

# Strategy Huddle™ with MyStrategicPlan

Welcome!

*Powered by*



**Purpose** Answer real-world questions, handle high-level strategy issues, and share best practices on strategy, execution, planning

**Duration** 45-60 minutes

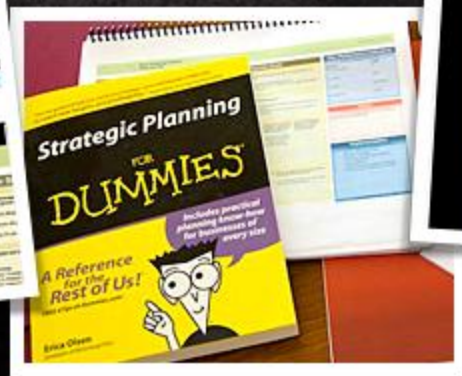
**Your Role** Ask questions: Questions can be submitted via the Chat Box on right at any time. \*\*

Offer suggestions: Share your experience via the Chat Box during the topic at hand

**Details** Session is being recorded and a follow-up email this week will include a link to this huddle as well as the supporting slides.



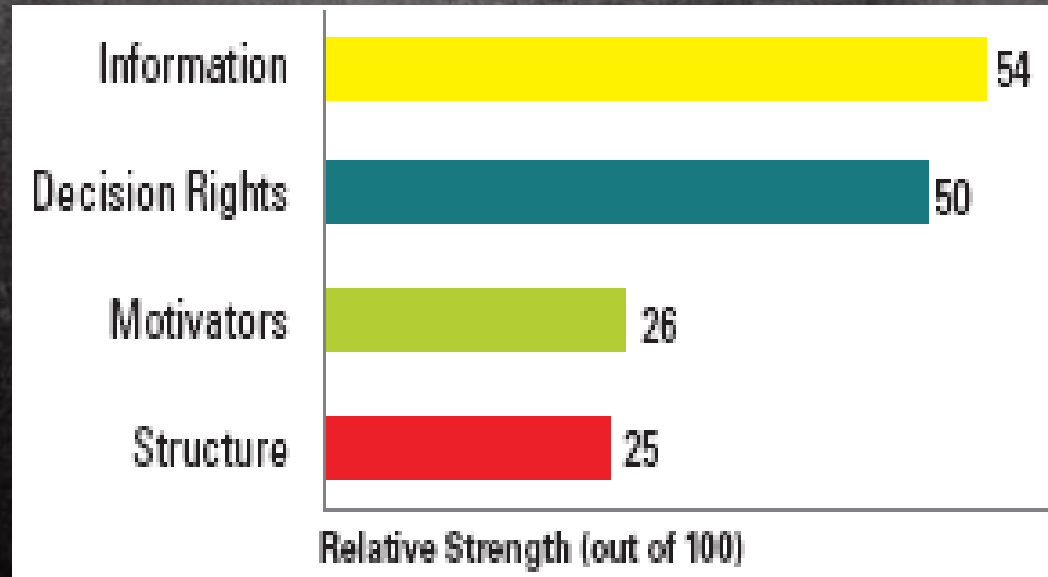
- ⑥ In the past three years we have...
- ⑥ Managed 100+ strategic planning processes
- ⑥ Deployed 800+ strategic management systems (MyStrategicPlan, MyNonprofitPlan, MyChurchPlan)
- ⑥ Built consensus and commitment with 3,000+ executives, managers, boards
- ⑥ Empowered 1 million+ strategist & soon-to-be strategists



- I. Strategy Stat of the Month
- II. Creating Useful Measures for Execution
- III. Case Study: Creating Strategic Alignment in a Loosely Organized Company
- IV. Case Study: Knowing if you Need to Change your Business Model
- V. Tap into the Wisdom of the Crowd: Your Questions (Time Permitting)

# WHAT MATTERS MOST TO STRATEGY EXECUTION

**Strategy Stat:**  
**2 to 1 (rights and info over motivators and structure)**



Source: "The Secrets to Successful Strategy Execution,"  
HBR June 2008, pp60-70 - Neilson, Martin and Powers



*We are stuck on developing metrics. What are some tips or suggestions you have to create ones that are usable?*

## **CREATING USEFUL MEASURES FOR EXECUTION**

- ⑥ Provide a way to see if your strategy is working
- ⑥ Focus employees', managers' and board's attention on what matters most to success
- ⑥ Provide for employee development so as to empower the team
- ⑥ Should provide common and understandable language for communicating to others
- ⑥ Are valid and realistic, to ensure measurement of the right things
- ⑥ Are verifiable, to ensure accurate data

**Good Performance Measures** must be based on the following:

- Explicitly defined ownership,
- Precise unit of measure that is verifiable,
- Specific data collection frequency, and
- Realistic targets, plus any thresholds along the way.



# Scorecard Template

	Corporate Objective	Department Objectives	Measures	Targets	Data Source	Frequency
Financial	<i>Indicate the corporate objective you are aligning with. You can use the objective number as listed in the Strategic Plan document for simplicity.</i>	<i>Identify your objective for 2010. Indicate your start and end date.</i>	<i>List your measure, the source or your measure, and the frequency of data collection</i>	<i>Indicate the numeric annual or monthly value.</i>	<i>Where is the data coming from</i>	<i>What is the period.</i>
Customer Experience						

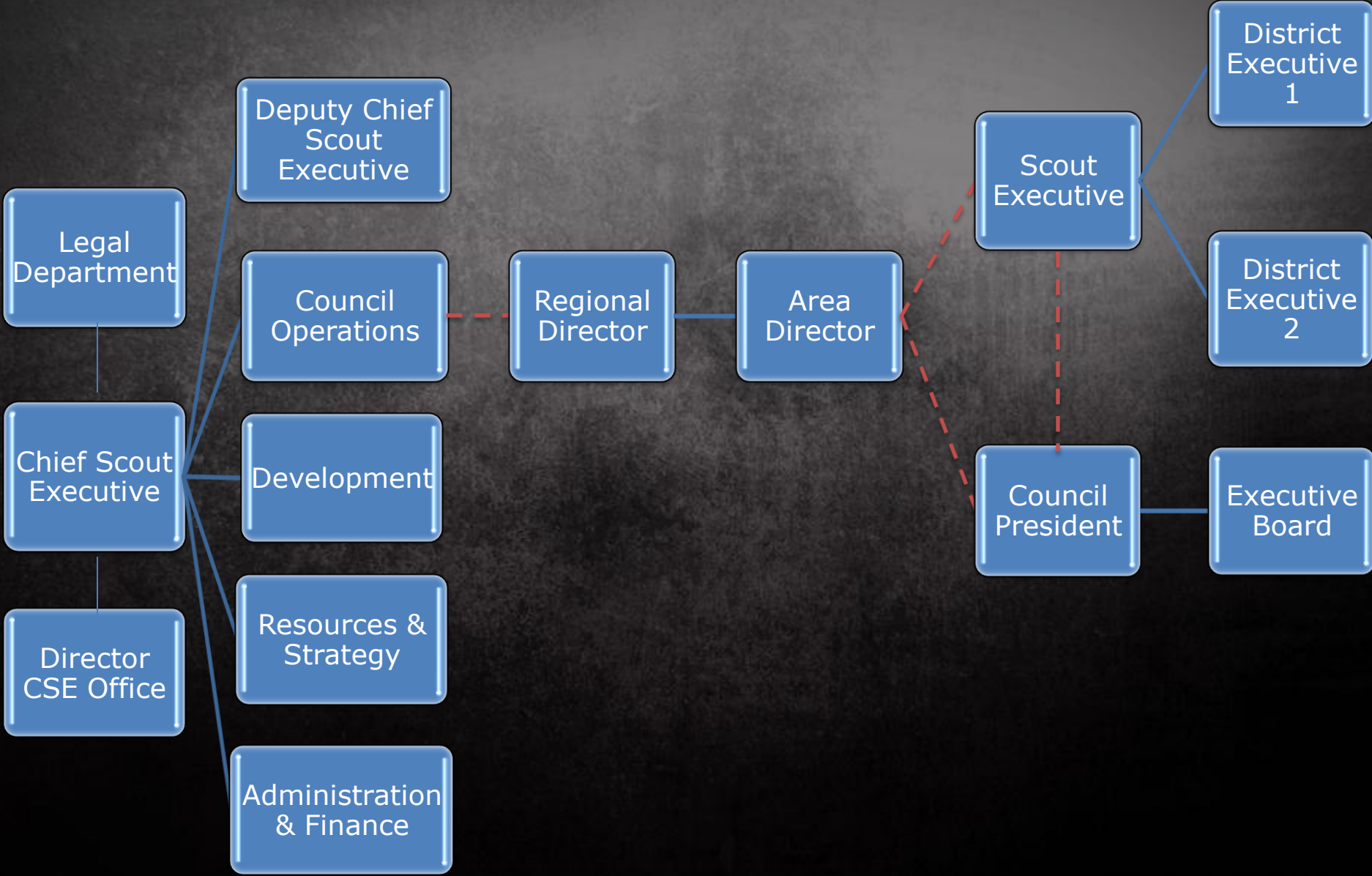
1. Identify the right measures.
2. Establish increments that mesh with the targets.
3. Identify the data source.
4. Determine your collection tool.
5. Assign responsibility to input numbers based on the period.
6. Evaluate each quarter.

Case Study:

# **CREATING STRATEGIC ALIGNMENT IN A LOOSELY ORGANIZED COMPANY**



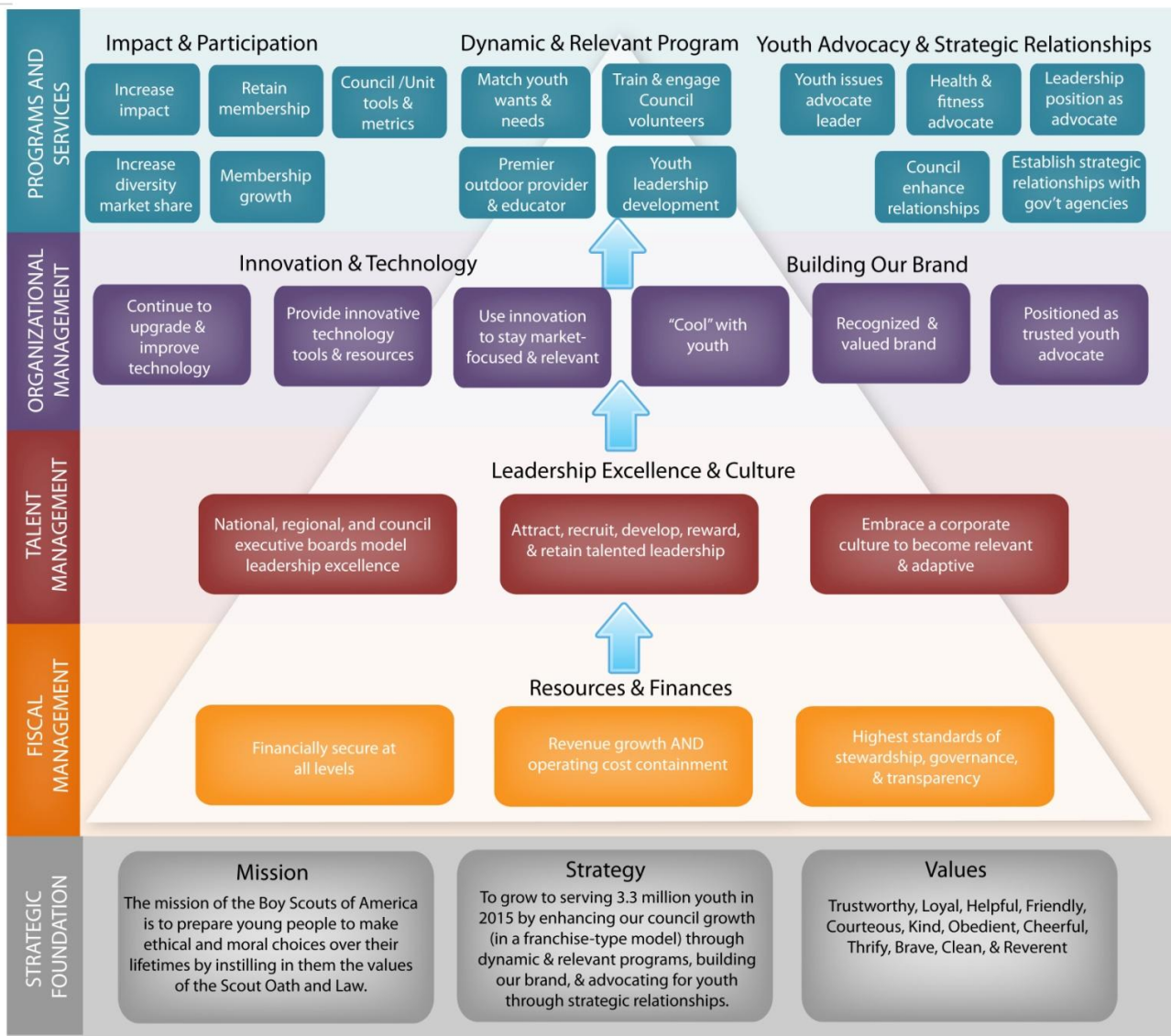
# Organizational Structure



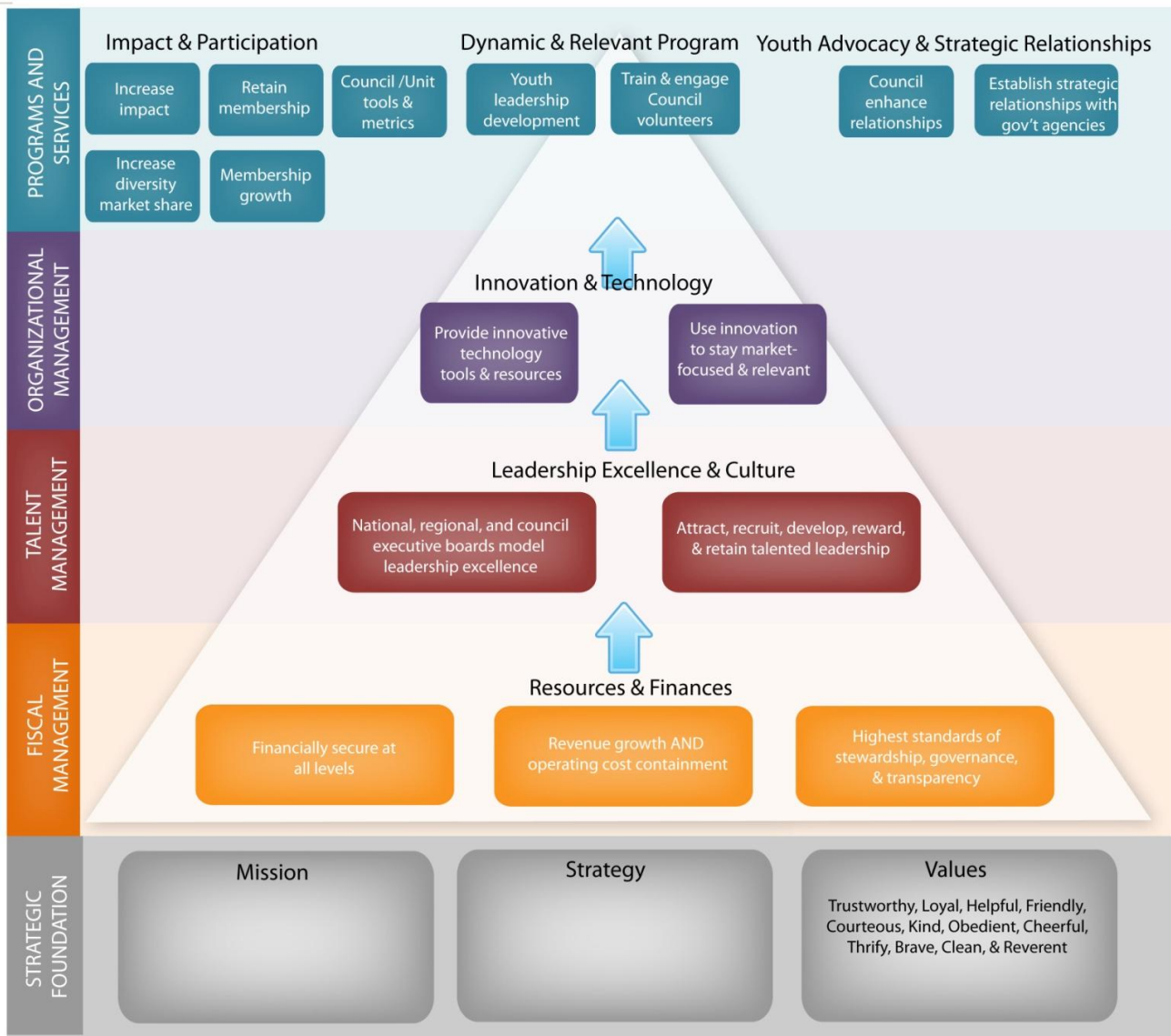
## BSA 2011 - 2015 Strategy Map

### Vision

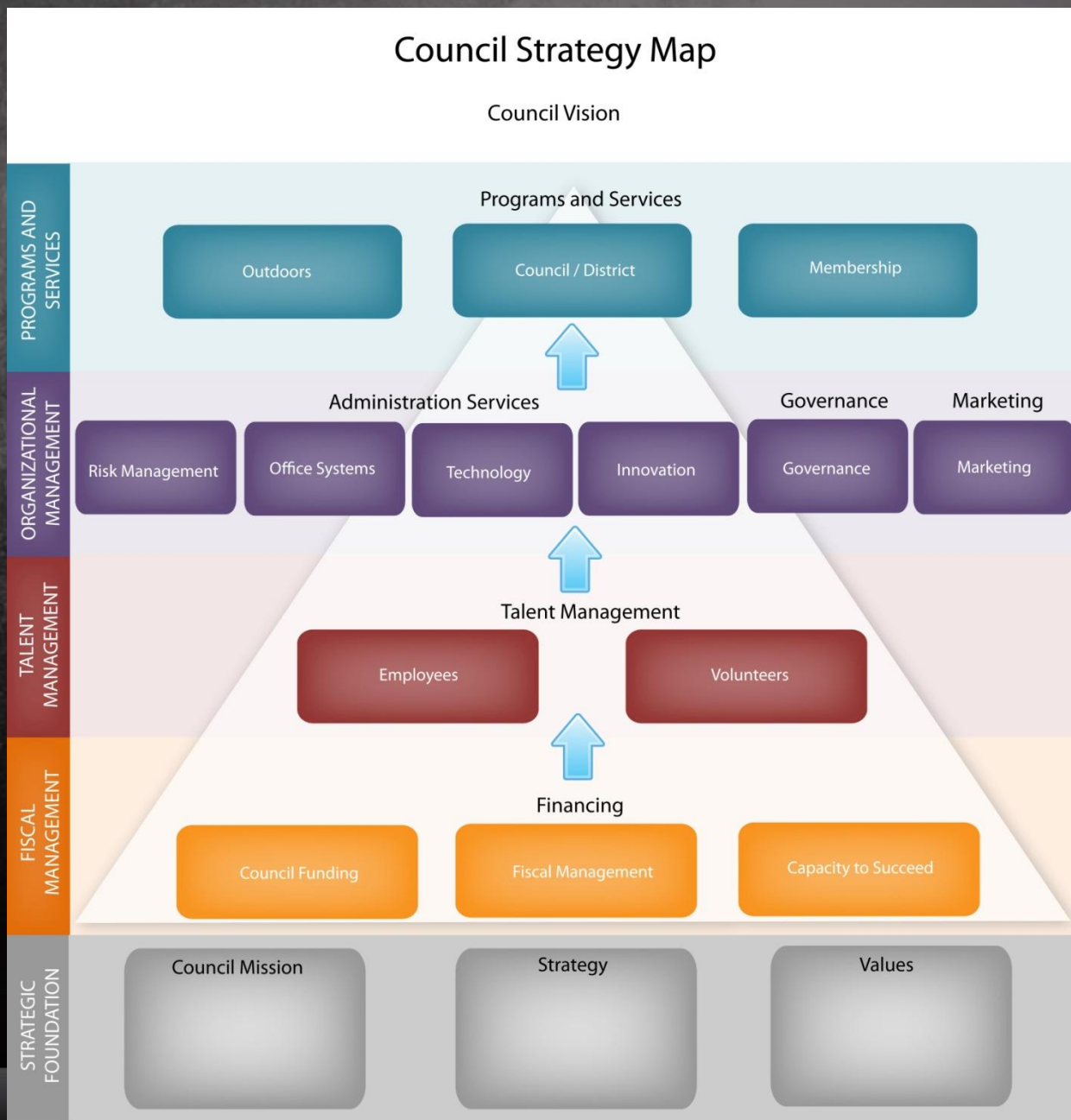
The Boy Scouts of America will prepare every eligible youth in America to become a responsible, participating citizen and leader who is guided by the Scout Oath and Law.



## Council Operations 2011 - 2015 Strategy Map Vision

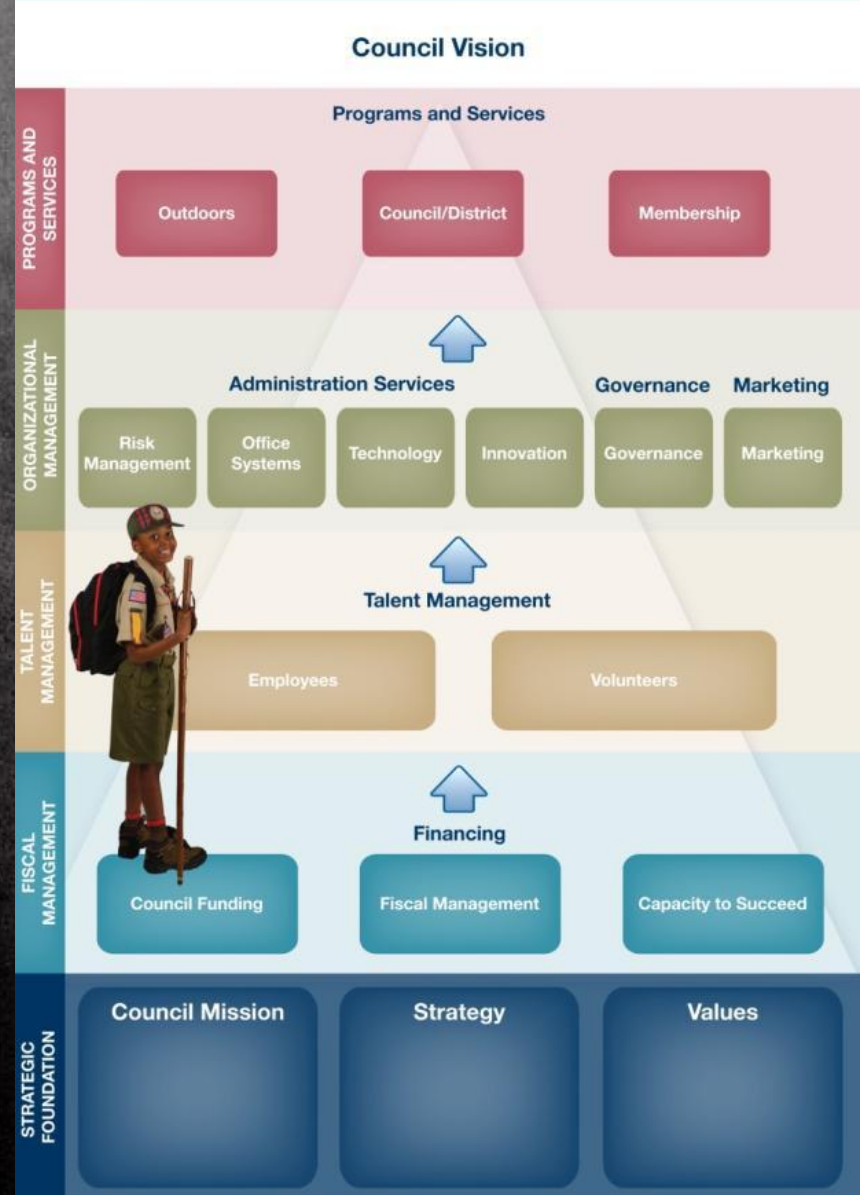
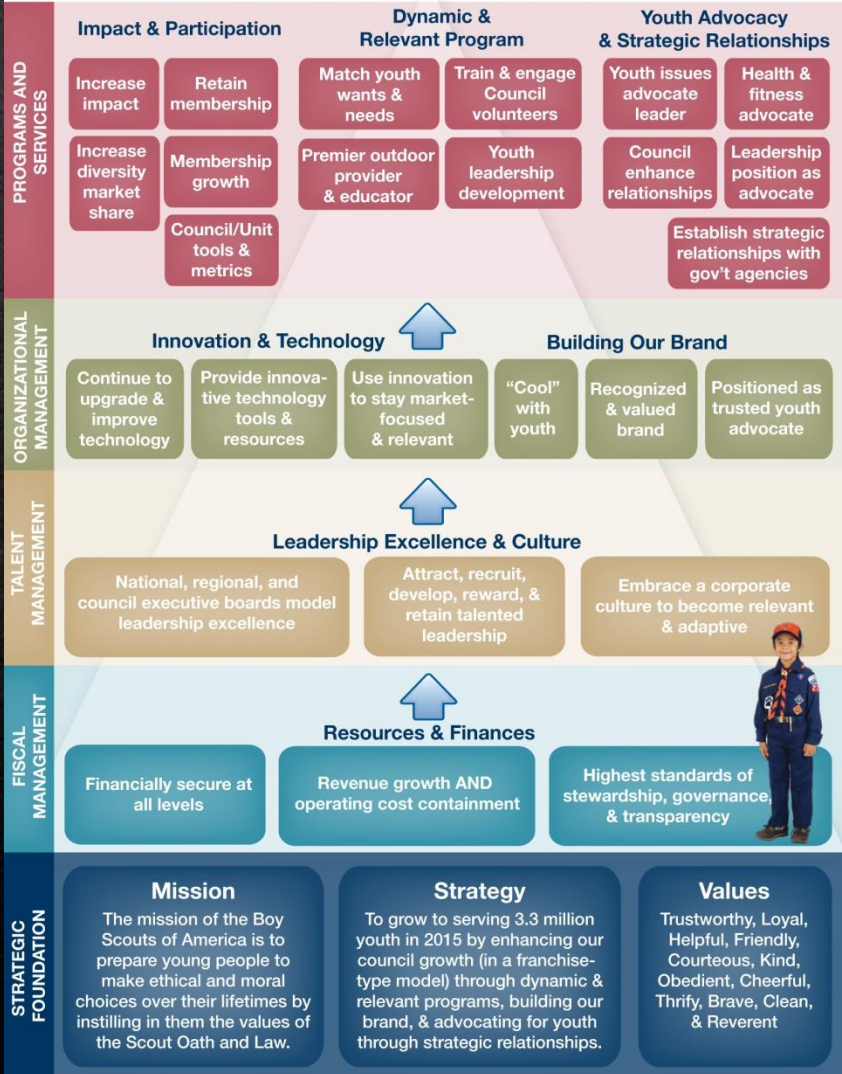








**Vision:** In Scouting's second century, we are building the leaders of tomorrow. Scouting's dynamic & engaging journey beckons to America's young people. Our exciting programs & outdoor adventures inspire lives of leadership, character & service. Relevant & adaptive, we are a trusted advocate for youth. Our adult volunteers & employees are widely admired for their leadership excellence. The Boy Scouts of America is strong & financially secure. True to our mission, Scouting reflects our nation in its ethnic diversity & shapes our nation by developing responsible citizens.



### Steps taken include:

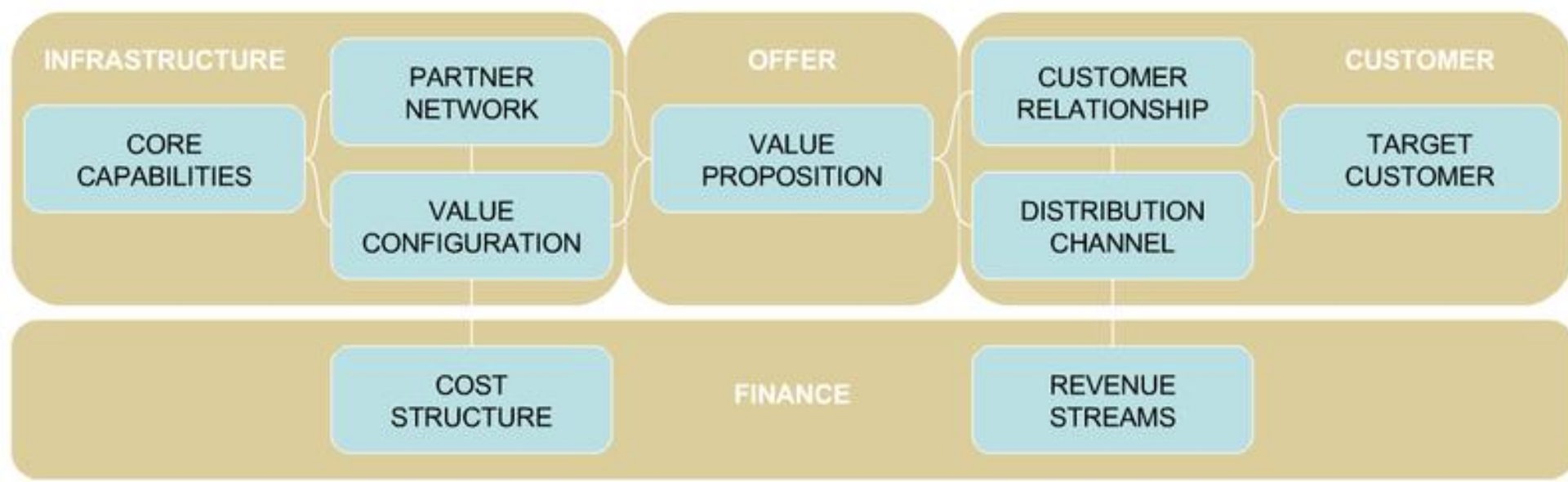
- ⑥ Created a generic balanced scorecard framework
- ⑥ Syncing up the National Strategy with the balanced scorecard framework
- ⑥ Decided to keep the goals for the departments aligned with National
- ⑥ Decided the Council (franchisee) would have the same framework but not the same goals



Case Study:

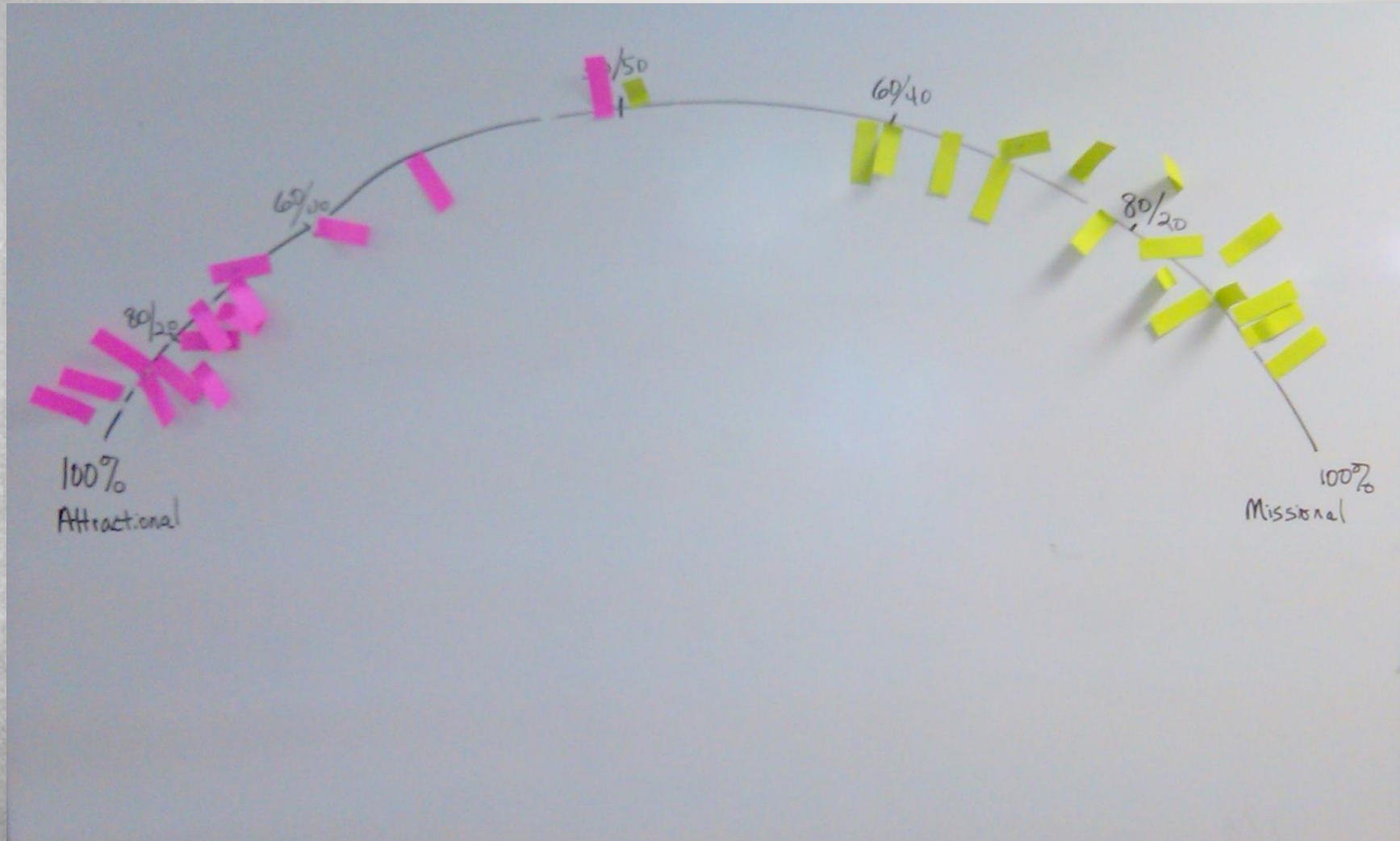
# **KNOWING IF YOU NEED TO CHANGE YOUR BUSINESS MODEL**

# Business Model Diagram



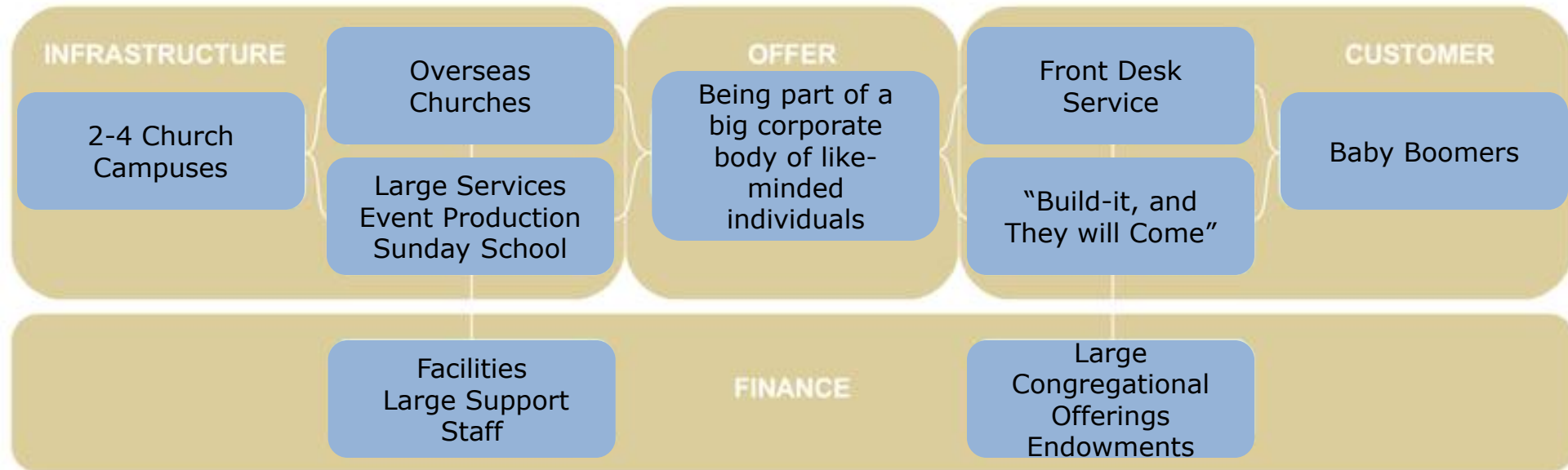


# Business Shift in Action

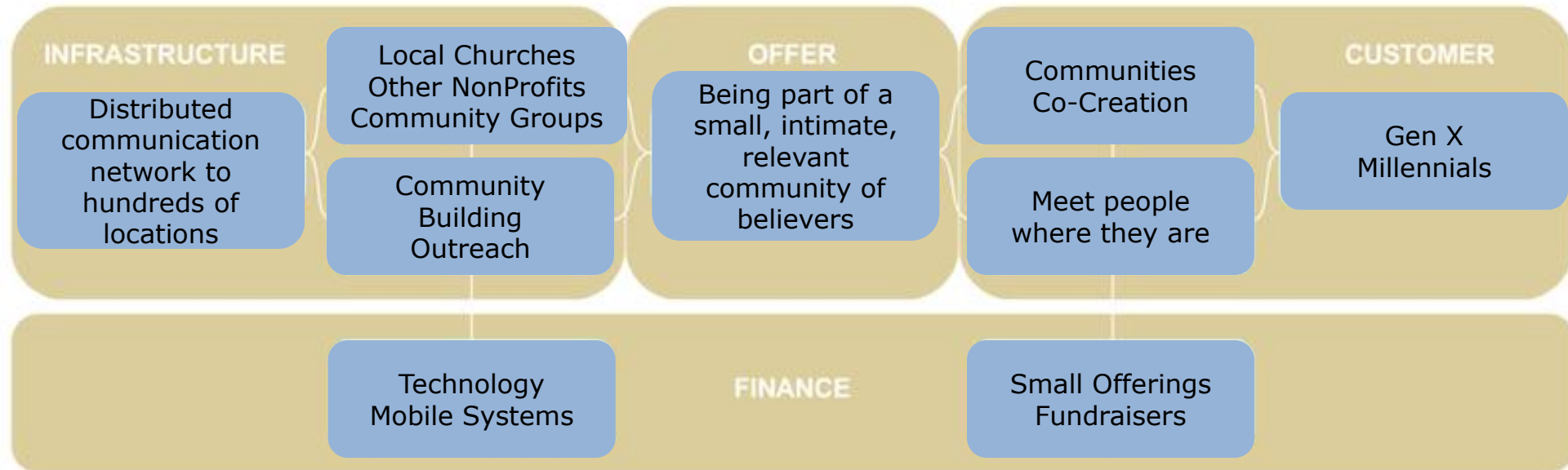




# The Attractional Model



# The Missional Model



- ⑥ Is your business model changing?
- ⑥ If No – Keep in the back of your mind the business model discussion so you can ask the question that will influence the corporate strategy.
- ⑥ If Yes – Work up your Business Model Canvas. We'll send a link to the template.



Any insights you would like to share related to one of today's topics?

What are some strategy or execution questions you would like to discuss?

- ⑥ 9am PT on Wed, July 28th
- ⑥ Send in questions for the next Strategy Huddle to [admin@mystrategicplan.com](mailto:admin@mystrategicplan.com) (reference the Strategy Huddle in the subject line)
- ⑥ Interested in sharing/presenting a best practice as a Strategy Leader? (send email to [admin@mystrategicplan.com](mailto:admin@mystrategicplan.com) and reference the Strategy Huddle in the subject line)
- ⑥ Follow us on Twitter @MyStrategicPlan
- ⑥ Today's session is being recorded and a follow-up email this week will include a link to this huddle as well as the supporting slides.

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Our office hours are Mon-Fri 9am-5pm (PT).