

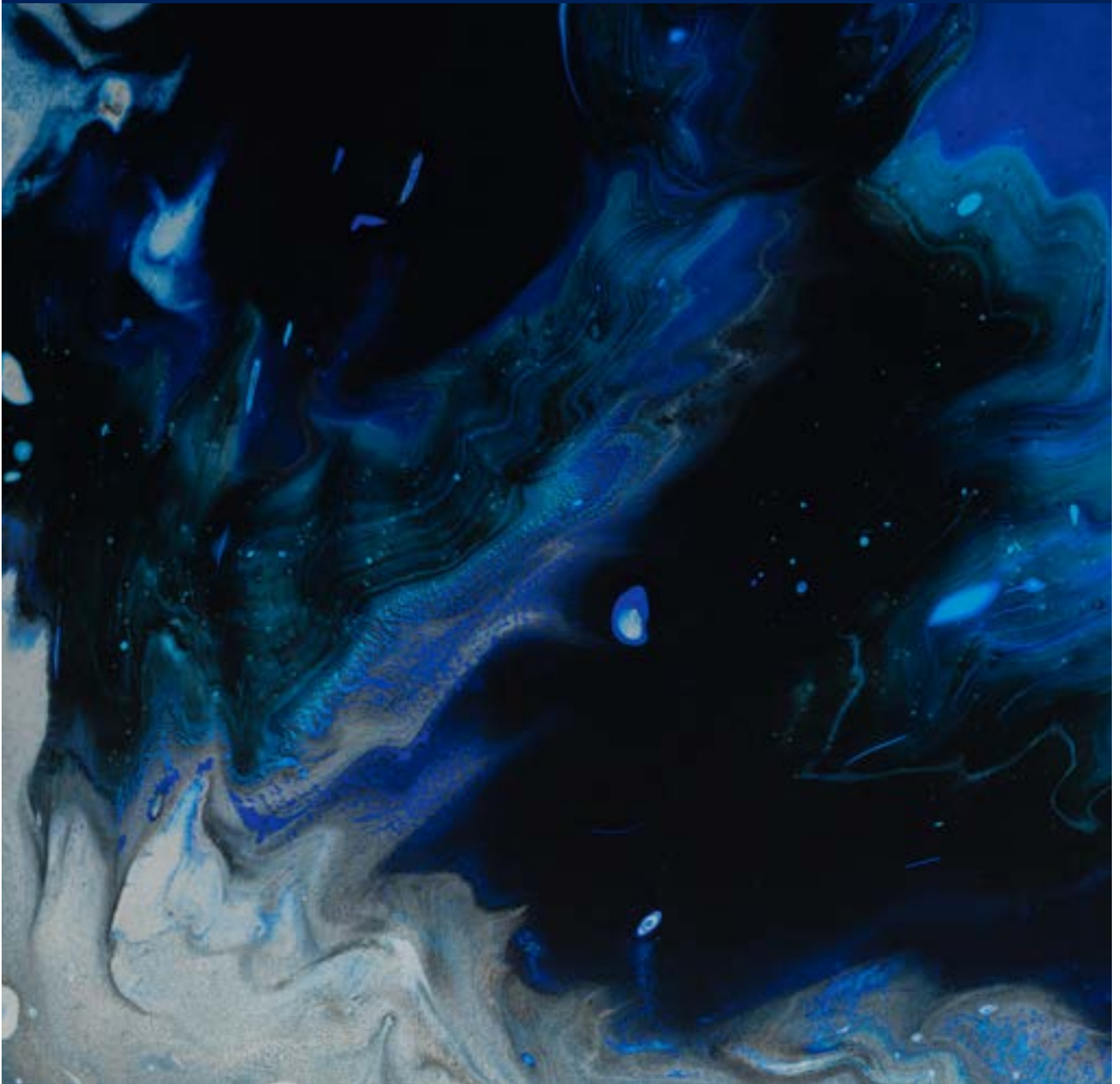


RAFFLES LEGACY LEARNING

BUSINESS STRATEGY MASTERCLASS

BOOK TWO - DEVELOPING YOUR OWN STRATEGY

PHASES OF STRATEGY III



MASTERCLASS COURSEBOOK



ALIGNMENT AND INTEGRATION

It is essential to pull together all aspects of strategy into a coherent whole. To be effective in implementing strategy, the entire business system and the full capabilities of an organization need to be properly aligned to benefit fully from the power of their application.

From a defining vision to an implementation plan, all elements of the strategy need to be checked for potential contradictions, inefficiencies, and even beneficial synergies that may have been missed when the component parts were developed separately.

The integration process will need to be interactive – to review the top-down and bottom-up perspectives repeatedly and in ever finer detail – to confirm that all wrinkles are ironed out.

This inventory will enable leaders to allocate available resources efficiently and to plan to acquire resources and skills that are lacking.

This step of the process should address all aspects of strategy, including:

- Vision
- Values
- Tactics
- Organization
- Communication
- Leadership

It is essential to pull together all aspects of strategy into a coherent whole, with all elements pulling in the same direction. Desired results need to be linked with rewards. Investments need to be lined up with imperatives. Distractions or contrary programs contrary to a chosen direction need to be eliminated.





From a defining vision to an implementation plan, all elements of your strategy need to be checked for potential contradictions and inefficiencies. In addition, the integration of effort may surface beneficial synergies that may have been missed when the component parts were developed separately.

If a strategy calls for profitable growth, and the sales force incentives are purely volume-driven, then the conflict between the two may be an irritant in otherwise smooth forward progress.

Similarly, if long-term growth is an objective, then a staff bonus scheme driven by short-term profits may pull an organization out of line with desired results. Like a freight train leaving a station, one misaligned element can reduce the overall effort dramatically.

Checklist for Alignment

The full approach to strategy achieved that you have taken will ensure that your strategy is comprehensive, internally consistent, and fully effective. Before launching your new strategy, one final list of seven check points will ensure that all elements are in place and that the entire organization is properly informed, properly directed, and properly motivated to change the future of your company for the better.

The seven key final items to check before take-off are as follows:

- 1. Vision and Mission Statement** - do you have an overarching purpose for your enterprise or initiative? Do all elements of your strategy align with that vision?
- 2. Values** - do you know what you stand for, internally and externally, and do you have an agreed set of guiding principles for your organization? Are there any contrary elements in your culture?
- 3. Priorities** - have you specified the priority needs whose fulfillment is necessary and sufficient to allow your vision to be realized? Have you allocated financial and human resources on a prioritized basis to be both efficient (not wasting money) and effective (making the biggest possible impact)? Are you pursuing activities inconsistent with and contrary to your priority actions?



- 4. Actions and responsibilities** - do you have the highest value set of precise actions with set dates and allocated responsibilities to turn the strategies into action? And do your plans describe how, when, where, and through which means initiatives will be pursued to create maximum competitive advantage? Are there any elements in the action plan that can cause conflict or reduce programs?
- 5. Organizational capabilities** - are you confident that your team has the ability to design and implement strategy, now and in the future? Have you addressed all communication, reward and approaches to align organizational behavior with strategy?
- 6. Results** - do you have clear and simple measurements to define success, identify failure, monitor progress against preset criteria, and respond in a timely fashion to keep your strategy on track? Are these targets fully understood and agreed?
- 7. Leadership** - have you exercised the highest quality leadership throughout the process? Are you emotionally and personally convinced that you have done all possible to design and execute the best possible strategy for your enterprise - and feel fully charged up yourself to drive forward to a better future? Is your team enthusiastic, fired up, and ready to move forward to support the achievement of the strategy?

This list is not the only check for complete alignment across your business system.

The 7C's model can also be useful to ensure that your approach to costs, customers, competitors, channels, capital, capabilities, and business context is fully aligned with your overall vision and strategies.

Further alignment of compensation (rewards and recognition), culture, and communication will also be required if you are to waste as little resource as possible and bring to bear the greatest possible energy on the achievement of your business objectives.

However valuable, a checklist approach may not be enough on its own. An overlay of intuition and experience will be required to confirm that the plan is fully aligned, integrated, coordinated, realistic, and achievable.



A communications program can ensure that progress is reported to key constituencies against pre-set expectations, ensuring the continuing and coordinated commitment of all stakeholders involved.

ELEMENT	COMMENT
Vision	<ul style="list-style-type: none"> • Need to achieve buy-in three levels down in organization • Board needs to formalize unanimous approval
Values	<ul style="list-style-type: none"> • No program in place, yet to address bureaucratic attitude • Issues surrounding IPO not yet fully understood
Tactics	<ul style="list-style-type: none"> • Timing and negotiating tactics on sale of Perso need finalizing with Board • Current negotiating authorities not adequate
Organization	<ul style="list-style-type: none"> • Sales team incentive structure needs resetting • STRATEGY targets and operating budgets need to be integrated
Communication	<ul style="list-style-type: none"> • PR plan needs to be redesigned to support growth strategy • Internal communication vehicles (e.g. newsletter) require upgrading
Leadership	<ul style="list-style-type: none"> • CEO needs to reschedule and increase time for quarterly review sessions with Chairman and Board sub-committee on strategy


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