

# Implementation: the weakest link in strategic management?

Presented  
by

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“Strategy without execution is a  
hallucination,”

***Ambuj Goyal, IBM***

# INTRODUCTION AND CONTEXT

- Auditing
- Compliance
- Policy shifts
- Numbers/statistics
- Risk management
- Beyond numbers/compliance/audits?

*...the human element...*

# CHALLENGES IN STRATEGY IMPLEMENTATION

“Why is execution so difficult?” Often, it is because we, as leaders in our organizations, have been taught for so many years how to think strategically.

We are not knowledgeable in the area of execution; therefore, making it difficult for us to implement”

McChesney, C., Covey, C and Huling, J. 2012.

*The 4 Disciplines of Execution*

# CHALLENGES IN STRATEGY IMPLEMENTATION

- Culture change
- Implementation support structure
- Implementation planning
- Execution is the major job of the business leader.

# CHALLENGES IN STRATEGY IMPLEMENTATION

- Implementation -an afterthought?
- Ineffective leadership
- Weak or inappropriate strategy
- Resistance to change

# REQUIREMENTS FOR EFFECTIVE STRATEGY IMPLEMENTATION

- Management of interdependencies
- Leadership
- Organisational culture.
- Implementation planning
- Communication
- Culture change
- Implementation Support Structure

# INSTITUTIONAL RESEARCH

- Historically, while corporations developed their planning and implementation processes based on market data and customer-driven production, the academic environment was limited in the data it could bring to its planning processes; and did not view itself as serving “customers” (Hinton, 2012).



# INSTITUTIONAL RESEARCH AND IMPLEMENTATION

- Identification of possible implementation barriers
- Data analysis and information to support strategic decisions
- Monitoring and evaluation to support implementation
- Measurement and accountability

# INSTITUTIONAL RESEARCH AND IMPLEMENTATION

- Many ideas that are recommended to senior management are not thoroughly researched-impact on implementation
- Identify the known unknowns and monitor them to prepare contingencies (scenario planning)

# CONCLUSION

- Effective implementation of an average strategy, beats mediocre implementation of a great strategy every time
- By understanding factors impacting on your strategy's success, you can respond more quickly if they change-Hence the importance of Institutional Research.

## Conclusion (cont...)

The organisations that succeed are those which concentrate on creating strategy which has **people** and **implementation** at its heart rather than having research projects and annual planning exercises masquerading as strategy.

**NDO LIVHUWA!!!!**