



McKnight • Kaney
Strategy Execution

Strategy MAPPING®

*An Alignment & Strategy Execution Planning
Methodology for Senior Teams*

*How do we get our
employees onboard?*

*Strategy is important.
Execution is everything.*

*We need to function
more as a team.*

*Is our structure right
for our strategy?*



"We wrote the book on strategy execution."®



This service aligns the senior team AND provides the group with a detailed strategy execution plan.

THIS PROCESS BUILDS AN EXECUTION plan and an aligned senior team. More than mere team-building, it supports senior leaders in identifying and removing barriers to strategic results while building a sustainable, high performance organizational culture. This methodology positions senior leaders as a coordinated strategy execution team and enables them to enlist all employees as partners in driving for strategic results.

Through this process, senior leaders assess the fit of all aspects of their organization's design—structure, processes, reward systems, people processes—with the strategy and, where there are gaps, create plans to close them.

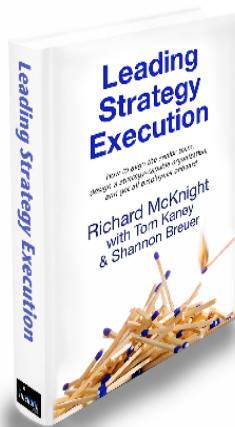
Because alignment on the content of a strategy is so crucial, we employ a methodology that generates a mathematical calculation of agreement, highlight-

ing potential problem areas where strategic interests and perspectives diverge. This methodology employs sophisticated measurement processes, collaboration techniques, and decision-making mechanisms, all of which cultivate deep levels of agreement.

Outcomes

Our methodology positions senior leaders as a coordinated strategy execution team enabling them to map out the details of how they are going to execute their strategy and enlist all employees as partners in driving for strategic results.

1. A diagnosis of the current capabilities of the organization: to what extent can the organization support the strategy? What barriers exist?
2. An aligned senior team with a mission and charter that supports strategy execution
3. A detailed strategy execution plan that includes:
 - What organizational changes need to occur and why
 - Which business processes have to be changed or improved
 - An employee engagement strategy that enlists employees as partners with management in the strategy execution process
4. A compelling "story line" to use in communicating the strategy throughout the larger organization
5. Teams formed to pursue each aspect of the execution plan



Each team member receives a complete binder of materials and a copy of the book

How the Process Works

Before the Session

- Through an interview and discovery process, we diagnose the adequacy of the strategy using our *Executable Strategy* tool
- We diagnose the fit of organization design with the strategy using the Galbraith-Kates Star model
- We calculate the degree of executive alignment with respect to the strategy
- We provide detailed findings and recommendations to the senior leader (e.g., CEO, Division Head) along with a recommended design for the Strategy Mapping offsite meeting

Day One

The Discipline of Strategy Execution

- The executable strategy
- The four jobs of strategy execution
- The strategy-capable organization

Strategy Execution and Competitive Advantage

- Value disciplines and their implications for strategy execution (product leadership, operational excellence, customer intimacy)
- Value disciplines case study (“Cognitax”)
- Identifying your organization’s value discipline

Introduction to Strategy Mapping

- Introduction to strategy mapping
- Case example of a strategy map

Day Two

Creating Your Strategy Map

- Identifying Financial measures
- Identifying Customer Results measures
- Identifying key processes
- Identifying organizational capabilities

Post Session

We work with the team and the senior leader to form

Strategy Pursuit Teams:

- We help you charter the teams
- We can facilitate the teams
- We coordinate the work of the teams and facilitate the process to ensure strategy execution

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The process results in a detailed strategy execution plan.

Executives emerge with consensus as to specific steps they need to take to successfully execute their strategy in the form of a written strategy execution plan prepared by MKB which is delivered at a follow-up meeting one week after the experience.

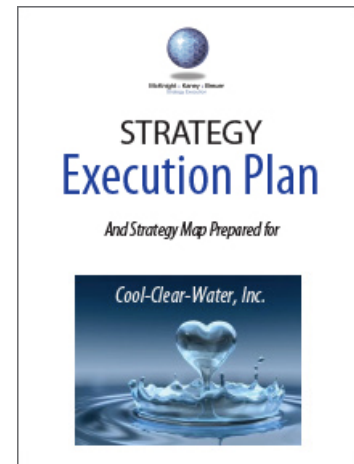
The written plan (10-20 pages in length) summarizes actions the senior team needs to take in six capability areas that correspond to MKB's organizational design model: vertical structure, business processes, reward systems, leadership development, people practices, and top team alignment.

The report contains:

- Human and organizational strength areas
- Human and organizational opportunity areas
- Significant strategy execution vulnerabilities
- A preliminary strategy map
- How to increase employee engagement
- Leadership implications: middle-level and senior leaders, and top team alignment
- A sequence of strategy execution steps that show causal linkage to the customer and financial outcomes the client needs to achieve



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The process results in a detailed strategy execution plan and the first draft of a strategy map. The Strategy Pursuit Teams take things the rest of the way.



Optionally, our artists can render your strategy map into a visual form depicting your intentions in all four arenas of the Balanced Scorecard. Organizational leaders can then use the illustration to communicate with and educated employees about the strategy.

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