

ADVANCED LEADERSHIP PROGRAM 2009

Module 5 - Turning Strategy into Action: Stakeholder Management and the Role of an Office of Strategy Management



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In 2009 there are very few Companies, BUMN - or even Government Departments - who would not claim to have a 'Strategy'. Despite this surveys by the World Economic Forum suggest that less than half a percent of those surveyed feel their organizations are performing at their full potential. The challenge for both private and public sector leaders is therefore not just to set a clear strategic direction - but to translate that strategy into action. This requires that both employees - *and all other key stakeholders* - understand, and support, the strategy.

This Module builds on research by Harvard University Professors Robert S. Kaplan and David P. Norton who found that seven out of the eight companies studied failed to achieve profitable growth, yet 90% had developed detailed strategic plans! They concluded that at the majority of companies they studied: *'strategy ... is almost completely disconnected from execution'*.

In their HBR Article - 'Office of Strategy Management' - they cite numerous contributory factors including:

- 60% of organisations do not link their financial budgets to strategic priorities
- on average 95% of a company's employees are unaware of, or do not understand, its strategy
- The compensation packages of 70% of middle managers and more than 90% of frontline employees have no link to the... strategy implementation
- 67% of HR & IT managers reveal that their functional strategies are not aligned with business unit and corporate strategies
- 85% of executive leadership... spend less than 1 hr per month discussing.. strategy

This Module will use both Class presentation and interactive Case Studies to:

- Teach a Proven Strategy Framework and show how it can be applied within participant organizations
- Analyse each of the failings identified by Kaplan and Norton and show how they can be avoided by creating an 'Office of Strategy Management'
- Show how structured Stakeholder Management can be used to build support for implementation of the strategy
- Identify the key barriers to change and define how to overcome them
- Demonstrate the importance of creating a 'Performance Culture' to *sustain* change

At the end of this Module participants from both the private and public sectors will understand the latest findings from both research and consulting on how to engage the team in developing a strategy and how to translate strategy into action by means of new behaviors and culture, resulting in superior and sustained organizational performance.

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