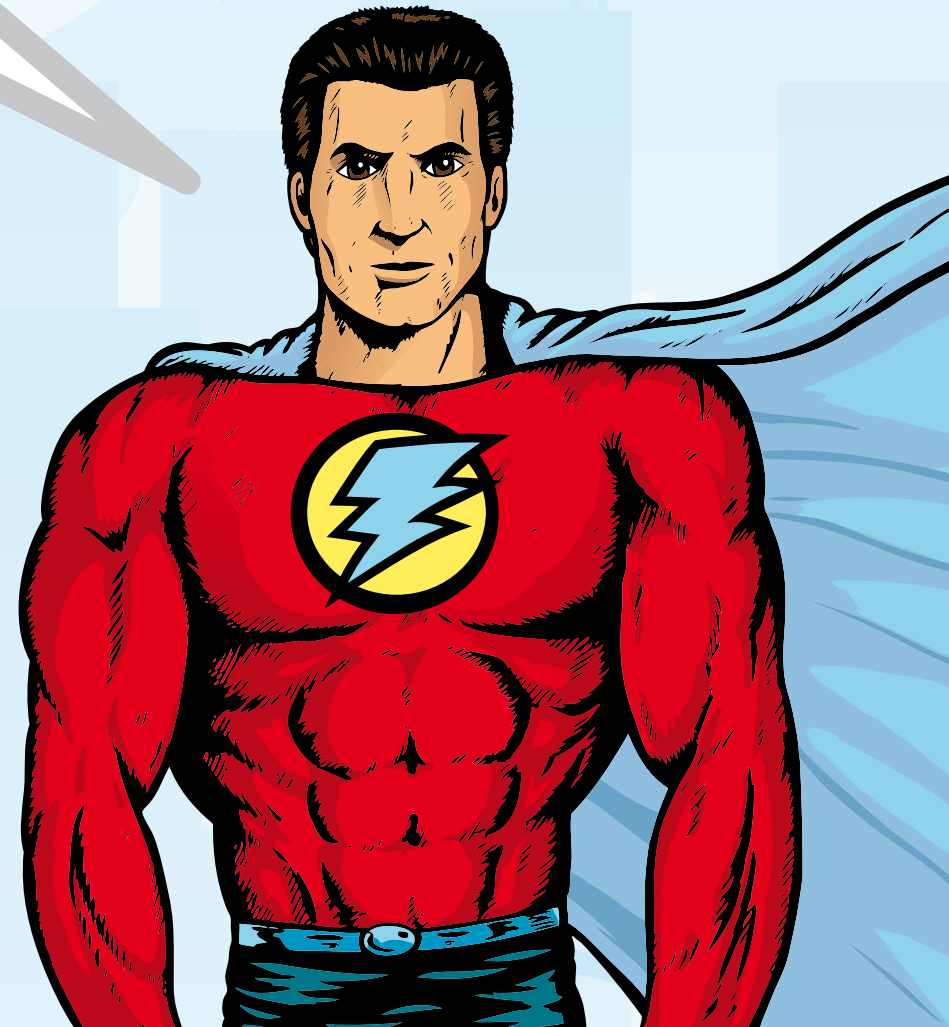


Get rid of the Strategy tourists!

And turn your strategy into success

Jeroen De Flander





Dear Reader,

Portions of this e-book appear in *Strategy Execution Heroes*, the Amazon bestseller from Jeroen De Flander.

*Feel free to post
this e-book on your
blog or email it
to whomever you
believe would benefit
from reading it.*

THANK YOU

Strategy Execution Heroes

Business Strategy Implementation and Strategic Management Demystified

"A refreshingly different approach to strategy implementation. Well worth reading!"

Michel Hofland | Finance Director | L'Oreal

"Strategy Execution Heroes is all about tips and tricks to get things done"

Gérard Mestrallet | CEO | GDF SUEZ

"Inspiring input for practitioners!"

Prof. Dr Frederik Ahlemann | European Business School Germany

"A must read if you want to get the job done in the real world"

Ludo Vandervelden | Senior Vice President | Toyota

"Strategy Execution Heroes takes strategy to the manager level, providing practical everyday recipes to make sure that the 'big picture' does not remain a boardroom abstraction"

Bruno Lanvin | Executive Director | INSEAD

Amazon
bestseller in
5 countries



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And turn your strategy into success

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From PowerPoint to Practice

Imagine you run a removals company. And every day, of the 100 boxes you move for your customers, you lose 60 of them. How long do you think you would stay in business? Or imagine you are a tennis player. And every match you play, you hit every other ball into the net. How many matches do you think you would win?

According to research published in The Harvard Business Review, “Companies realise only 40-to-60 percent of their strategies’ potential value”. The rest is lost on the way or never makes it over the net.

The numbers don’t look great – and over the last 10 years many companies have started to realise that it takes much more than a great strategy to be number one in their industry. You need to turn that great strategy into great performance.

That’s where Strategy Execution comes in. It bridges the gap between brilliant strategies and superior performance. Strategy Execution has become a fast-growing bleep on the radar screens of top executives.

But simply appearing on that radar is not enough to make it happen. Each manager needs to master crucial Strategy Execution skills. And that’s where it often goes wrong.

Only
40 to 60
percent

And yes, they are somewhat lazy



Are you a strategy tourist?

Let me start by reassuring you: the chances that you are a strategy tourist are close to zero. You are proving you are interested in getting things done by reading this action-oriented e-book. (Unless, of course, you have mistaken this book for something completely different). But I'm sure you do know a strategy tourist. Most likely you know plenty of them, since strategy tourists – those managers who lack the motivation, skills and knowledge to turn a strategy into performance – can be found in abundance in most organisations. They are easily recognisable by the following characteristics:

- ☞ They love big words to make themselves sound more important.
- ☞ Their power drive is much larger than their achievements drive.
- ☞ They use expensive consultants for everything they do.
- ☞ They like to restart a new strategy exercise every year as while it's hard to define a strategy, it's even harder to stick to it rigorously and take the time to move it forwards.
- ☞ And yes, they are somewhat lazy.

I call the opposite of a strategy tourist a Strategy Execution hero. An individual dedicated to performance and to getting things done. You can find them in all disciplines but they do share the same competences, traits and beliefs. I'm sure you also know some.



Your company:



**A 5-STAR RESORT
FOR STRATEGY TOURISTS**

How to turn your company into a holiday retreat for strategy tourists:

- ⌘ You launch a new strategy exercise every six months.
- ⌘ You stimulate power play.
- ⌘ You don't punish low performers.
- ⌘ Your promotion policy is based on 'who knows who'.
- ⌘ You put everyone in a silo and clearly communicate that everyone outside the silo is considered less valuable and not worth talking to.

The solution?**SUPERMAN ON A 'STRATEGY RESCUE' MISSION**

Superman, otherwise known as Clark Kent, flies into the Magnatexx office. Instead of his usual red cape, he has decided to wear his three-piece grey pinstriped Armani suit. "It just seems more appropriate" he had thought while getting ready that morning. Superman is reacting to a 'failing strategy' distress call from 53-year-old Mike, CEO of Magnatexx, a large pharmaceutical company. It was the 267th call he had received in the two weeks since starting his new sideline – the 'strategy rescue' programme.

When he arrives at Magnatexx, Superman immediately identifies the execution issues and takes over the role of all managers. In no time at all, Magnatexx obtains the desired competitive advantage and performance starts to peak. And everyone lives happily ever after.



Take on the challenge: start today!

This story seems too good to be true. And it is. But you don't have to be able to fly like Superman, scale walls like Batman or become green and super strong like the Incredible Hulk to turn a great strategy into great performance. You need performance-driven managers who master strategy execution.

Where to start? International research shows that these 6 capabilities are crucial to implement a strategy. Take on the challenge, develop your capabilities and become a strategy execution hero!

Challenge #1: **AIM**

Challenge #2: **COMMUNICATE**

Challenge #3: **COACH**

Challenge #4: **SIMPLIFY**

Challenge #5: **INITIATE**

Challenge #6: **DEVELOP**

“

“We tend to think that, in a traditional organisation, people are producing results because management wants results, but the essence of a high-quality organisation is people producing results because they want the results. It’s puzzling we find that hard to understand, that if people are really enjoying, they’ll innovate, they’ll take risks, they’ll have trust with one another because they are really committed to what they’re doing and it’s fun”

”

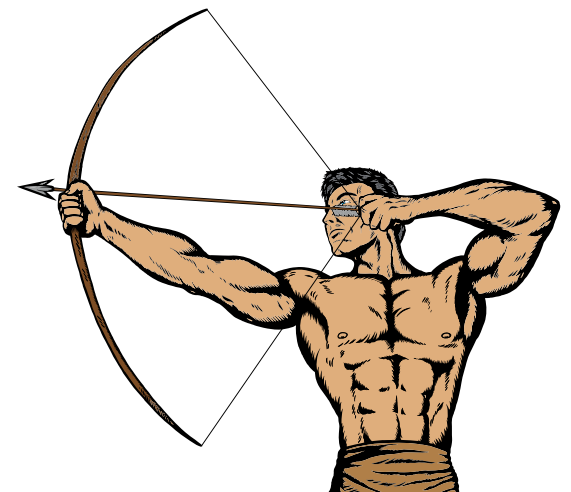
– Peter Senge –
Management guru and
bestselling author

CHALLENGE 1: AIM

Successful people tend to have one thing in common: they are all extremely goal-oriented. Read any biography or article about a successful person and it will probably include a section about goal setting and how it helped them to improve their performance.

The corporate world has also widely adopted individual goal setting, or objective setting, as it is more widely known. But all too often, the process has unfortunately derailed into a ‘once-a-year’, formal, template-driven activity; a pro-forma exercise between a manager and team members, scheduled merely to comply with corporate HR policy.

And that’s a shame. Because goal setting is one of the keys to Strategy Execution success. It’s the final step in your strategy cascade. And it fuels the motivation of the individuals who adopt small pieces of your corporate strategy and transform them into desired performance. Successfully achieved, individual objective setting is a Strategy Execution booster.



3:59.4

THE UNBREAKABLE RECORD HAS BEEN BROKEN.

Inspiring story –**ROGER BANNISTER**

On 6 May 1954, Roger Bannister lined up for the race of his life. With a crosswind of 15-to-25mph (approx 24-to-32kph), the weather conditions that day were far from ideal. But nevertheless, he wrote history when he crossed the finishline three minutes and 59.4 seconds later. In fact, the breaking of the four-minute mile was so significant, that it was named by Forbes as one of the greatest athletic achievements of all time.

For years, it was widely believed impossible for any human to run 1609 metres in under four minutes. Even more so, physiologists of those times actually considered it dangerous to the health of any athlete who attempted it. The achievement of the four-minute mile was, until that historic day, considered a goal beyond human reach.

But when Bannister smashed the elusive four-minute mile, he also destroyed a psychological barrier. Other runners saw the goal within their grasp and, within three years of Bannister's momentous run, by the end of 1957, 16 other athletes had also run a sub-four-minute mile.



Get started:

Don't break the strategy chain

Setting individual objectives isn't an isolated exercise. In fact, it's the final step in a series of events, all aimed at dividing the strategy into smaller parts. The sum of your individual objectives is your strategic action plan at the minutest level of detail. In order to make it all add up, the relationship with the next level up is crucial. Without it, the organisational value is completely lost and could result in great sounding objectives which don't support your company strategy.

Here are some practical tips:

- Make sure you understand the overall strategy.
- Make sure you have a good understanding of the objectives defined on the organisational level above you.
- Spend time communicating the strategy to your team.
- Visualise the link between lower- and higher-level objectives.
- Take ongoing responsibility to align objectives across hierarchical levels. - Take ownership to connect lower-level goals with yours and make certain yours fit with the next level up. Don't expect others to do it for you.

Useful websites

- The **Leadership Competences** from the Management Standards Centre is a free website with leadership best practices.
- **Blog Jeroen:** Give you strategy execution an extra punch.



Don't break the strategy chain // Make sure it all adds up // Don't be too SMART // Don't assume too quickly that someone is motivated // Focus on getting the leadership objectives right // Don't let a template ruin an important exercise // Build a feedback culture // Make sure those at the top also have individual objectives // Promote the benefits, not the mechanics // ...

“

“Like a human being, a company has to have an internal communication mechanism, a ‘nervous system’, to coordinate its actions”

”

– Bill Gates –
Co-founder Microsoft

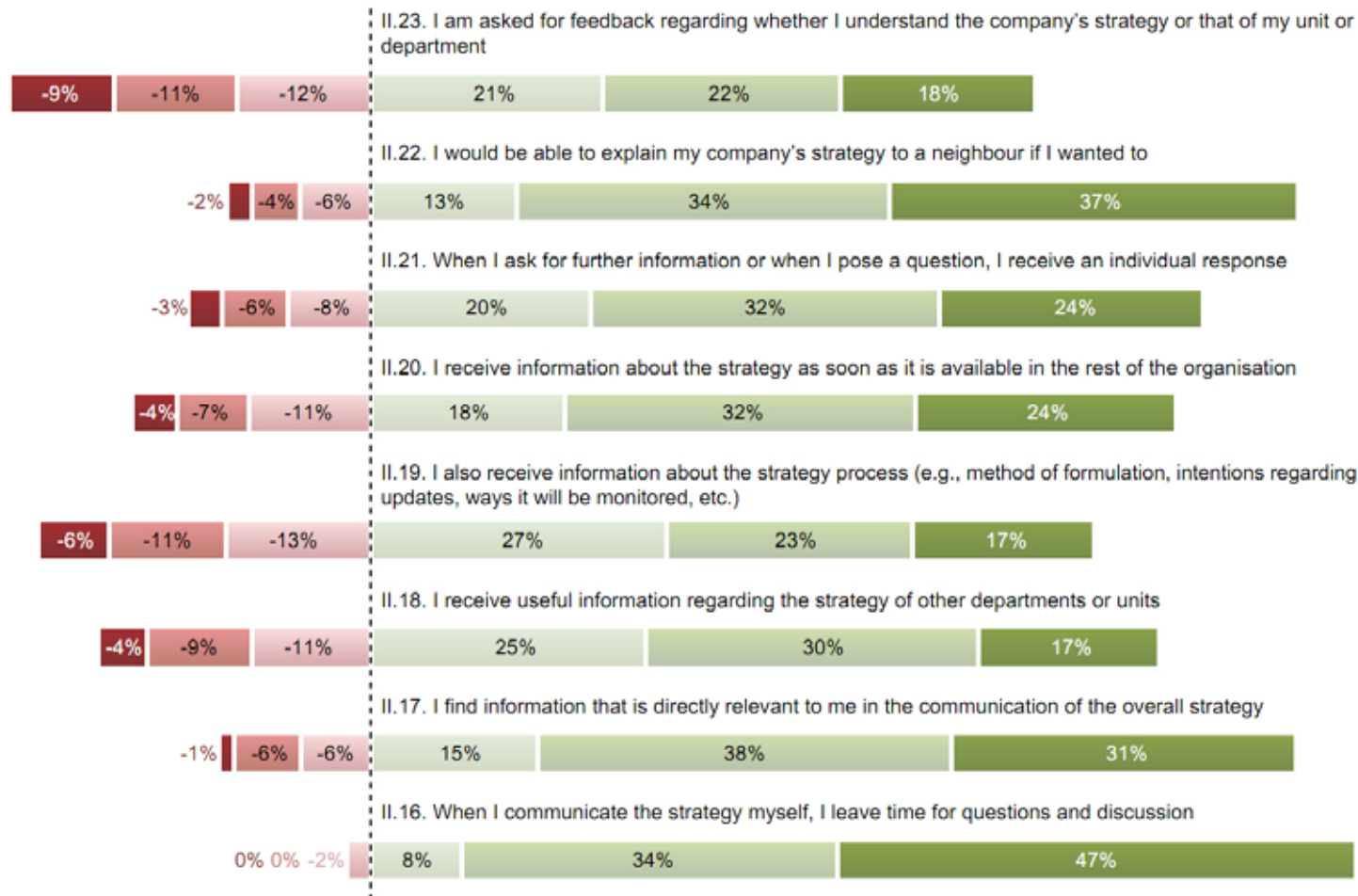
CHALLENGE 2: COMMUNICATE

Communication always reminds me of a game I used to play as a kid. You have probably played it as well. It’s most commonly called ‘Telephone’. You secretly whisper a phrase into your neighbour’s ear who then passes on the message they have heard to the next in line. At the end, the final message will most likely bear little or no resemblance to the original, because of the cumulative effect of mistakes along the line.

One of the lessons this game taught us as children was how simple it is for messages to become corrupted by unclear, indirect communication. But how did we forget the lessons?



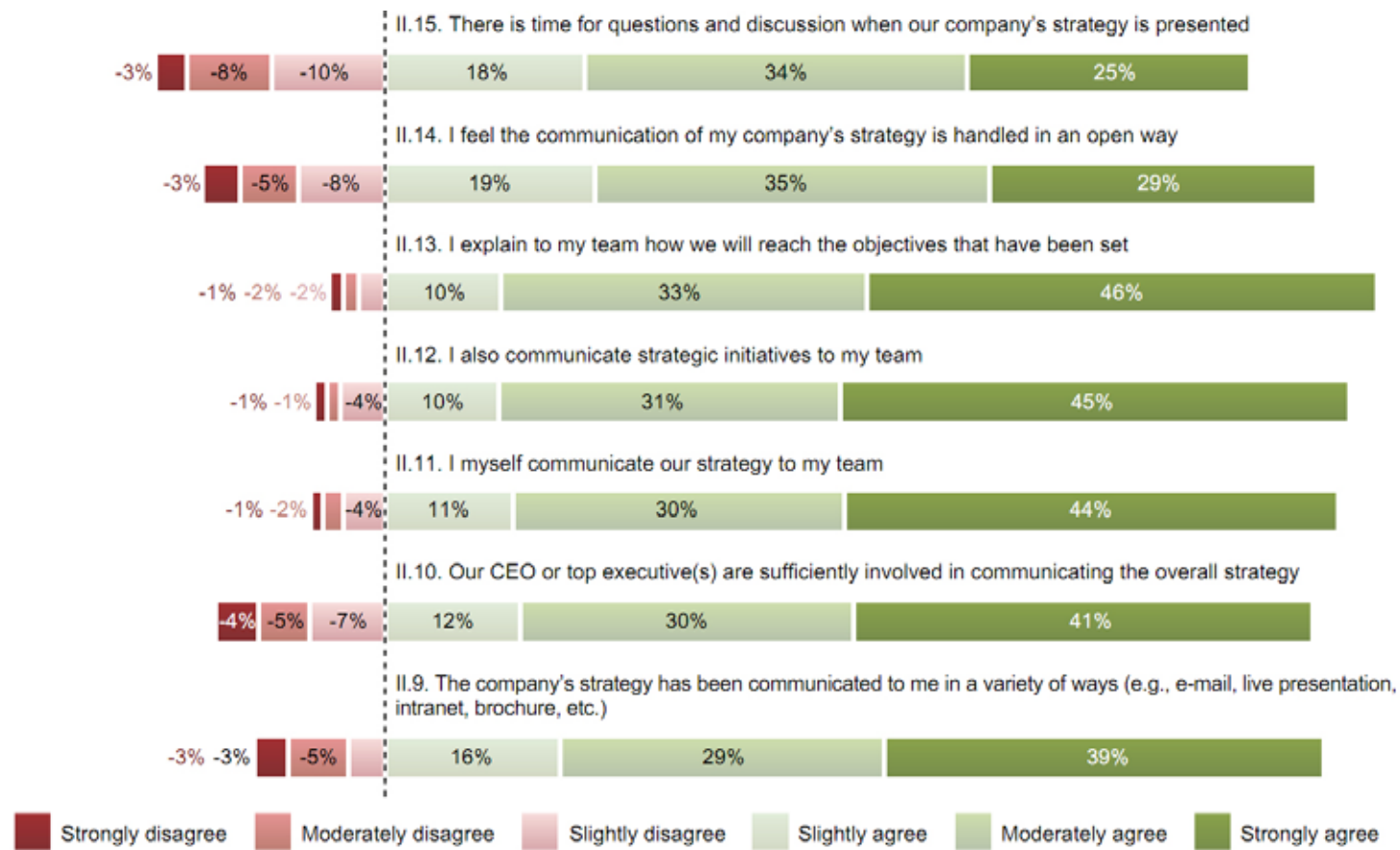
The naked truth: the strategy communication quality



the performance factory has the largest strategy execution database in the world. It contains SE information from 1100+ companies, 36 countries and 23 sectors.



The naked truth: the strategy communication quality



Did you know?

International research from Watson Wyatt confirms what communication adepts have advocated for years: organisations that excel in their internal communications also excel in their financial performance.

In fact, the study found that companies with highly effective communication practices have a 19 percent higher market premium, 57 percent higher shareholder returns over five years, and levels of employee engagement 4.5 times higher than their competitors. Surprised?

Get started:

Heads, hearts and hands

The communication of strategy and its execution comes in different shapes and forms: from individual conversations during objective setting over group interactions around the Balanced Scorecard, and from intranet postings to a speech from the CEO. But they all serve one purpose: to get the strategy into the heads, hearts and hands of the people:

- *Heads*: You want everyone to understand the strategy.
- *Hearts*: You want everyone to be motivated by the strategy.
- *Hands*: You want everyone to take action to get things done.

The right leverage

Sometimes, communication might seem trivial and simplistic on the surface as everyone can communicate to some degree. However, the reality shows that it demands substantial skill and knowledge to communicate the relevant information to the desired person that results in the required action. So the question isn't so much if you communicated but how well. In other words, don't focus on the question 'Was my message communicated?' but rather on 'Was my message effective?'. Look beyond the Send button and shift your focus to the receiving end.

Useful links

- More facts & figures about strategy execution: go to [the performance library](#).
- [Jeroen's Blog](#) 10 tips to improve your strategy communication



Use proven communication channels // Involve a copywriter and/or the communications department – but do not hand over // Give your strategy a face // Treat your strategy as your core product // Make your launch event something to remember // Building pyramids – strategic thinking demystified // ...

“

A useful metaphor for the GROW model is the plan you might make for an important journey. First, you start with a map that helps your coachee decide where they are going (their Goal) and establish where they currently are (their current Reality). Then you explore various ways (the Options) of making the journey. In the final step, establishing the Will, you ensure your coachee is committed to making the journey.

”

CHALLENGE 3: COACH

There are dozens of coaching methods out there, some better than others. The good ones will help you as a coach to facilitate learning rather than to direct it. GROW – originally conceived by Graham Alexander and further perfected by John – is probably the best-known and appreciated coaching technique in the world.

The GROW-model

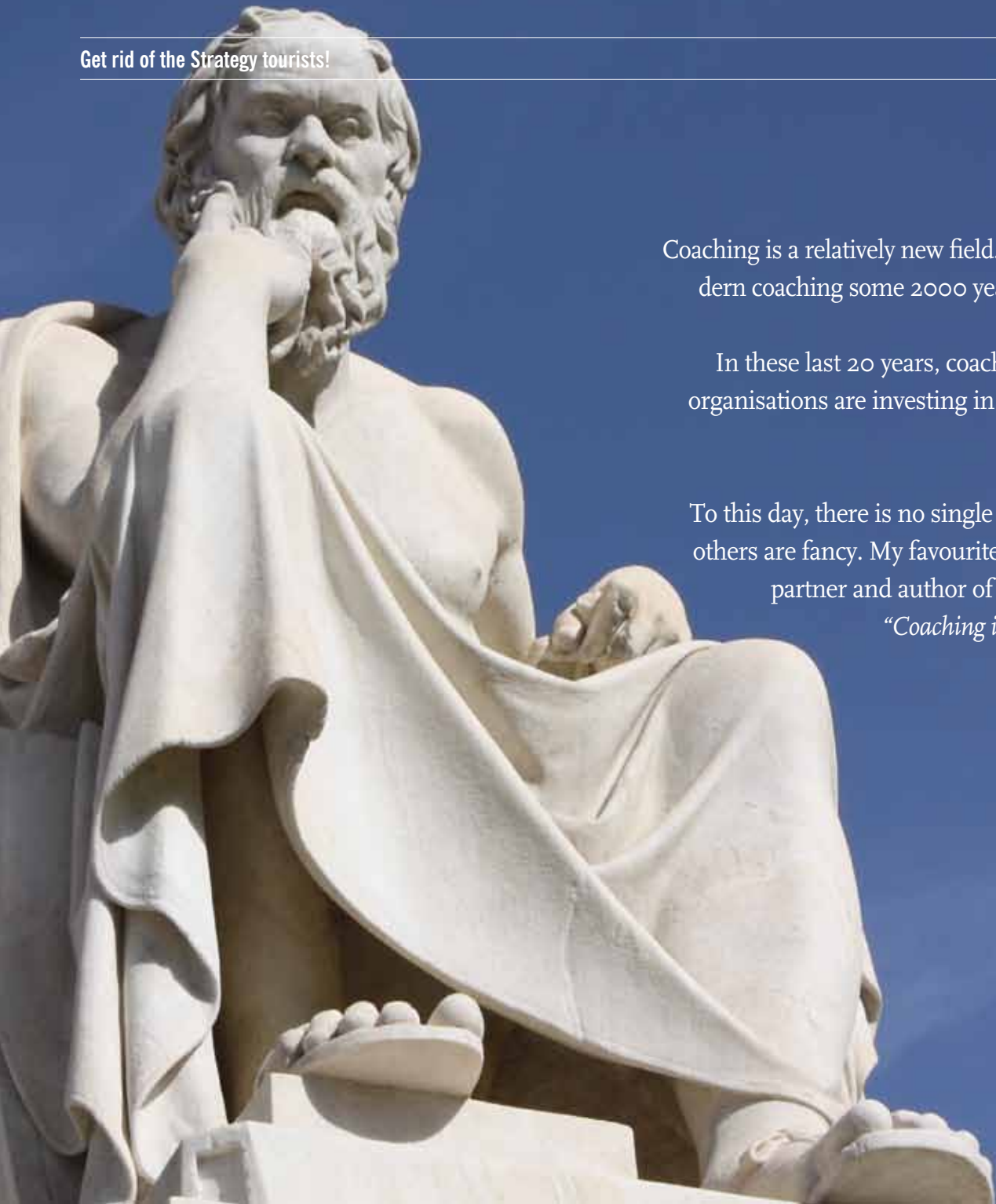
G – Goal setting: define the short- and long-term goals

R – Reality: explore the current situation

O – Options: identify and evaluate different action strategies

W – Will: what will you do by when?

Unlike other techniques, it is much more than a toolbox linked to an acronym. It's an approach, a philosophy which helps you create the right context to help individuals transform their potential into peak performance. And I believe that's exactly the reason for its success.



Coaching is a relatively new field. Although Socrates launched some of the basic principles of modern coaching some 2000 years ago, it has only become well-known over the last two decades.

In these last 20 years, coaching has had a meteoric rise in popularity. Eighty percent of UK organisations are investing in one or more forms of coaching and the International Coaching Federation is attracting record numbers each month.

To this day, there is no single agreed upon definition for coaching. Some are straightforward, others are fancy. My favourite coaching definition is by Tim Gallwey, John's former business partner and author of several best-selling books on coaching in sport. It goes like this:

*“Coaching is unlocking a person’s potential to maximise their own performance.
It’s helping them to learn rather than teaching them”.*

Get started:**Be careful not to mix performance coaching with counselling.**

Coaching is work-related, proactive and focused on conscious or just below the surface things. Counselling is a whole different ball game. It's non-work-related, rather reactive and concerned with the core beliefs of an individual. You can do more harm than good by mixing them up. In his article *The Very Real Dangers of Executive Coaching* (Harvard Business Review), Steve Berglas pinpoints the risks – and unfortunately – the practice of unschooled coaches who enter into more psychotherapy issues with their coachee than they can competently handle. Make sure you do not make the same mistake. If you suspect a work-related issue has deeper origins, call in a professional with the necessary skills. If you are on the receiving end, make sure you have a profile that fits your needs.

Provide quick and easy feedback.

Here's a simple but effective feedback method you can use all the time. It's called LCS – which stands for Like, Concern, Suggestion. Start by saying something you liked, then add your concern and end with one or more suggestions. Here's an example: 'I'm happy you are reading the tips in this e-book. But by only reading them, I'm concerned it will not boost your coaching skills as it is more important to actually put them into practice. So I would suggest picking your three favourite ones and thinking about how best you could use them in the assignment I gave you earlier'.

Useful information:

You might also want to explore **self-coaching**. Sport activities are a great place to start. If you are into tennis, skiing or golf, you could get yourself one of the series of **Tim Gallwey: *The Inner Game*** of... It's great and fun to read.

I've improved my skiing tremendously and picked up new angles on coaching at the same time.

Jeroen's blog: 30 coaching tips.



Understand and solve the drama triangle // Implement a coaching development platform // Create a coaching culture // Develop and communicate a shared vision on coaching // Coaching from a company perspective // Coach the coach // ...

“

“Any intelligent fool can make things bigger and more complex. It takes a touch of genius – and a lot of courage – to move in the opposite direction”

– Albert Einstein –

”

“

“Simplicity is the ultimate sophistication”

– Leonardo Da Vinci –

”

CHALLENGE 4: SYMPLIFY

‘We have always done it this way’ or ‘This is what corporate wants’ are phrases I have heard all too often – and probably you have too.

We all know that people don’t like change. But for some reason (and I’m still trying to work out why – if you have the answer please let me know), this is especially true when it comes to managing performance. I’ve seen companies change their complete distribution model, but then panic at the mere thought of altering the timing of their budgeting cycle.

Most companies started off with a fairly straightforward, simple and pragmatic performance management process. But they somehow succeeded in complicating it over time. But how? Probably for one of the following reasons:

- A new manager arrived and implemented an approach that worked very well... in his former company.
- Corporate launched a new model and wanted everyone to follow it.
- Various consultants came (and went), each with their own tools and ideologies.
- Someone got a kick out of complex theoretical models.
- Someone wanted to create something completely new.
- Someone decided that everything needed to be integrated.
- ...And nobody eliminated outdated material.

Did you know?

Best-selling author **Paul C. Nutt** did extensive research on decision making for his book *Why Decisions Fail*. He found that more than 50 percent of all decisions fail. They are either quickly abandoned, partially implemented or never adopted at all. Eighty-one percent of all managers pushed their decisions through persuasion and edict. And only seven percent were based on long-term priorities. Despite these shocking figures, 91 percent of the managers in Nutt's study rated themselves as exceptional decision-makers.

Remember
this the next time
you take a decision



Get started:

Make a clean sweep

A large or medium-sized company often has lots of great methodologies, tools and systems that have been piling up over the years, or even decades, each (hopefully) having been useful at some point in time. Today, however, the Strategy Execution process looks like a house originally constructed as a simple two-bedroom building in the 1970s that has since seen the addition of 27 new rooms in 18 different styles. Make an inventory of all existing material and sort them into three groups:

1. Essentials that you want to continue to use.
2. The non-essentials, but nice to have.
3. And last, but not least... all the duplicates and outdated materials and methodologies

After some thorough research of all departments, you could easily end up with three piles large enough to fill a boardroom table.

It also helps to get away from your desk and talk to managers in the field. They will give you valuable insights into the usability of the materials and methodologies – something you can't figure out just by looking at documents.

EXERCISE: Review your meeting agenda

Have a look at your management agenda from the last three-to-six months. Which elements of the 8 make it – or don't make it – onto the agenda? Evaluate the quality of the discussions and outcome. You can do the exercise for different hierarchical levels, compare results and use them as a great wake-up call for the others!

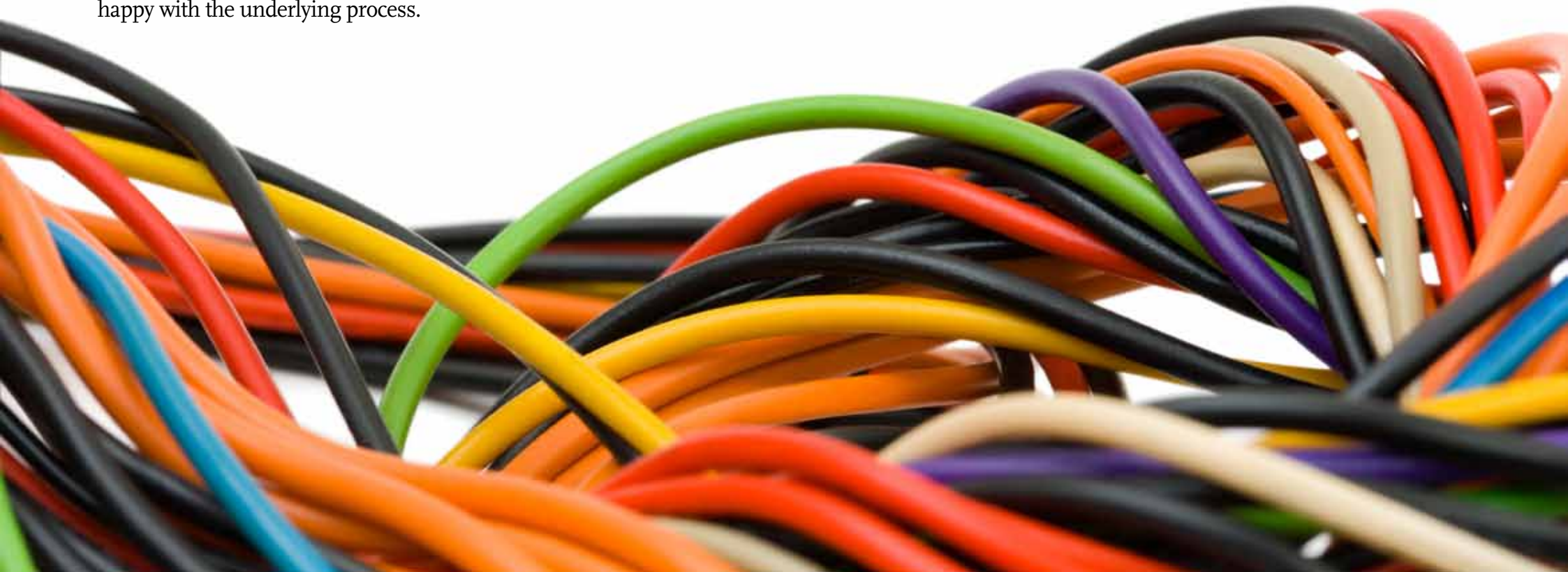


Always test first // Create a best-in-class programme office // Build a great intranet site // Review the flight level of management discussions // Use a clever development approach // Define your guiding principles // Define your ambition for each building block // Have a clear vision on automation // Get the timing right // ...

Automate with care

Imagine that you want to automate part of the individual objective-setting process. You start by selecting a software package. You launch an expensive IT project to customise the solution. Nine months later, you receive many suggestions (and complaints) from managers regarding the user-friendliness of the software. After a closer look, you decide they are right and agree the underlying process needs to change. But that would demand, yet again, some quite extensive IT system changes. You find it inappropriate to launch a new IT project as the previous one was more expensive than anticipated. So you decide to wait.

My tip: I would suggest you either choose a standard software solution and change your process or postpone automation until you are 100 percent happy with the underlying process.



“

“Plans are only good intentions unless they immediately degenerate into hard work”

”

– Peter Drucker –
Management guru

CHALLENGE 5: INITIATE

Strategic themes, objectives, measures and targets represent what your organisation wants to accomplish, whereas strategic initiatives represent how. Initiatives push an organisation into motion – away from the current state and towards an ambition. Initiatives ignite action and aim to close the current performance gaps. They are a collection of carefully selected programmes and projects, operating outside of the day-to-day business, and reinforcing each other to help the organisation reach its targeted performance.

The 5 initiative fundamentals are:

1. Collect, select and prioritise the right initiatives.
2. Optimise your resource allocation and planning.
3. Develop your project managers.
4. World-class project and programme management.
5. Manage your strategic initiative portfolio.

Did you know?

When you do your resource planning, think about the IBM study that revealed that people working on one project only reach around 60 percent of their maximum productivity. With two projects underway, their productivity increases to around 70 percent (with some efficiency loss during the switching). And when the project count increases to three, productivity drops to under 50 percent, and with more than four projects, to less than 30 percent.

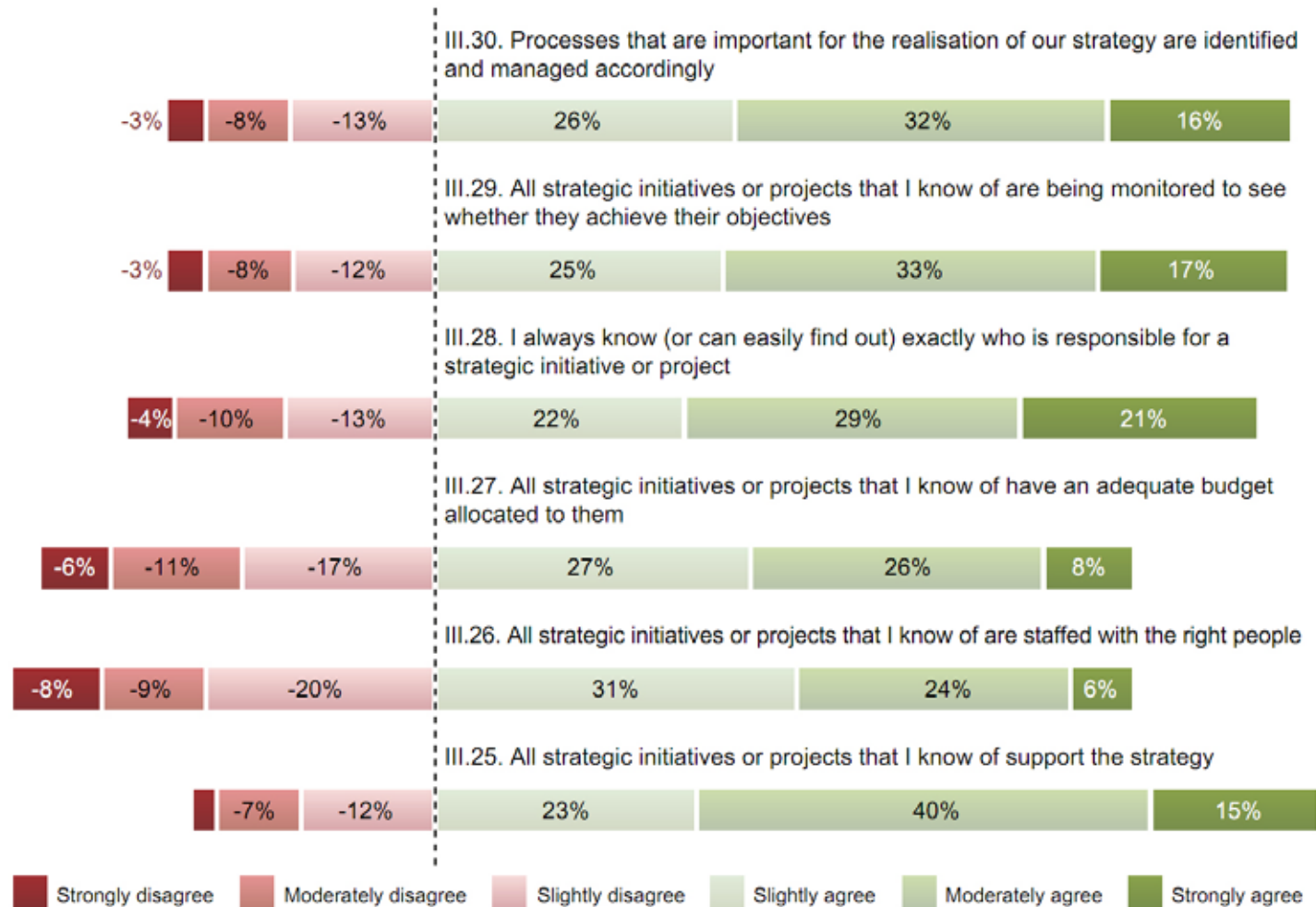
The naked facts

Research from **Palladium**, **McKinsey** and *the performance factory* shows that:

- Companies spend billions every year on the ‘wrong’ projects.
- Less than 50 percent of all projects are truly aligned to a company’s strategy.
- Only one in seven projects add value beyond ‘staying even’, in that they strengthen the company’s competitive position, differentiate the product offer or create unique capabilities.
- Companies that align initiatives to strategic objectives can achieve up to 20 percent savings.
- Companies that actively manage their initiative portfolio can add up to 30 percent more value.
- Almost 40 percent of all managers believe that the strategic initiatives in their company are staffed with the wrong people.



Initiative management: the weak spot



Get started:

Establish rituals

Human beings like habits. They provide structure and comfort. Use this knowledge to your advantage. Develop your own project and programme rituals. Keep this in mind when you are deciding on reporting structures, formats and steering committees. Anything that is repetitive helps ritual building.

Build the right culture

You probably know project traffic lights – those three-colour caution signals often used in project status reporting. Well, it's your company culture that defines how a red traffic light should be read. It varies from 'I need help from the steering committee to solve project problems' to 'I'm so sorry. I tried to hide the problem for as long as possible but now everything is in a total mess!'

As long as you encourage project managers to address risks before they become issues, you still have a chance of manoeuvring the project out of the danger zone. However, project managers, operating in a culture that accuses and prosecutes problem identifiers, will conceal risks. So your company culture has quite an impact on your project risk management.

EXERCISE. The right project manager on the right project.

The right project manager on the right project. Make two lists. The first one ranks your projects. You can choose your own ranking criteria but avoiding using only the size of a project as the gauge. Also include, for example, strategic importance and complexity. The second list ranks your project managers with the best on top. Is there a match between the two lists? Did you staff your best project managers on your most important projects? If not, take action. You want to perform this exercise on a regular, even quarterly, basis. You will see that while the strategic importance of a project stays the same (unless you revise your portfolio), the project complexity indicator, for example, will shift as a project enters or leaves a certain maturity phase. Over time, your project managers ranking will change as well. ook jouw rangschikking van projectmanagers.

A crucial next step, but almost always forgotten // Develop your decision-taking capability // Create a permanent strategy office // Achieve results, not phases. // Avoid immortal projects // Use collaboration and information management tools wisely // Provide a project starter kit // Make sure you have the right HR expertise on board // Build a community // ...

“

An organisation's ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage

”

– Jack Welch –

CHALLENGE & DEVELOP

The potential for making mistakes in the skills development arena is high. Ultimately, an organisation is aiming to develop the skills of its individuals to out-class its competitors. But the road to get there is long, bumpy and full of curves. Here are the eight most common mistakes:

Mistake #1. No company-wide view on skills development

Mistake #2. Too much at once

Mistake #3. Assumed that senior managers meet the skills standard

Mistake #4. Successful development isn't clearly understood

Mistake #5. Training starts before the process is clear

Mistake #6. All effort goes into the development of a few skills


Mistake #7. Too expensive

Mistake #8. Average quality trainers and coaches



Oscar and the Competence Fairy

Oscar, a lazy CEO, sits behind his computer in his office on the third floor of a large building. While all his colleagues are working hard to earn a living, he jealously thinks about Marie, the CEO of a competing firm, who received glowing praise in local and national newspapers last week after the launch of their new product. After a few minutes, he's quite annoyed and decides to call his secretary for his fifth coffee of the afternoon. But at that point, the 'organisational competence' fairy suddenly appears at his desk and says: "Dear Oscar, it's your lucky day. You can wish for three competences". In the spur of the moment, he replies: "I want our company to have all the competences to build the same incredible product that Marie presented at her roadshow last week". And so it happens. A few months later, Oscar launches his copycat product and becomes the star of the industry. When the time comes to decide on his second competence, he reflects on it more thoroughly as he realises, by coincidence, that his Research and Development department could have developed the product without any help from the fairy. His organisation has mastered the basic competence ingredients for several years and could have been the first to market. But nobody – and certainly not Oscar himself – had ever given it much thought. So after some serious thinking, Oscar says to the competence fairy: "I want everyone to talk about our great brand". And so it happens again. And during the course of the next year, the company receives several brand recognition awards and Oscar is featured on the cover of Business Week and interviewed by other leading magazines desperate to discover the secrets of his brand-building success.



And then, one Friday afternoon, his Chairman unexpectedly walks into his office. “Oscar, I’ve seen great things from you over the last year and I would like to offer you an opportunity. Would you be interested in becoming the new board member in our holding company?”. Oscar, recovering from the surprise, replies: “Well, yes, of course” without further thought.

That night he struggles to sleep as he cannot decide how to best use his third and final free competence. If he uses it now, he loses the chance to use the competence builder for future, even bigger, challenges. Oscar postpones the decision and, for the first time in his career, decides his company needs to start investing in competence development.

After a rocky start, the company gets used to skills building and becomes quite good at it. In fact, it turns out that it already had quite a few unique capabilities that were excellent stepping stones for new products and better distribution.

And lazy Oscar?

Well, he still envies Marie from time-to-time and continues to drink too much coffee. But competence development remains high on his agenda, and as a result, his company moved from industry laggards to the middle of the pack. And to this day, he still has his third unused wish.

Get started:

Link development and strategy.

I often see a disconnection between the strategy exercise on one hand and management development on the other. I hear senior management talk (a lot) about leadership development and they often do spend quite a lot of money on corporate training courses. But they don't actively work on connecting development with strategy.

Be different. Make sure your strategy drives your development actions and not the latest market trends, individual preferences or even job requirements. Or worded differently: anchor all your development into your strategy. Don't let them drift.

Let go of your old skills

While your strategy demands the development of new skills, it also requires skill divestments. Some part of your company's current skill set will become redundant or less important in supporting or acquiring competitive advantage. Act on these competences either by outsourcing or via the reallocation of resources. Take action to redeploy... and be honest about it. Don't put your head in the sand hoping it will go away – because it won't. People need the chance and enough time to reorient themselves. So don't hang onto your old skills and look for possible solutions early in the game.

Useful information

Don't spend too much time developing a competence dictionary. Don't let a consultant convince you that it would be worth developing your one dictionary from scratch. It's a waste. Save yourself the time and money and use a tried and tested framework. With some fine-tuning, your dictionary should be ready within a week.

EXERCISE:

Employ an action learning approach. Put managers from different disciplines in a team. Provide them with an actual business problem that keeps the company's senior management awake at night. Give them three months and some support from external facilitators and/or academics to develop a solution. I'm a big fan of this approach as it offers many benefits. The 'student managers' discover other areas of expertise, develop new skills, learn to work effectively with colleagues, find the necessary information within the organisation, take decisions and gain senior management exposure.

Keep the right flight level // Limit classroom time // Facilitate informal learning // Don't start to train skills before the process is understood // Take the learners' points-of-view: provide relevance and context // Involve your stakeholders while developing the programme // ...

Manage your content on a global scale.

Look beyond the programme you are engineering. Take a company-wide view. Here are six concrete suggestions:

1. Use existing content as the foundations and build on those foundations.
2. Limit the number of models. Avoid the temptation to add a new one each time you launch a new programme.
3. Organise a clean up. Do an inventory. Categorise your models according to these three categories: 'essentials', 'nice to haves', 'not to haves' and take action accordingly.
4. Steal with pride. If you don't have it, look elsewhere. Don't re-invent the wheel just for the sake of it.
5. Use the same models and techniques on all hierarchical levels.
6. Use the same vocabulary. Make a list, validate it and most importantly, stick to it.



Fight against the strategy tourists

Are you tired of all the strategy tourists in your organisation?
Want to do something about it?

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Teach. Have something to say. Help others to become strategy heroes.

Donate a tip

Lead. Have a lot to say: **Become an ambassador**



About the author

Jeroen De Flander is a seasoned international strategy execution expert, top executive coach, seminar leader and highly regarded keynote speaker. His book, *Strategy Execution Heroes*, reached the Amazon bestseller list in 5 countries. Jeroen has helped more than 15,000 managers in 20 countries master the necessary execution skills. He shared the stage with strategy gurus like Michael Porter and Costas Markides.

Jeroen is co-founder of *the performance factory* – a leading research, training and advisory firm which is solely focused on helping individuals and organisations increase performance through best-in-class strategy execution.

For several years, he was the responsible manager worldwide of the Balanced Scorecard product line for Arthur D. Little – a leading strategy consulting firm. The 50+ companies he has advised on various strategy and strategy execution topics include Atos Worldline, AXA, Base, Bridgestone, CEMEX, GDFSuez, Honda, ING, Johnson & Johnson, Komatsu, Sony and the Flemish and Belgian governments.

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THANK YOU!