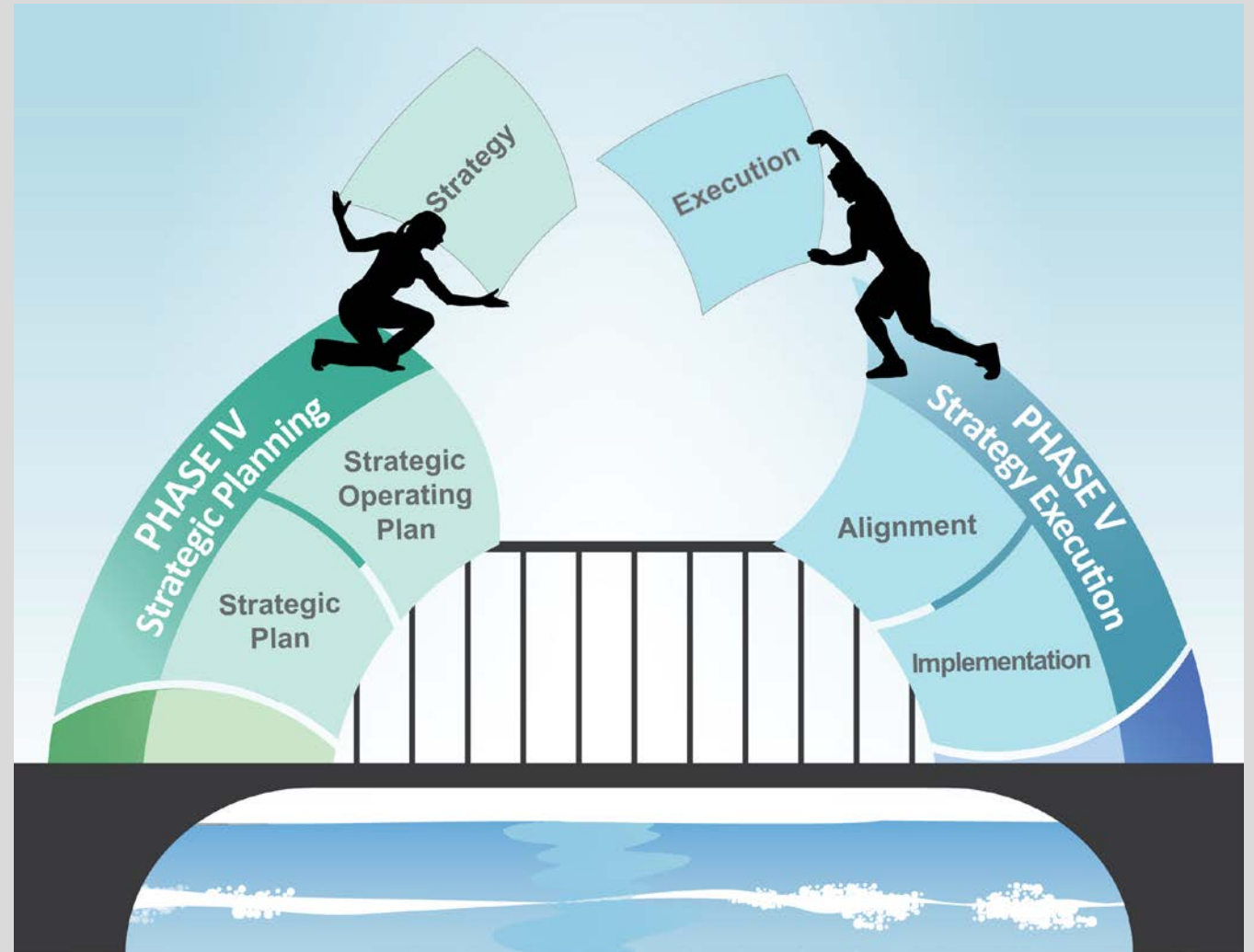
Decision Tree to “Make the Cut” (for Public/NP Sectors)



Modified from this article:
<https://trinaisakson.com/wp-content/uploads/2014/04/27-Shift-MacMillan-Matrix-as-Decision-Tree.pdf>

Do you have too many good ideas and don't know how to filter them?

Our Recommended Tool:
2x2 Matrix

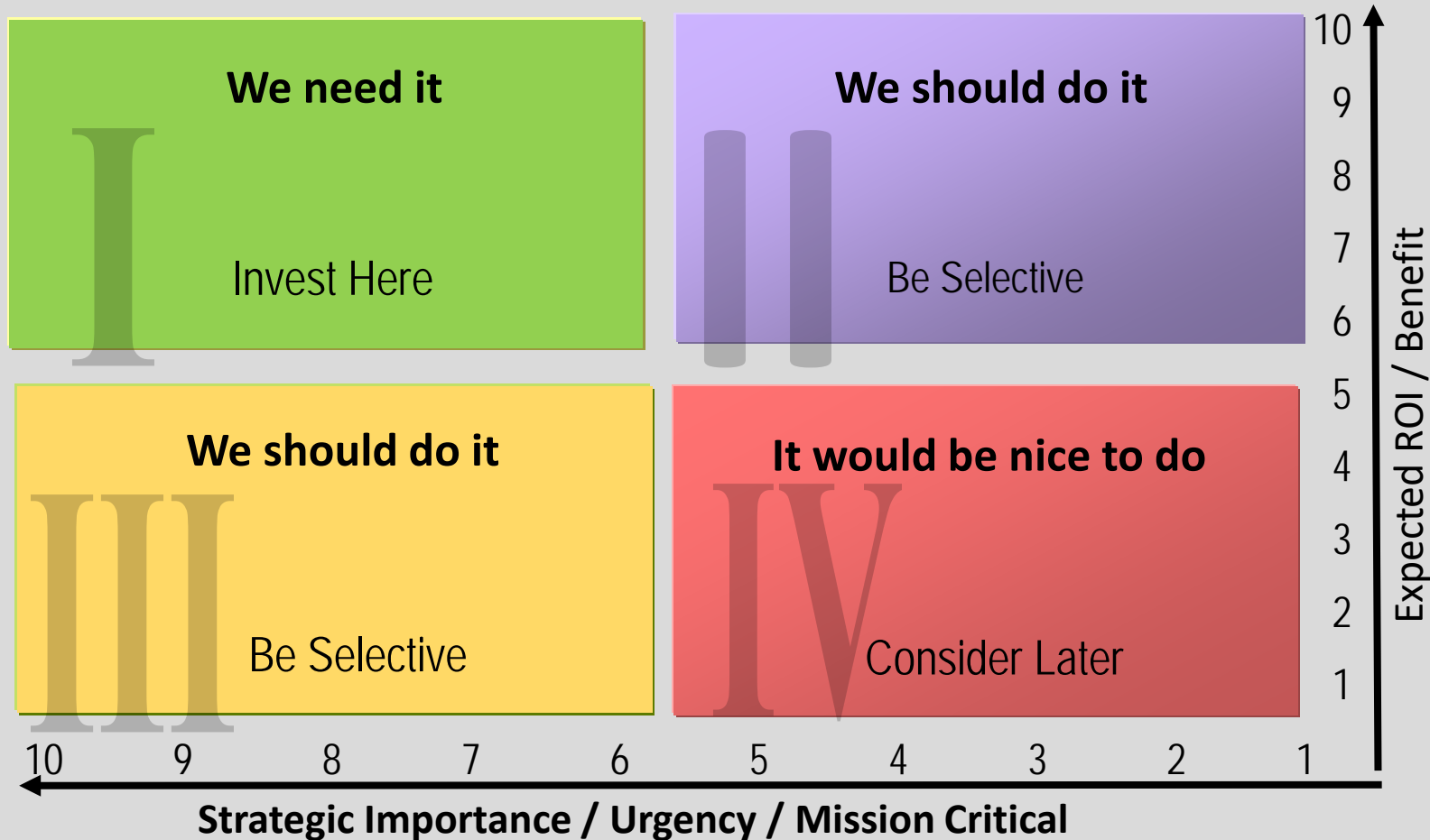


Prioritize, prioritize, prioritize!

- Employees only have so much time for executing “new initiatives”.
- Focus on the vital few, not the trivial many.
- Focus on first things first.



Prioritization Technique - 2x2 Matrix



SNF Quiz (4 initiatives):

Convert to EHR

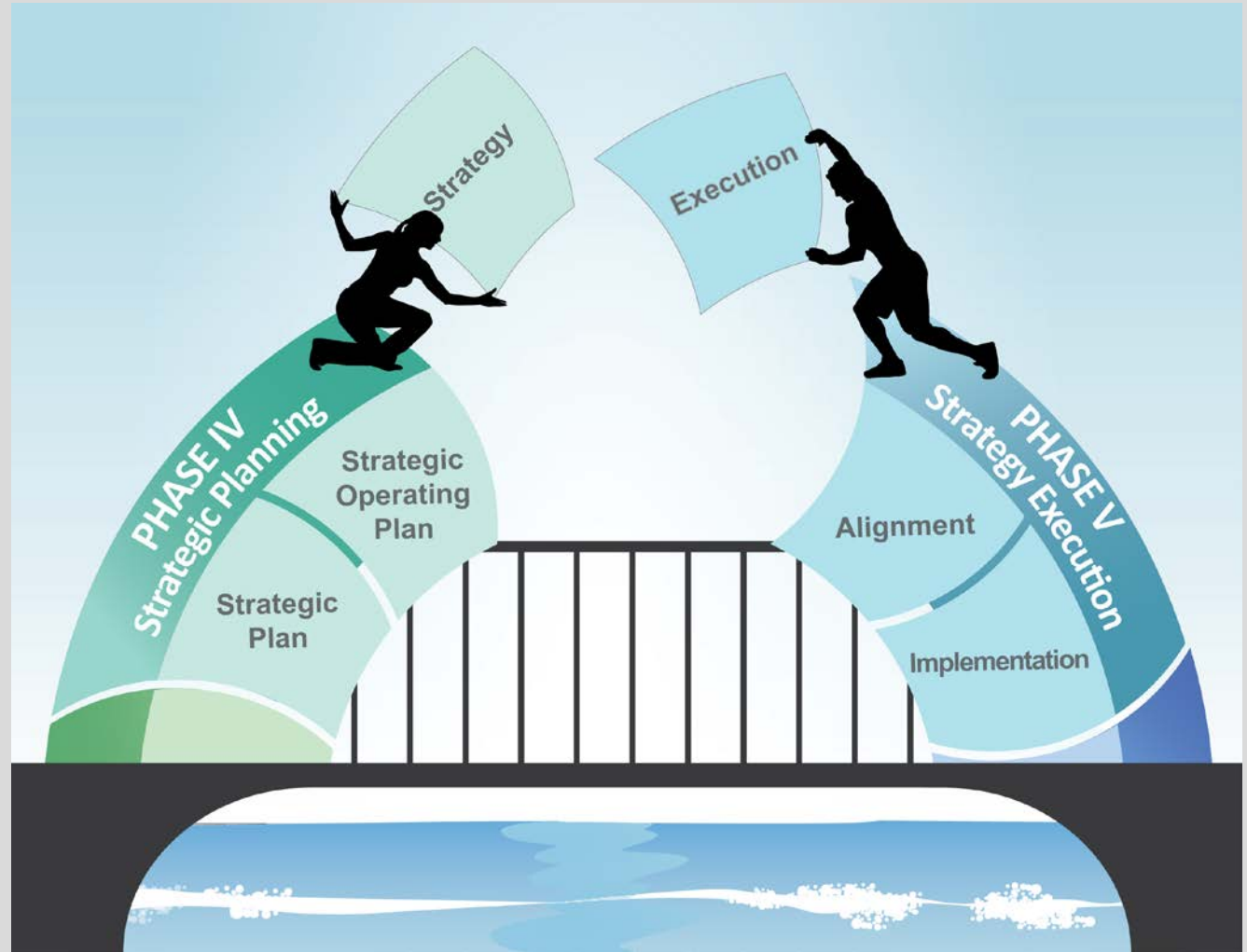
Refurbish kitchen
& dining room

Provide
outpatient
therapy services

Expand &
enhance therapy
gym for Med-A
rehab-to-home

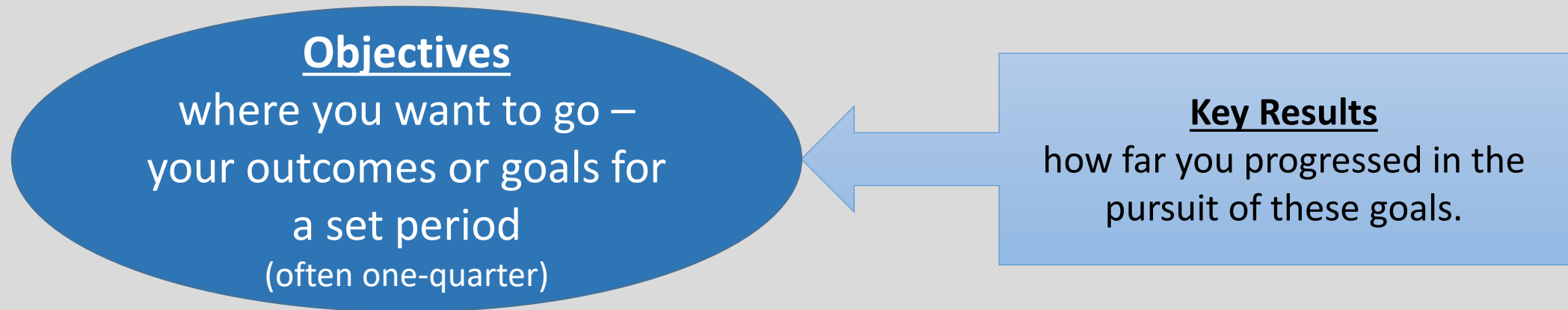
Are your executive leaders and middle managers not engaged together in execution?

Our Recommended Tool:
OKRs



Objective by Key Results

“OKRs is a critical thinking framework and ongoing discipline that seeks to ensure employees work together, focusing their efforts to make measurable contributions that drive the company forward.”



Reference: Paul Niven and Ben Lamorte, Objectives and Key Results – Driving Focus, Alignment, and Engagement with OKRs, 2016

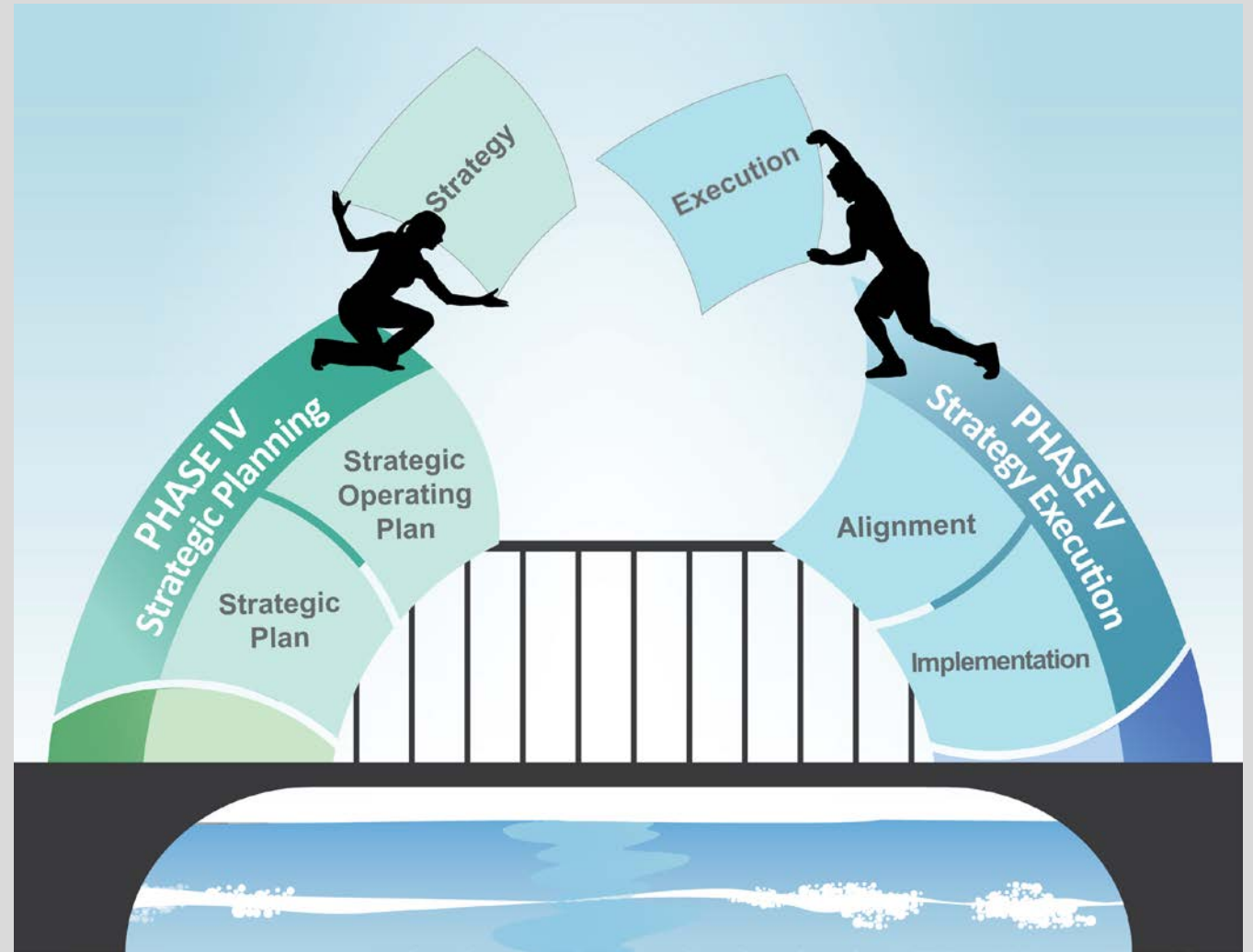


OKR City Government Example

Tier One	Tier Two (Department or Functional Unit)		Tier Three (Individual Role)	
Enterprise Wide Strategic Objective	Function/Department Objective	Key Result	Individual Objective	Key Result
Increase environmental awareness and environmentally responsible practices across all of city government	<u>Child and Family Services:</u> Increase recycling compliance within agency offices by 25% by Q2	<u>Case Worker:</u> Make case data available electronically 50% by Q2
	<u>Hire Vehicles:</u> Decrease carbon monoxide emissions for all hire vehicle services by Q2 all vehicles emission level established	<u>Director of Hire Vehicles:</u> Complete emissions baseline training to 90% of drivers by Q2
	<u>Education Agency:</u> Decrease unrecyclable garbage in all grade schools by 1% by Q2	<u>Dir of Environmental Services:</u> Conduct facility audits to 35% of facilities by Q2

Does your team
lack necessary
strategic
management
competencies?

Our Recommended Tool:
Strategic Management
Competency Assessment

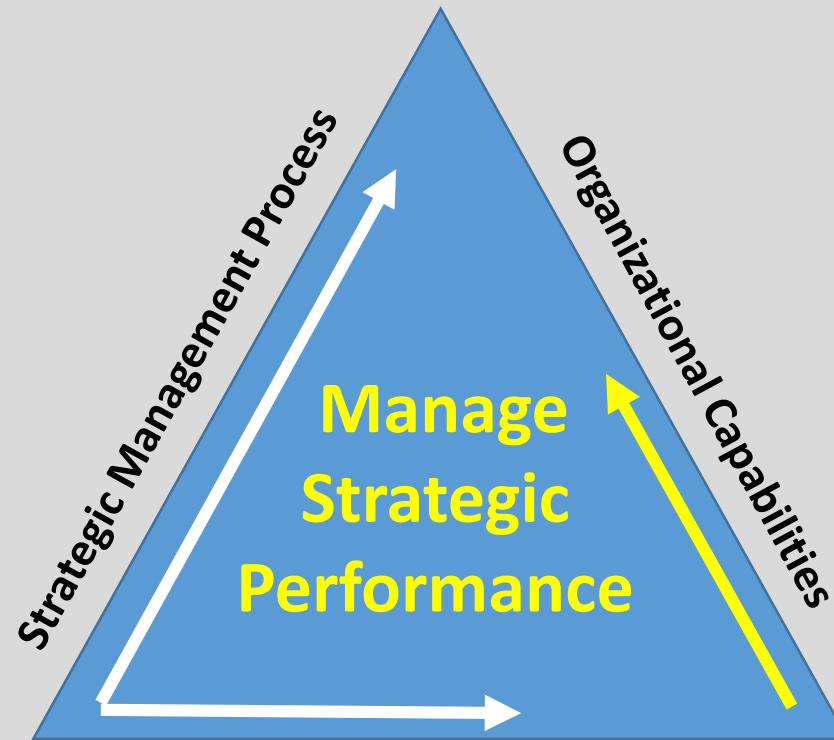


Strategy Management Competencies

Our Perspective on Managing Strategic Performance in Turbulent Times



Navigating turbulent times requires specific rhythms and capabilities



Strategy Management Competencies

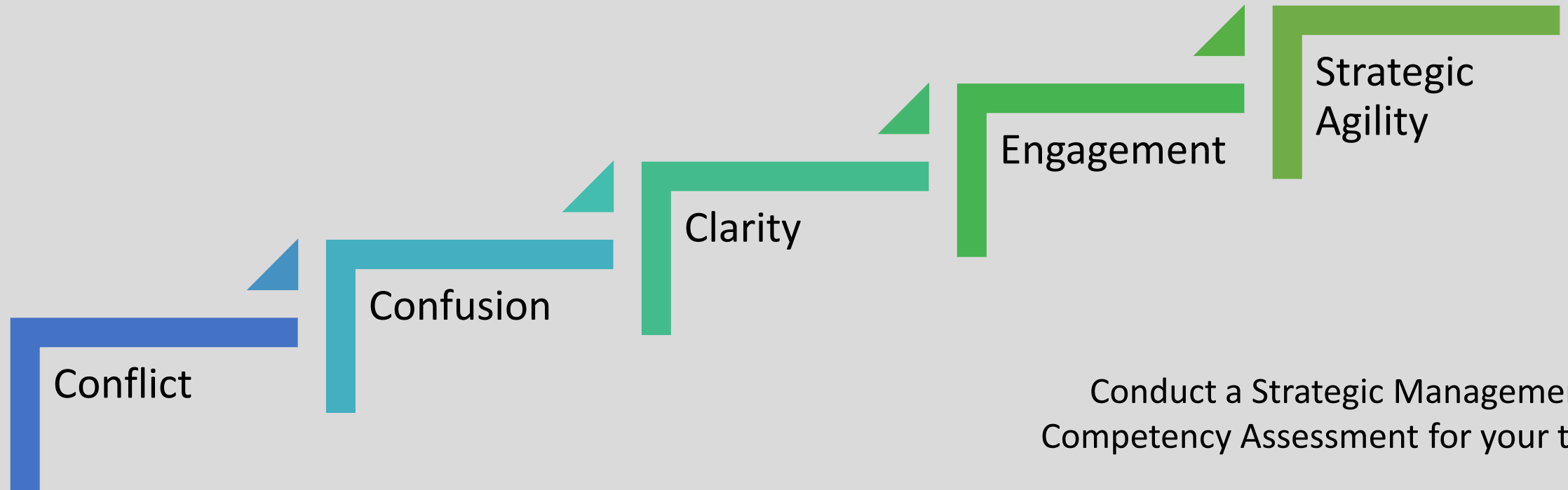


Foremost is an ability to rapidly adapt to changing circumstances
(Strategic Agility)

10 Primary Team Strategic Management Competencies



Five Levels of Strategic Management Competency



Conduct a Strategic Management Competency Assessment for your team:

<https://www.research.net/r/StrategyManagementCompetencyAssessment>

Conclusions Drawn



Conclusions Drawn



Discussion: Applying these tools to your process

Thank You!

Please drop a business card to receive a PDF of the tools and the presentation.

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