

## Chapter 1 : Developing Strategic and Action Plans | Community Tool Box

*Strategic implementation is a process that puts plans and strategies into action to reach desired goals. The strategic plan itself is a written document that details the steps and processes needed.*

And while each company was unique, with their own cultures and products, the strategy implementation mistakes that they made were often identical. Strategy implementation is not an easy process. Most companies started off with a fairly straightforward, simple and pragmatic strategy execution process. But they somehow succeeded in complicating it over time. A new manager arrived and implemented an strategy implementation process that worked very well in his former company. Corporate launched a new implementation model and wanted everyone to follow it. Various consultants came and went, each with their own tools and ideologies. Someone got a kick out of complex theoretical models. A leader wanted to create something completely new. A colleague decided that everything needed to be integrated. Can you describe the strategy implementation process used in your organization? Partial owners in large organizations often include the finance department, human resources, the strategy coordination team, internal consultants, several program management offices PMOs and, last but not least, the managers themselves. This fragmentation leads to lack of ownership for the global implementation process. They all work in separate silos. The strategy implementation process is not the corporate radar. Another disadvantage of the silo approach is apart from the lack of ownership is the lack of visibility for the global process. But it might be useful to have a good tranquilizer gun if you want to transport a tiger. Adapt your tools to your needs. All too often, companies forget this logic. A small business unit, part of a multinational, does not need a full fledged approach. Not measured and therefore not known. Most companies measure almost everything. But the strategy implementation process itself remains a black box. The strategy implementation process is not balanced. Most people prefer to spend their time on things they are already quite good at. You probably recognize this. Companies operate the same. I see organizations invest in those strategy implementation process steps that are already quite developed, but then neglect the weaker ones creating a vast difference between the different strategy implementation steps. And you know the saying: Not budget friendly. The strategy execution process can be a very expensive. Most companies forget to optimize the following three cost categories: Most managers lose time, and therefore money, by doing things that are not really needed but asked anyway, or are very inefficient at doing things a certain way. The activities of the process owners. There is often double work between departments, the strategy implementation process becomes a political minefield and needs extra time, or just the fact that there are too many people keeping their jobs alive by continuing the complexity or adding even more. The impact of external consulting and training. But watch out for the cost impact of these actions. You could end up with a very cheap consultant but a massive total cost of ownership. Each company has its own unique business strategy. And a unique strategy demands a unique strategy implementation process! So, unfortunately, there is no magic recipe. There are, however, proven ingredients you can include. Here is the cookbook with the 27 proven ingredients or guidelines, some more difficult to implement than others, but all will contribute to the improvement of a strategy implementation process. You should regularly review these guidelines since new insights will emerge as new developments in your organization take place. And these new insights will trigger fresh ideas to further improve the strategy implementation process. Use the list to evaluate the potential improvement impact of each guideline and define their importance for the next six months. You can repeat the exercise after four-to-six months in order to evaluate your progress and define new actions. You can also turn the scoring exercise into an interesting workshop with your team. Bonus Download a free checklist: Know what your managers think about your strategy implementation process. You probably knew, or know by now, that the manager plays a crucial role within the strategy implementation process. And yet the integration part is crucial. So keep your current process in mind when you work on something new. Be pro-active and try to predict possible conflicts that could arise between a new activity and the existing strategy implementation process. The fit with the existing is as important as the new product itself. A passion for performance. The courage to challenge existing practices. The courage to admit a mistake and get on with it.

Willingness to learn and leave the comfort zone. Increase interaction between process owners There are many different strategy implementation players in taking up a role in the strategy implementation process. Sometimes, however, it seems as though they all come from a different planet – not ideal since everyone shares the same client – the manager, and clear interaction is therefore needed. But this does not necessarily mean that everyone needs to be involved in each activity. No, each player has, and maintains, his own particular role. But the different activities need to fit together like a jigsaw. And that will only happen if the interaction effort increases dramatically. Evaluate the process owners and their work The performance management process owners are the guardians of a good strategy implementation process. Their performance directly impacts the overall strategy implementation performance, so make sure it is monitored and evaluated regularly. As a company you want to avoid this. Topics that often create confusion include talent management, budgeting, project management, business coaching and compensation. Ultimately, you would like every manager in your organization to be capable of defining your strategy implementation process. At least on a conceptual level. Use a strategy execution framework Once you have defined strategy implementation within your organization, it is useful to have an overall framework that captures your way of thinking. Avoid the temptation to build a model that tries to fit all the strategy processes together. Stick to a flexible, easy to communicate, overall framework that allows for the integration of both existing and future models and activities for the different underlying building blocks. And of course, I would suggest using the 8 as your strategy execution framework. Take a look at the order of the different activities. Are they set up logically? Typical timing issues include support departments that have to deliver action plans before even having received input from the business departments, define annual individual objectives when the year is already well underway, and evaluate individuals before the year results are known. These issues often occur when the two performance cycles are managed by different process owners as is often the case, and tend to be worse in complex matrix structures. So work on that timing. Your managers will be grateful. In many cases, the ambition to automate the process is the positive driver at the start of a strategy implementation improvement program. But the bottleneck a year later. Let me give you an example. Imagine that you want to automate part of the goal setting process. You start by selecting a software package. You launch an expensive IT project to customize the solution. Nine months later, you receive many suggestions and complaints from managers regarding the user-friendliness of the software. After a closer look, you decide they are right and agree the underlying process needs to change. But that would demand, yet again, some quite extensive IT system changes. You find it inappropriate to launch a new IT project as the previous one was more expensive than anticipated. So you decide to wait. I would suggest you either choose a standard software package and change your process. Or postpone automation until you are percent happy with the process. Define your ambition for each building block What do you expect from performance coaching? Where do you see initiative management three years from now? You need to be able to answer these questions. A clear ambition for each strategy implementation step will help you define priorities and plan budgets. Make it a team exercise. Create a 3-year vision. Build a detailed plan for the first year. Define how and when you will measure success. And you will need, more than once, to adjust your route. It is smart to agree on some guiding principles. They will help you make unexpected decisions, sticking to the 3-year vision.

## Chapter 2 : Azure strategy and implementation guide | Microsoft Azure

*Implementation is the process that turns strategies and plans into actions in order to accomplish strategic objectives and www.nxgvision.comenting your strategic plan is as important, or even more important, than your strategy.*

Definition[ edit ] There are several definitions, most of which relate to the process of managing activities associated with the delivery of a strategic plan such as the following: The sum total of the activities and choices required for the execution of a strategic plan [1] Operationalisation of a clearly articulated strategic plan [2] All the processes and outcomes which accrue to a strategic decision once authorisation has been to go ahead and put the decision into practice [3] A series of interventions concerning organisational structures, key personnel actions, and control systems designed to control performance with respect to desired ends. A process by which large, complex, and potentially unmanageable strategic problems are factored into progressively smaller, less complex, and hence more manageable proportions. Hrebiniak and William F. Joyce, and it is no surprise that definitions from that work appear in both of the lists given above. Strategy implementation thinking has strongly influenced writing and work on the related topic of Strategy execution [6] - a term that has been used to associate strategy implementation with the Balanced Scorecard approach to strategic performance management. Process[ edit ] Most authors propose specific activities and systems that they think are necessary to effectively implement a strategy e. Strategy implementation requires the following activities to be undertaken: Strategy articulation - Building consensus within the team responsible for delivery of the strategy about the outcomes to be achieved Strategy validation - Engaging with stakeholders and others to confirm strategic outcomes being pursued are acceptable Strategy communication - Convert strategic objectives into clear short-term operating objectives that can be assigned to groups for delivery Strategy monitoring - Monitor the progress of the organisation in delivering the strategic objectives Strategy engagement - Managerial interventions designed to ensure organisation successfully achieves chosen strategic outcomes Strategy articulation[ edit ] The purpose of articulating the strategy is to translate the strategy into a form where managers and stakeholders agree consensually on what needs to be achieved [4] [8] The strategy articulation will describe the strategic outcomes to be achieved, preferably expressed in the form of quantitative or qualitative goals. This validation can be both internal to the organisation or external. In addition, when implementing a strategy, the human aspect also needs to be considered. And an implementation can be done only if the organisational members are engaged. Internal validation[ edit ] Validation of the strategy is needed from within the organisation - in particular from members of the organisation with implementation responsibilities. Organisational members must be aware of and support the strategic goals of the firm Kotter and Schlesinger, Without this knowledge of the strategy, organisational members will not be able to place the strategy being implemented within a broader context and assess its importance. One way the communication can be done, is by cascading down the strategy into the organisation, where the strategic activities and outcomes are broken down into smaller set of change programmes and operational goals specific for each management teams, with the focus to achieve them in the near term - combining critical operational outcomes with the most urgently required change initiatives. This kind of validation overlaps with strategy communication activities see below. External validation[ edit ] Sometimes, especially in non-commercial organisations, it is also necessary to confirm strategic goals with external stakeholders Hambrick and Cannella,; and Nielsen, Strategy communication[ edit ] To be usable, a strategic needs to be translated into a set of actionable operational steps. The concrete and clear strategic objectives should be translated into operational implementation sub-objectives Reid, , be linked to departmental and individual goals Kaplan, , and be measurable Reid, An essential part is to make sure that people understand what is they need to do and why. In other words, the business strategy must be translated into a set of clear short-term operating objectives activities and outcomes in order to execute the strategy. Developing this set of clear objectives, that relates logically to the strategy and how the organisation plans to compete, is an important aspect of an effective implementation process Owen, Having a concrete, detailed and comprehensive implementation plan can have a positive influence on the level of success of an

implementation effort. In addition it helps identify what will be required in terms of resources, capabilities and time. Part of this strategy translation is to assign responsibilities Owen, across the organisations members, not only as to engage them but also to monitor and control that each of the operating objectives is being taken care of. Therefore to achieve strategic objectives, the short-term operating objectives need to be measurable. Performance appraisal and measurement of strategic progress simply cannot function without the existence of these critical metrics or measurable performance criteria. In addition, goal setting provides a sense of direction and pace setting for the implementation effort Reid, The pace of the strategy implementation can affect its success: Implementation should occur incrementally so that organisations are not overwhelmed by trying to implement too many changes simultaneously e. Leighton, A radical implementation pace in which large changes are quickly made may not allow organisations the time to carefully plan and execute successful reorganisations or to engage organisational member participation and commitment. Strategy monitoring[ edit ] Monitoring or evaluation should begin early on in order to cut an errant strategy before losses or negative impacts become too costly or damaging. As mentioned in the Strategy translation, each short-term operating objectives needs to be associated with a measure whether it be an action plan with milestones or a metric Owen, These small number of high-level measures with associated targets will track the implementation activities being undertaken and their consequences. Monitoring these measures will help the organisation members in controlling that the strategy is being implemented successfully and if not in making them take decisions that will allow them to achieve the strategy. Strategy control , in turn, provides timely and valid feedback about organisational performance so that change and adaptation become a routine part of the implementation effort. Controls allow for the revision of execution-related factors if desired goals are not being met. Strategy engagement[ edit ] To achieve that there needs to be an agreed mechanism of intervention to enable the management to efficiently and effectively engage with their organisation to ensure the required actions are being carried out, and where these actions are not working as expected, to be able to change the actions as required Amason For example a best practice for strategy implementation monitoring and control is to meet regularly in structured and time-limited sessions Allio, As mentioned previously, a slow implementation with small steps usually has a positive influence on engaging the management resulting in a better implementation performance. Implementation evaluation can have a positive influence on future implementation performance, increasing engagement using past successes or based on lessons learned. Links to other tools[ edit ] Strategic implementation is often associated with performance management. Tools such as balanced scorecard and its derivatives such as the performance measurement , or the ACME Articulate, Communicate, Monitor and Engage framework.

*Strategy, implementation, and execution are three co-incident determinants of a company or business unit's ultimate output – its results – that are very difficult to parse into their.*

This is because the entire management process is geared up according to the needs of the strategy. In particular, following factors are important in strategy implementation: Since strategy does not become either acceptable or effective by virtue of being well designed and clearly announced, the successful implementation of strategy requires that the strategy framer acts as its promoter and defender. Often strategy choice becomes a personal choice of the strategist because his personality variables become an influential factor in strategy formulation. Thus, it becomes a personal strategy of the strategist. Therefore, there is an urgent need for the institutionalization of strategy because without it, the strategy is subject to being undermined. Therefore, it is the role of the strategist to present the strategy to the members of the organization in a way that appeals to them and brings their support. This will put organizational people to feel that it is their own strategy rather than the strategy imposed on them. Such a feeling creates commitment so essential for making strategy successful. Organizational climate refers to the characteristics of internal environment that conditions the co-operation, the development of the individuals, the extent of commitment and dedication of people in the organization, and the efficiency with which the purpose is translated into results. Organizations whose strategy is implemented with conducive climate are more effective than those whose are not. People are the instruments in implementing a particular strategy and organizational climate is basically a people-oriented attempt. A top manager can play an important role in shaping the organizational climate not only by providing standards for what others do but also what he does because organizational climate is a matter of practice rather than the precept. If they are made to reflect desired strategic results, they contribute to the achievement, of organizational objectives by focusing attention on those factors, which are important. For example, in budgeting, more resources will be allocated on those factors, which are critical to the success of the organization as spelled out during the strategy formulation process. There are various ways of making sure that operating plans contribute. If every manager understands strategy, he can certainly review the program recommendations of staff advisers and line subordinates to see that they are consistent with the requirements of the strategy. Appropriate committees to see if they contribute positively can review major program. This lends an aura of formality to the program decisions and their influences on strategy may become clear. Organization structure is the pattern in which the various parts of the organization are interrelated or interconnected. It prescribes relationships among various positions and activities. For implementing strategy, the organization structure should be designed according to the needs of the strategy. The relationship between strategy and structure can be thought of in terms of utilizing structure for strategy implementation because structure is a means to an end, that is, to provide facilities for implementing strategy. Therefore, both should be integrated. In the absence of such integration, outcome may be confusion, misdirection and splintered effort within the organization. There can be various ways of designing an organization structure. However, the major issues involved in designing the structure to fit the strategy involve the answers of following questions. What should be the different units of the organization? What components should join together and what components should be kept apart? What is the appropriate placement and relationship of different units? This is required because even the care-fully developed strategies might cease to be suitable if events change, knowledge becomes more clear, or it appears that the environment will not be as originally thought. Thus, strategies should be reviewed from time to time. What should be the frequency for such a review is not universal but major strategies should be reviewed at least once a year. In fact this is done by most of the organizations who believe in relating themselves with the environment.

## Chapter 4 : Essential Steps to a Successful Strategy Implementation Process

*We've put together our definitive guide to strategy implementation, but what is strategy implementation and how do you do it? Simply put, strategy implementation is the term used to describe the process or activity that ensure the strategic planning is actually executed.*

Break down the strategy into team objectives Tips: Check out this long list of Balanced Scorecard tips. Strategy Implementation plan steps. First, we define the finish line. Next, we select signpost. A finish line is a destination postcard that captures the core of the strategy and shows everyone in an inspiring way what strategy success looks like. This strategy implementation exercise helps you to show everyone what strategy success looks like. By adding a finish line, you make strategy success tangible for everyone. Capture the core of the strategy in a simple, inspiring sentence. The signpost exercise will help you to select a limited set of lead indicators for each job family and clean up each dashboard. Try to get rid of as many useless indicators as possible. Ask yourself each time: Or think about the tachometer on the dashboard of a fancy car. This indicator shows the engine rotation rate, typically with markings indicating the safe range. A second crucial element to avoid information overload. Make a distinction between the information needs of the coach and those of the players. The coaching dashboardâ€™your dashboardâ€™is the easy part. For our journey, we need to build a simple dashboard for our travelersâ€™a dashboard that visualizes the finish line and the signposts, the lead indicators that predict success at the finish line. As you know, not every player contributes to success in the same way. In football, the defense has a different role to the offense. In soccer, the keeper is different to the field players. In baseball, the pitcher is different to the fielding team. We therefore need several smaller player dashboards, each adapted to the specific role of each group of travelers. In an organization, for example, sales reps and operations share the same finish line, but have a different set of signposts. Your Must Win Projects This strategy implementation plan template exercise challenges you to identify existing and future projects. Pick the 3 most important and detail them on 1 page. Select 3 Must-win projects and detail them on 1 page. Topics that need to be included in the project on 1 page:

## Chapter 5 : Strategy Implementation - Meaning and Steps in Implementing a Strategy

*If strategy formulation tackles the "what" and "why" of the activities of the organization, strategy implementation is all about "how" the activities will be carried out, "who" will perform them, "when" and how often will they be performed, and "where" will the activities be conducted.*

Strategic Implementation By Erica Olsen Implementation is the process that turns strategies and plans into actions in order to accomplish strategic objectives and goals. Implementing your strategic plan is as important, or even more important, than your strategy. The video *The Secret to Strategic Implementation* is a great way to learn how to take your implementation to the next level. Critical actions move a strategic plan from a document that sits on the shelf to actions that drive business growth. Sadly, the majority of companies who have strategic plans fail to implement them. According to *Fortune Magazine*, nine out of ten organizations fail to implement their strategic plan for many reasons: A strategic plan provides a business with the roadmap it needs to pursue a specific strategic direction and set of performance goals, deliver customer value, and be successful. *Getting Your Strategy Ready for Implementation* For those businesses that have a plan in place, wasting time and energy on the planning process and then not implementing the plan is very discouraging. The strategic plan addresses the what and why of activities, but implementation addresses the who, where, when, and how. The fact is that both pieces are critical to success. In fact, companies can gain competitive advantage through implementation if done effectively. *Avoiding the Implementation Pitfalls* Because you want your plan to succeed, heed the advice here and stay away from the pitfalls of implementing your strategic plan. Here are the most common reasons strategic plans fail: The most common reason a plan fails is lack of ownership. *Getting mired in the day-to-day:* Owners and managers, consumed by daily operating problems, lose sight of long-term goals. *Out of the ordinary:* The plan is treated as something separate and removed from the management process. The goals and actions generated in the strategic planning session are too numerous because the team failed to make tough choices to eliminate non-critical actions. Strategy is only discussed at yearly weekend retreats. The planning document is seen as an end in itself. No one feels any forward momentum. Accountability and high visibility help drive change. This means that each measure, objective, data source, and initiative must have an owner. Although accountability may provide strong motivation for improving performance, employees must also have the authority, responsibility, and tools necessary to impact relevant measures. Otherwise, they may resist involvement and ownership. Before you start this process, evaluate your strategic plan and how you may implement it by answering a few questions to keep yourself in check. Take a moment to honestly answer the following questions: How committed are you to implementing the plan to move your company forward? How do you plan to communicate the plan throughout the company? Are there sufficient people who have a buy-in to drive the plan forward? How are you going to motivate your people? Have you identified internal processes that are key to driving the plan forward? Are you going to commit money, resources, and time to support the plan? What are the roadblocks to implementing and supporting the plan? How will you take available resources and achieve maximum results with them? *Making Sure You Have the Support* Often overlooked are the five key components necessary to support implementation: All components must be in place in order to move from creating the plan to activating the plan. *People* The first stage of implementing your plan is to make sure to have the right people on board. The right people include those folks with required competencies and skills that are needed to support the plan. In the months following the planning process, expand employee skills through training, recruitment, or new hires to include new competencies required by the strategic plan. *Resources* You need to have sufficient funds and enough time to support implementation. Often, true costs are underestimated or not identified. True costs can include a realistic time commitment from staff to achieve a goal, a clear identification of expenses associated with a tactic, or unexpected cost overruns by a vendor. *Structure* Set your structure of management and appropriate lines of authority, and have clear, open lines of communication with your employees. A plan owner and regular strategy meetings are the two easiest ways to put a structure in place. Meetings to review the progress should be scheduled monthly or quarterly, depending on the level of activity and time frame of

the plan. Systems Both management and technology systems help track the progress of the plan and make it faster to adapt to changes. As part of the system, build milestones into the plan that must be achieved within a specific time frame. A scorecard is one tool used by many organizations that incorporates progress tracking and milestones. To reinforce the importance of focusing on strategy and vision, reward success. Develop some creative positive and negative consequences for achieving or not achieving the strategy. The rewards may be big or small, as long as they lift the strategy above the day-to-day so people make it a priority. Determine Your Plan of Attack Implementing your plan includes several different pieces and can sometimes feel like it needs another plan of its own. Use the steps below as your base implementation plan. Finalize your strategic plan after obtaining input from all invested parties. Align your budget to annual goals based on your financial assessment. Produce the various versions of your plan for each group. Establish your scorecard system for tracking and monitoring your plan. Establish your performance management and reward system. Roll out your plan to the whole organization. Build all department annual plans around the corporate plan. Set up monthly strategy meetings with established reporting to monitor your progress. Set up annual strategic review dates, including new assessments and a large group meeting for an annual plan review. She has developed the format and the user interface for the award-winning OnStrategy on-line strategic management system. Erica has developed and reviewed hundreds of strategic plans for public and private entities across the country and around the world. Clients executing their plans with OnStrategy: A Dose of Strategy.

## Chapter 6 : Strategy implementation - Wikipedia

*Strategy implementation is defined as the manner in which an organization should develop and utilize organizational structure, control systems, and culture to follow strategies that lead to competitive advantage and a better performance.*

Strategic implementation is a process that puts plans and strategies into action to reach desired goals. The strategic plan itself is a written document that details the steps and processes needed to reach plan goals, and includes feedback and progress reports to ensure that the plan is on track. It focuses on the entire organization. Implementation occurs after environmental scans, SWOT analyses, and identifying strategic issues and goals. Implementation involves assigning individuals to tasks and timelines that will help an organization reach its goals. **Basic Features** A successful implementation plan will have a very visible leader, such as the CEO, as he communicates the vision, excitement and behaviors necessary for achievement. Everyone in the organization should be engaged in the plan. Performance measurement tools are helpful to provide motivation and allow for followup. Implementation often includes a strategic map, which identifies and maps the key ingredients that will direct performance. Such ingredients include finances, market, work environment, operations, people and partners. **Common Mistakes** A very common mistake in strategic implementation is not developing ownership in the process. Also, a lack of communication and a plan that involves too much are common pitfalls. Often a strategic implementation is too fluffy, with little concrete meaning and potential, or it is offered with no way of tracking its progress. Companies will often only address the implementation annually, allowing management and employees to become caught up in the day-to-day operations and neglecting the long-term goals. Another pitfall is not making employees accountable for various aspects of the plan or powerful enough to authoritatively make changes. **Necessary Elements** To successfully implement your strategy, several items must be in place. The right people must be ready to assist you with their unique skills and abilities. You need to have the resources, which include time and money, to successfully implement the strategy. The structure of management must be communicative and open, with scheduled meetings for updates. Management and technology systems must be in place to track the implementation, and the environment in the workplace must be such that everyone feels comfortable and motivated. **Sample Strategic Assessment Plans** Numerous sites and reference works offer sample strategic plan documents. The My Strategic Plan website, for example, offers a step-by-step plan for implementation that includes assessing necessary personnel, aligning the budget and producing various versions of the plan for individual groups. Several of these sample strategic plan documents allow you to set up a system for tracking the plan and managing the system with rewards. Typically, the plan is presented to the entire organization and includes a schedule of meetings, annual review dates for reporting progress and a means of modifying current assignments or adding new assessments.

## Chapter 7 : The Strategy of Business Plan with Implementation Summary - OGScapital

*Strategy Implementation is the process through which a chosen strategy is put into action. It involves the design and management of systems to achieve the best integration of people, structure, processes and resources in achieving organizational objectives.*

These stories often leave us in a state of wonder and awe, and we find ourselves wanting to know more. More about how the business became a success, more about what inspired a normal working guy or girl to think of a novel and brilliant business idea, and more about how someone can start a business, and make her dreams a reality. We become so fixated on these stories that, all too often, we overlook the other side of that reality: What many often fail to realize, is that they can also learn from business ideas that tanked and business ventures that never really got off the ground. Better, they can also learn a lot from businesses that were able to get started, and then, somewhere along the way, something went wrong. They were having problems and great difficulty in maintaining their operations, until most of them declared bankruptcy or liquidated. Businesses fail for a lot of reasons. Some had to close up shop because of economic upheavals that simply did not provide any room for new businesses to try making headway in their operations. Others blame the actions of competitors, and even the business challenges that are inherent in the market. There are also those businesses that blame the lack of resources for the failure. However, this makes one wonder: At this point, the most logical reason that comes to mind is mismanagement. More often than not, it is about how the business was unable to manage its strategies very well. Through the strategic management process, it allows the organization to formulate sets of decisions, actions and measures – collectively known as strategies – that are subsequently implemented in order to achieve organizational goals and objectives. Many organizations fail during the first stage, in the sense that they are unable to come up with strategies that will potentially take the organization where it wants to be. And yet, the end result is still the organization having problems and even ultimately closing down. What could have gone wrong? Most probably, it was because of poor implementation of the strategies. This is where the real action takes place in the strategic management process, since this is where the tactics in the strategic plan will be transformed into actions or actual performance. However, if done right, it will ensure the achievement of objectives, and the success of the organization. And it does not refer only to the installation or application of new strategies. The company may have existing strategies that have always worked well in the past years, and are still expected to yield excellent results in the coming periods. Reinforcing these strategies is also a part of strategy implementation. The basic activities in strategy implementation involve the following: Establishment of annual objectives Formulation of policies for execution of strategies Allocation of resources Actual performance of tasks and activities Leading and controlling the performance of activities or tactics in various levels of the organization Incidentally, businesses may also find that they have to perform further planning even during the implementation stage, especially in the discovery of issues that must be addressed. Strategy implementation is the stage that demands participation of the entire organization. Formulation of the strategies are mostly in the hands of the strategic management team, with the aid of senior management and key employees. When it comes to implementation, however, it is the workforce that will execute the strategic plan, with top or senior management taking the lead. All five must be present in order for the organization to be able to carry out the strategies as planned. People There are two questions that must be answered: The tougher part of this is seeing to it that you have the right people, looking into whether they have the skills, knowledge, and competencies required in carrying out the tasks that will implement the strategy. In addition, the commitment of the people is also something that must be secured by management. Resources One of the basic activities in strategy implementation is the allocation of resources. These refer to both financial and non-financial resources that a are available to the organization and b are lacking but required for strategy implementation. Of course, the first thing that comes to mind is the amount of funding that will support implementation, covering the costs and expenses that must be incurred in the execution of the strategies. Another important resource is time. Is there more than enough time to see the strategy throughout its implementation? Each member of the organization must know who he is accountable to, and who he is

responsible for. Management should also define the lines of communication throughout the organization. Employees, even those on the lowest tier of the organizational hierarchy, must be able to communicate with their supervisors and top management, and vice versa. Ensuring an open and clear communication network will facilitate the implementation process.

**Systems** What systems, tools, and capabilities are in place to facilitate the implementation of the strategies? What are the specific functions of these systems? How will these systems aid in the succeeding steps of the strategic management process, after implementation?

**Culture** This is the organizational culture, or the overall atmosphere within the company, particularly with respect to its members. The organization should make its employees feel important and comfortable in their respective roles by ensuring that they are involved in the strategic management process, and that they have a very important role. These factors are generally in agreement with the key success factors or prerequisites for effective implementation strategy, as identified by McKinsey. These success factors are presented in the McKinsey 7s Framework, a tool made to provide answers for any question regarding organizational design. The 7 factors are divided into two groups: It must indicate a direction that leads to the attainment of objectives.

**Structure** The organizational structure must be visible to everyone, and clearly identify how the departments, divisions, units and sections are organized, with the lines of authority and accountability clearly established.

**Systems** There should be a clear indication and guide on how the main activities or operations of the business are carried out. The processes, procedures, tasks, and flow of work make up the systems of the organization.

**Style** This addresses the management or leadership style in force within the organization, from top management to the team leaders and managers in the smaller units. Strategy implementation advocates participative leadership styles, and so this is really more about defining and describing the interactions among the leaders in the organization and, to some extent, how they are perceived by those that they lead or manage.

**Staff Organizations** will always have to deal with matters regarding staffing. Human resources, after all, is one of the most important assets or resources of an organization. Thus, much attention is given to human resource processes, specifically hiring, recruitment, selection and training.

**Skills** Employees without skills are worthless resources to the organization. In order to aid the organization on the road towards its goals, the employees must have the skills, competencies and capabilities required in the implementation of strategies.

**Shared Values** This is at the heart of the McKinsey 7s framework, and they refer to the standards, norms and generally accepted attitudes that ultimately spur members of the organization to act or react in a certain manner. Employee behavior will be influenced by these standards and norms, and their shared values will become one of the driving forces of the organization as it moves forward. Usually, organizations may take a look at each of these key success factors for individual analysis. However, the McKinsey approach takes a wider approach, assessing if they are well-aligned with the other factors or not. All seven prerequisites are interconnected, which means all seven must be present, and they must be effectively aligned with each other, in order to ensure effective strategy implementation, and overall organizational effectiveness. Here is another interesting lecture from Stanford University on how to align your organization to execute strategy. Going back to the earlier discussion on why some businesses failed, even with the best-laid plans and strategies, have you ever wondered what went wrong in the implementation of these strategies? In a study conducted by Fortune Magazine, it was revealed that nine out of ten organizations are unable to fully, completely and properly implement their strategic plan, often resulting to complete business failure. The most common reasons why implementation of the strategies are unsuccessful are: The employees and managers do not fully understand the strategy, and this arises mainly from their lack of understanding of the mission and objectives of the organization. This lack of understanding may be traced to a number of reasons, such as: Lack of effective communication, or lack of communication, in general. Since the employees and maybe even the supervisors of the smaller units are unaware of the strategy, or do not understand it, there is very little motivation and sense of empowerment to make them perform well in their respective tasks and functions. There is a lack of ownership, since the employees do not feel that they have a stake in the plan, and this results to poor implementation of the strategy. Confusing, convoluted, and generally overwhelming plan. Some people can only assimilate several things at one time. If they are presented with a plan that seems too massive and too ambitious for them, their natural response would involve shutting down and refusing to understand. Thus, it is

important that the strategy formulation be carried out properly, and the strategic plan prepared in a user-friendly manner. Also, communication is key. No matter how overwhelming the strategic plan may be, it can still be understood and accepted by the workforce if communicated properly. The strategy is disconnected from with crucial aspects of the business such as budgeting and employee compensation and incentives. Executing the strategies involves funding, resource allocation, financial management and other budgeting matters, and if there is no link connecting these activities to the strategies, then there is no way that they will be implemented effectively. This is largely an issue that must be addressed in the strategy formulation stage. The strategy is paid little attention by management. All too often, the owners, managers and supervisors become too caught up in the day-to-day operations of the business, they rarely refer to the strategic plan. Before long, they end up adopting a dismissive attitude towards the strategic plan, treating the strategies as something related to the overall management process, but still separate. After the discussion, they will put it at the back of their minds, and continue as they were. In order to ensure the success of the strategy implementation, covering all your bases is important. The best way to go about that is by following the essential steps to executing the strategies. Take a look at the steps to ensure that happens. Evaluation and communication of the Strategic Plan The strategic plan, which was developed during the Strategy Formulation stage, will be distributed for implementation. However, there is still a need to evaluate the plan, especially with respect to the initiatives, budgets and performance. After all, it is possible that there are still inputs that will crop up during evaluation but were missed during strategy formulation. There are several sub-steps to be undertaken in this step. Align the strategies with the initiatives. First things first, check that the strategies on the plan are following the same path leading to the mission and strategic goals of the organization. Align budget to the annual goals and objectives. Financial assessments conducted prior will provide an insight on budgetary issues. You have to evaluate how these budgetary issues will impact the attainment of objectives, and see to it that the budget provides sufficient support for it.

## Chapter 8 : Implementation Plan Template: Easy-to-use Steps & Example

*A key road to failed implementation is when we create a new strategy but then continue to do the same things of old. A new strategy means new priorities and new activities across the organisation. Every activity (other than the most functional) must be reviewed against its relevance to the new strategy.*

A management research study concluded that only 20 to 30 percent of corporate strategic plans are ever completed. For smaller businesses, it may just be inexperience with seeing them through. Getting Started Early Broad agreement exists among leadership and management professionals that implementation needs to begin as the strategic plan is created. Getting started early does several things: It introduces implementation language and concepts into corporate life in time for both to become a familiar and well-understood. Commitment and Consensus Getting employees, especially key personnel, to buy into the plan "to become fully committed to it early on" is essential. The implementation process begins with communicating the plan throughout the organization. A frequent issue with implementations of strategic plans is that middle managers, absent some clear and timely reinforcement to the contrary, often conclude that senior management no longer cares about implementing the plan. Another issue is that only about a quarter of corporations provide meaningful incentives for meeting strategic plan benchmarks and goals. Paying the Costs Nearly all strategic plans come with a cost. Yet, most strategic plans are rolled out without any direct connection to budgeting. An unfunded strategic plan is only a wishlist. Implementation requires an understanding of plan costs and institutional commitment to its funding. Plans need to come with funding in place. Relation to External Conditions Every strategic plan is responsive to external conditions, directly or indirectly. Establishing Benchmarks Every plan has objectives, but not all plans contain enough information about achieving them. Two common deficiencies are: Establishment of benchmarks Establishment of oversight practices Establishing benchmarks and oversight practices are closely related. Oversight confirms that benchmarks are being achieved according to schedule. The presence of monitoring activities also sends employees a message that the plan is still in place and remains important. Strategic plans work best when they are time-limited, with a major review, often with a new rollout, at least once a year. Tip Here are some known issues with plan implementations: Lack of reinforcement of long-term goals Strategic plans treated as separate from daily operations Plans that are overwhelming and need to be pruned to be made achievable Insufficient progress reports: Achievement of benchmarks always needs to be noted. Employees not given sufficient authority to implement the plan Employees not given sufficient means to implement the plan Tip Using one of the strategic plan conception and implementation templates available on the internet removes a lot of uncertainty and makes it easier to benchmark and monitor plan progress. Some are free in exchange for your contact information; others have either a one-time fee or a monthly charge. Things Needed Strategic plan s Tip Try to give every member of the team s a voice in the process. If possible, create a communication system, such as a blog or message board, that allows issues to be posted and addressed in a forum setting.

*Strategy implementation is rarely an exercise in certainty. New strategies may cause concerns or resistance in the organization, or be vulnerable to other risks. In this module we explore ways to manage risks to implementation, including addressing specific causes of resistance to change.*

Clinician who is expert in the clinical innovation and recommended by the treatment developer. A team of clinicians who are implementing the clinical innovation. Action s Provides clinical supervision via phone to answer questions, review case implementation, make suggestions, and provide encouragement. Reflect on the implementation effort, share lessons learned, support learning, and propose changes to be implemented in small cycles of change. Target s of the action Clinicians newly trained in the innovation. Clinicians newly trained in the innovation. Knowledge about the innovation, skills to use the innovation, optimism that the innovation will be effective, and improved ability to access details about how to use the innovation without prompts. Knowledge about how to use the innovation in this context, intentions to use the innovation, social influences. Temporality Clinical supervision should begin within one week following the end of didactic training. First meeting should be within two weeks of initial training. Once monthly for one hour for the first six months. Justification Research that suggests that post-training coaching is more important than quality or type of training received [ 70 ]. Cooperative learning theory [ 71 ]. Some strategies could, arguably, be employed only by certain actors. Yet other strategies, such as training, could be employed by treatment disseminators external to the organization or supervisors within the organization. Whether certain types of stakeholders are more effective than others in delivering particular strategies is an empirical question; however, there is some theoretical and empirical precedent for relying upon individuals who have more credibility with those whose behavior is expected to change e. Those who report, disseminate, and describe implementation strategies should report details on who enacted the strategy. Ideally, these actions are behaviourally defined a priori to allow comparison with what was actually done during the implementation process. Good examples include strategies such as plan-do-study-act PDSA cycles [ 74 ] and audit and feedback [ 66 ], wherein the very name indicates the actions involved and the definitions expand upon the actions to be taken. Other models have followed suit in emphasizing the multi-level nature of implementation. For instance, Shortell [ 75 ] advances a model with four hierarchical levels involved in any implementation of evidence-based care: A recently published checklist for identifying the determinants of practice includes guideline factors; individual health professional factors; patient factors; professional interactions; incentives and resources; capacity for organizational change; and social, political, and legal factors [ 43 ]. In fact, the multi-level nature of implementation is reflected in the vast majority of pertinent conceptual models. Yet too rarely are the specific targets of implementation strategies clearly stated. Specifying the target is necessary because it helps focus the use of the strategy and suggests where and how outcomes should be measured. This is particularly important when reporting complex multifaceted implementation strategies, and the notion here is to be as specific as possible and to rely upon existing conceptual models and frameworks to identify relevant targets. For instance, Lyon et al. The phased nature of implementation is also highlighted in several theories, conceptual models, and frameworks. More recently, Damschroder et al. In a conceptual model of implementation in public service sectors, Aarons et al. Accordingly, implementation strategies may vary in appropriateness and effectiveness across such phases. For example, the strategies needed in the planning stage of implementing interventions may be different from the strategies required to sustain them, once successfully implemented. In their paper on the Dynamic Adaptation Process, Aarons et al. Articles that report the use of strategies should include information about the stage or phase when the strategy was used. This should include start and stop dates of strategy use, along with any information about dosage decreasing or increasing over time. Researchers who test strategies need to address the challenges of repeated data collection and analysis. As we come to learn more about the relationships between strategy appropriateness and implementation phases, implications for strategy specification and measurement will become clearer. Studies of the effectiveness and comparative effectiveness of implementation strategies should measure dose. This is

particularly important, because the field needs to know the minimal dose required to get the strongest effect. Thus, details about the dose or intensity of implementation strategies such as the amount of time spent with an external facilitator [ 39 ], the time and intensity of training [ 80 ], or the frequency of audit and feedback [ 81 ] should be designated a priori and reported. Certain strategies may target one or more these implementation outcomes or other outcomes not identified in the Proctor et al. For instance, using consensus meetings to decide which treatment to implement may be designed to increase the acceptability of the treatment from the perspective of multiple stakeholders. Training or educational strategies typically target fidelity, while financial and policy strategies likely enhance feasibility and acceptability. More information about implementation outcomes can be found in reviews by Proctor et al. Researchers or practice leaders who develop, design, and test implementation strategies should explicitly state the implementation outcomes targeted by the strategy. While these determinants of practice could be identified through formal assessment processes, they could also be identified using theory or conceptual models e. One these determinants of practice are identified, researchers should attempt to provide clear justification for why the particular strategies were selected i. While the role and importance of theory has been debated [ 51 , 54 , 67 , 91 ], providing theoretical justification for the selected implementation strategy can highlight the potential mechanisms by which change is expected to occur, ultimately providing greater insight into how and why the strategies might work. Existing reporting guidelines and suggested extensions We suggest that journals that routinely publish implementation studies could advance knowledge about strategies by formally adopting reporting guidelines and providing them to authors and reviewers. Applying such guidelines not only to implementation trials but also to articles that focus on the intervention being tested would pushing detail about implementation processes in treatment effectiveness trials and thus accelerate our understanding of strategies. Several existing guidelines are relevant. For instance, Implementation Science and several other journals have embraced the WIDER Recommendations [ 9 , 92 ], which call for authors to provide detailed descriptions of interventions and implementation strategies in published papers, clarify assumed change processes and design principles, provide access to manuals and protocols that provide information about the clinical interventions or implementation strategies, and give detailed descriptions of active control conditions. The Standards for Quality Improvement Reporting Excellence SQUIRE suggest that authors provide, among other things, a description of the intervention in this case implementation strategy and its component parts in sufficient detail so that others could reproduce it, an indication of the main factors that contributed to the choice of the intervention, and initial plans for how the intervention was to be implemented, including the specific steps to be taken and by whom i. The Equator Network [ 94 ] is a repository of reporting guidelines e. However, there is a need for the development of a suite of reporting guidelines for different types of implementation research [ 3 ]. We build upon and extend existing guidelines by recommending two standards as outlined above. First, all studies of implementation should name and define the implementation strategies used. Linguistic harmony in implementation science will be advanced if authors label or describe implementation strategies using terms that already appear in a published review article, a strategy compilation or taxonomy, or another primary research article. If and when unique language is introduced to characterize a strategy, the authors should provide a rationale for the new terminology and should clarify how the new strategy label is similar to or conceptually different from labels already in the literature. Second, all strategies used should be specified or operationalized. In our view, definition and specification should include each of the seven dimensions outlined above. These manuals can be considered akin to the kinds of manuals that accompany evidence-based psychotherapies, and could then be published in online supplements and appendices to journal articles. Adopting these guidelines would address many of the current problems that make it difficult to interpret and use findings from implementation research, such as inconsistent labelling, poor descriptions, and unclear justification for specific implementation strategies [ 9 - 11 , 13 ]. Specifically, it would facilitate meta-analysis and replication in both research and practice , and would increase the comparability of implementation strategies by allowing them to be described in similar ways. It would also help to accelerate our understanding of how, why, when, and where they work, and our translation of those findings to real-world improvements in healthcare. We welcome dialogue regarding additional considerations for reporting research on

implementation, and acknowledge room for national or international consensus processes that could formalize and extend the guidelines we present here. In the meantime, we hope that these suggestions provide much needed guidance to those endeavouring to advance our understanding of implementation strategies. Consolidated framework for implementation research; EBIs: National institutes of health; PDSA: Standards for quality improvement reporting excellence. Competing interests The authors declare that they have no competing interests. All authors read and approved the final manuscript. Acknowledgements The authors acknowledge their colleagues in the practice community who ask important and provocative questions about how to improve care, the kind of questions that simulated this work. An earlier version of this paper was presented at the Implementation Research Institute on June 20, at Washington University in St. Louis. Diffusion, dissemination, and implementation: *Ann N Y Acad Sci*. What implementation efforts increase cancer screening rates? An implementation research agenda. Initial national priorities for comparative effectiveness research. The National Academies Press; Dissemination and implementation research in health R01 <http://www.nih.gov>; Researching implementation and change while improving quality R18 <http://www.aahrq.gov>; AHRQ health services research demonstration and dissemination grants R18 <http://www.aahrq.gov>; Knowledge translation of research findings. Specifying and reporting complex behaviour change interventions: A systematic review of the use of theory in the design of guideline dissemination and implementation strategies and interpretation of the results of rigorous evaluations. A systematic review of the use of theory in randomized controlled trials of audit and feedback. *Methods and metrics challenges of delivery-systems research*. A cross-sectional study of the number and frequency of terms used to refer to knowledge translation in a body of health literature in *Developing and evaluating complex interventions*: Medical Research Council; Implementation research in mental health services: *Adm Policy Ment Health*. Out of the crisis. Lean thinking in healthcare: *Qual Saf Health Care*. The impact of evidence-based guideline dissemination for the assessment and treatment of major depression in a managed behavioral health care organization. *J Behav Health Serv Res*. A compilation of strategies for implementing clinical innovations in health and mental health.