



So You've Got a Strategy?

So you've got a Strategy – that's great. But a Strategy (you can insert Vision, Mission Statement, or Goals) is not a competitive advantage, nor is it even useful if all you do is stick it in the desk drawer and review it in three or six months' time. To make your Strategy really work here are some things you need to be doing.

1) Communicate

The average employee receives about 9,200,000 bits of information a year. Usually, leaders set the strategy and then tell everyone about it – either once or followed up with workshops. The result is that a one-hour speech and a few workshops is equivalent to 0.0005% of the total information for the year. This is why only 5% of people can clearly articulate their company's vision.



Some tips:

- Use the Strategy as a basis for all forms of communication – meeting agendas, feedback forms, performance reviews
- Coach your managers to use it in their every day language, especially with staff
- Vision is our most efficient sense – create a visual representation of the strategy that people can see all the time. Simplicity = memory.

2) Demonstrate

When you've communicated enough, nothing undermines Strategy more than when behaviours don't match words. Every initiative needs to show that you are serious – new projects, functions, processes, team structure. If they don't align, it looks like you're only half serious – and your staff won't take it seriously at all.

Some tips:

- Review all your leadership behaviours and those of your managers so they align
- Review any set functions or staff meetings and realign them to focus on Strategy
- Review human systems – performance reviews, feedback loops, coaching and development programs so they align
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3) Reward and Recognise

You can build even more momentum by rewarding the progress that people are making. When we feel a sense of achievement on one task, it primes us for performance on subsequent tasks. Achievement inspires further achievement.

Some tips:

- Review your reward, recognition and feedback processes – make sure that they reward the behaviours that you want to see and discourage the ones you don't. You'd be amazed at how often this fails
- Coach your managers to constantly highlight positive behaviours
- Find reasons to celebrate quickly. Manufacture small wins and reinforce them