**A deliverable strategy is critical**

Quite obviously, a good strategy is one that can be actually delivered in practice. Clearly there is no value in developing a strategy that you don’t have the resources or skills to deliver, or is overambitious in its scope.

Having a level of practical realism of what is actually deliverable is an important view point in the strategy development process.

From there you can develop the strategy delivery into a series of actions, with clear accountabilities, resources aligned and time lines developed. This will then allow strategic execution to mobilized and delivery to start.

**Embedding in the organization**

An important contributing factor to good strategy execution is ensuring the actions of people in your organization are aligned to the strategy you want to deliver.

Getting that clear link between strategy and what people are actually doing, can be made through a cascade down of organizational strategy, into business unit strategy, team strategy and personal performance plans.

People will then have objectives which align to the overall strategy and should then be incentivized to deliver against these.

**Ongoing tracking of strategy delivery**

Tracking of strategy delivery should start with the Exec team, who need to monitor progress on a regular basis against the execution plan and also the impact this is having on key performance indicators.

This regular assessment can inform resource allocation, prioritization of activities and feedback on what is and isn’t working.

In turn business units, teams and individuals need to embed ongoing tracking against their specific objectives. This should in turn feed through to the Exec team view of progress to ensure a shared view on progress is held throughout the organization.

**Don’t change the strategy unless absolutely required**

The delivery of a strategy may take many years and create a number of substantial change projects with multi-year payback periods.

In this context subsequently changing your strategy will have challenging implications on current project execution under the existing strategy.

Before making any changes, ensure they are completely necessary, and consider how you might utilize any optionality you have on existing project implementation (contract break clauses etc).

Clearly spending more time on your initial strategy development will mitigate the need for subsequent short-term change, but in a rapidly changing environment a strategic shift may well be justified.

Understanding the implications on existing strategic delivery and the limitations you may have on making further change should be carefully considered first.

**Communicating progress on delivery**

As the progress of strategy delivery should be an assessed part of the organizations balanced scorecard and individual performance plans, providing feedback on progress is important.

From an organizational perspective regular strategy updates to all people will be useful for understanding the overall context. Team performances on their deliveries in team meetings and individuals against their own plans on one to one meetings.

This regular feedback process will help motivate people, identify where any issues are occurring which may require escalation to address and ensure continued alignment with strategy delivery. Taking the time to celebrate the delivery successes is also important.

*Forske Strategic Consulting can support you in developing your strategy. Please get in touch for a discussion on* **07977570117** *or richard@forske.com*