Best Practices for putting your campus completion plan into action
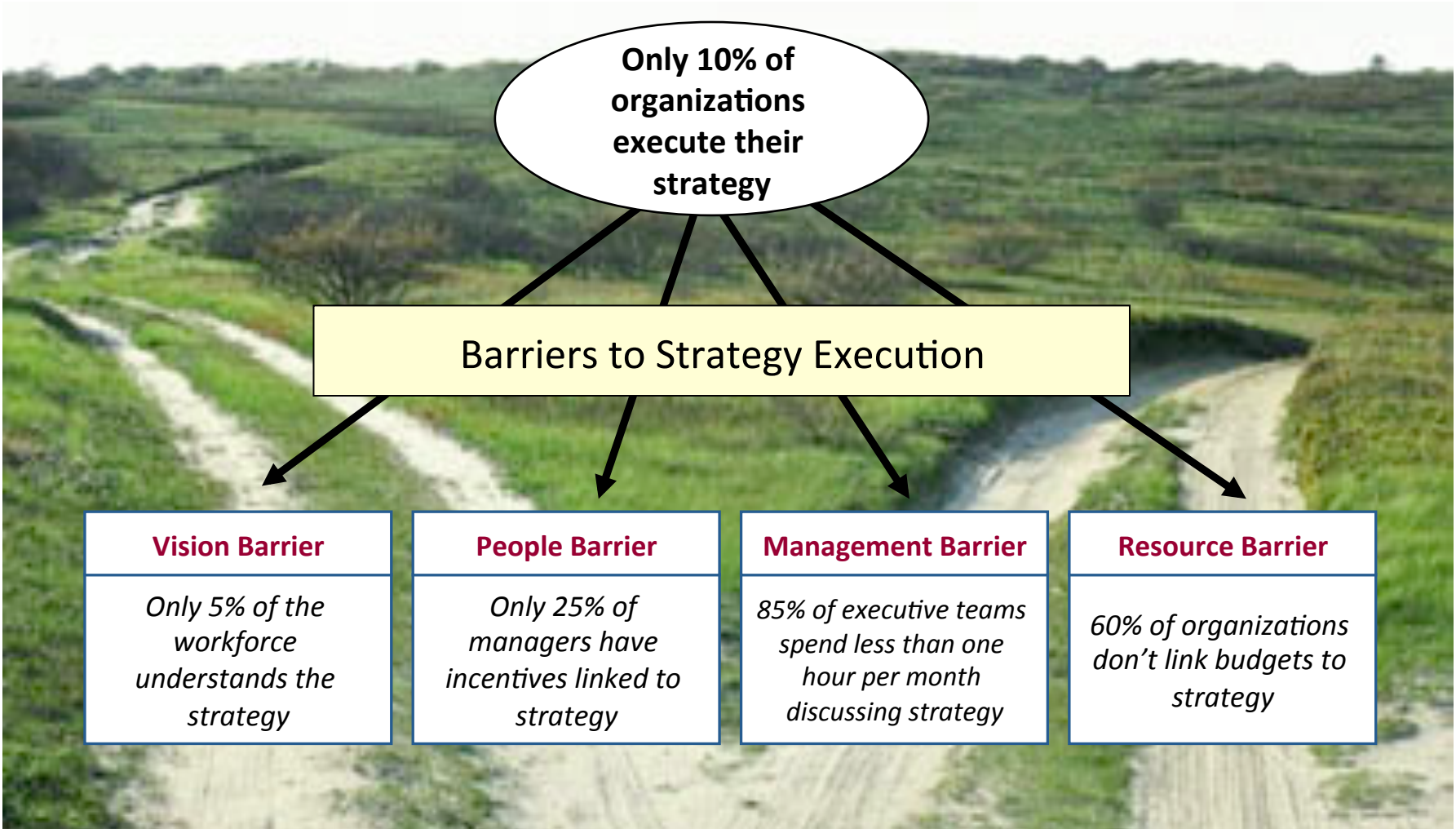
Jan W. Lyddon, Ph.D.

From plans to action

The Strategy Story

Only 10% of organizations execute their strategy

Barriers to Strategy Execution

Vision Barrier	**People Barrier**	**Management Barrier**	**Resource Barrier**
Only 5% of the workforce understands the strategy	*Only 25% of managers have incentives linked to strategy*	*85% of executive teams spend less than one hour per month discussing strategy*	*60% of organizations don't link budgets to strategy*

(Chart adapted from material developed by Robert S. Kaplan and David P. Norton)

Six Best Practices of Strategy Execution

Strategy Execution
Percent using these best practices:
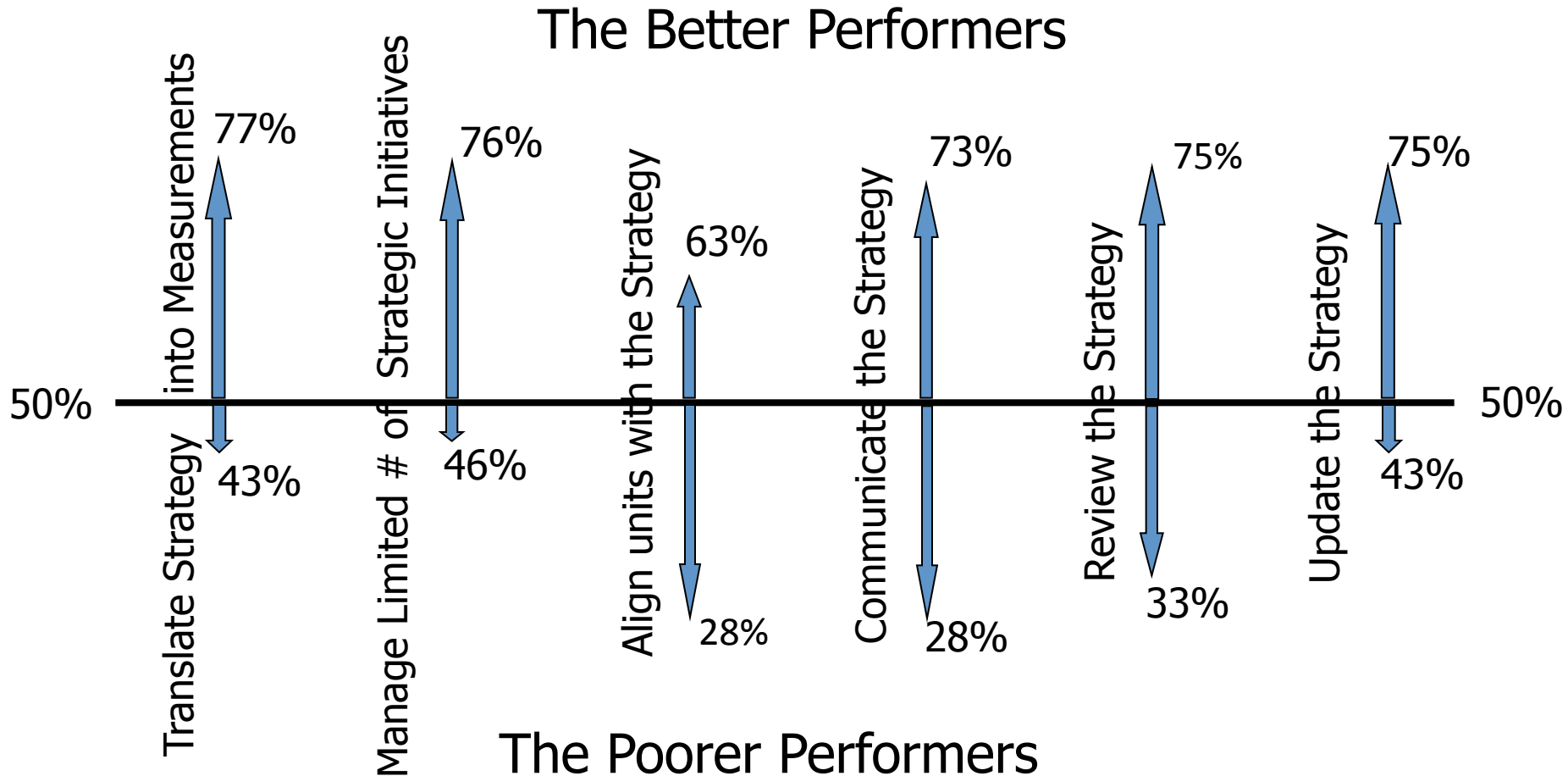
The Better Performers

The Poorer Performers

Best Practice # 1

Translate into measurements

Why Translate the Strategy?

The Measurement Principle!

What is measured gets noticed	**What is noticed gets acted on**	**What is acted on gets improved**

Dee W. Hook presentation - Phenomenon of Measurement
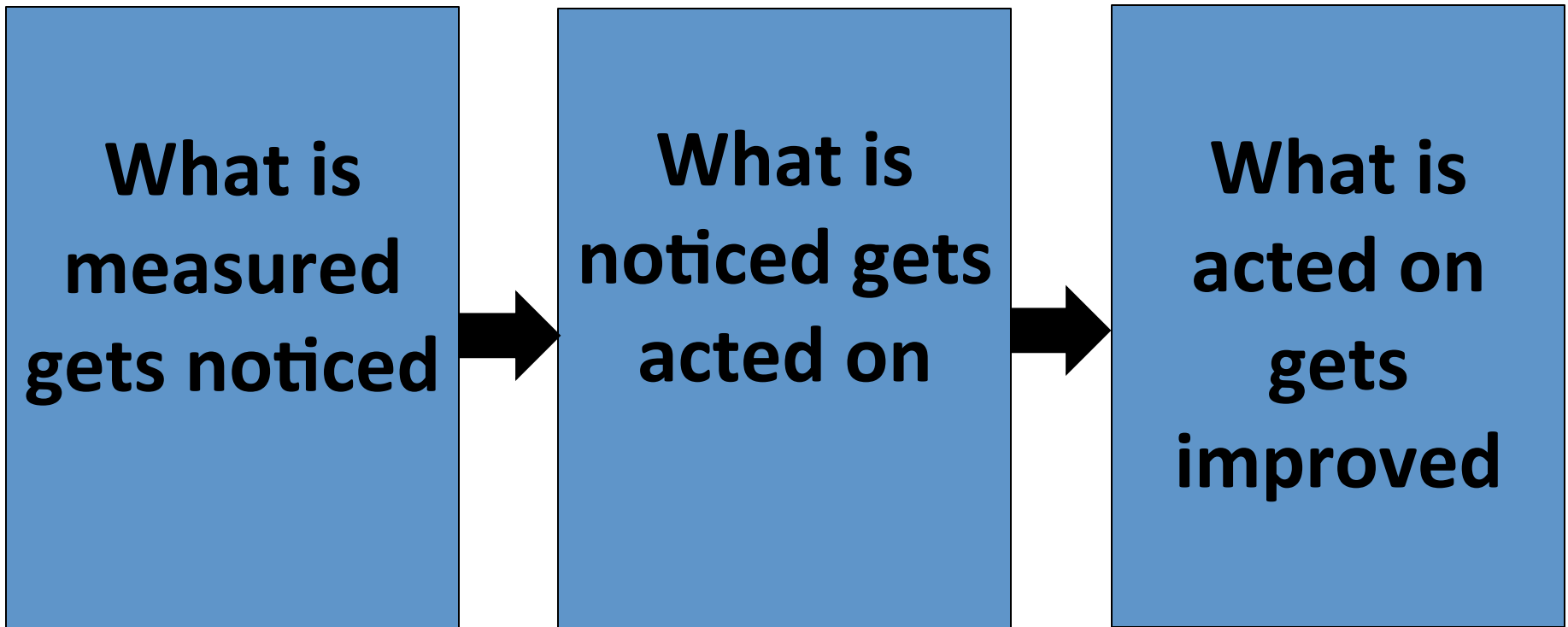
All Performance Measures

Answer Two Sets of Questions…

Quantity

- How Much

Quality

- How well

How much did we do

+

How well did we do it

- Effort
  - How hard did we try?
- Effect
  - What change did we produce?

Best Practice #2

Manage a limited number of initiatives

Manage Limited Number of Strategic Initiatives

Strategic Triage...focusing on the strategic few initiatives that will have the greatest impact

What We Can Do

Trivial Many (80%)
Strategic Few (20%)

What We Achieve

20% of Results
80% of Results
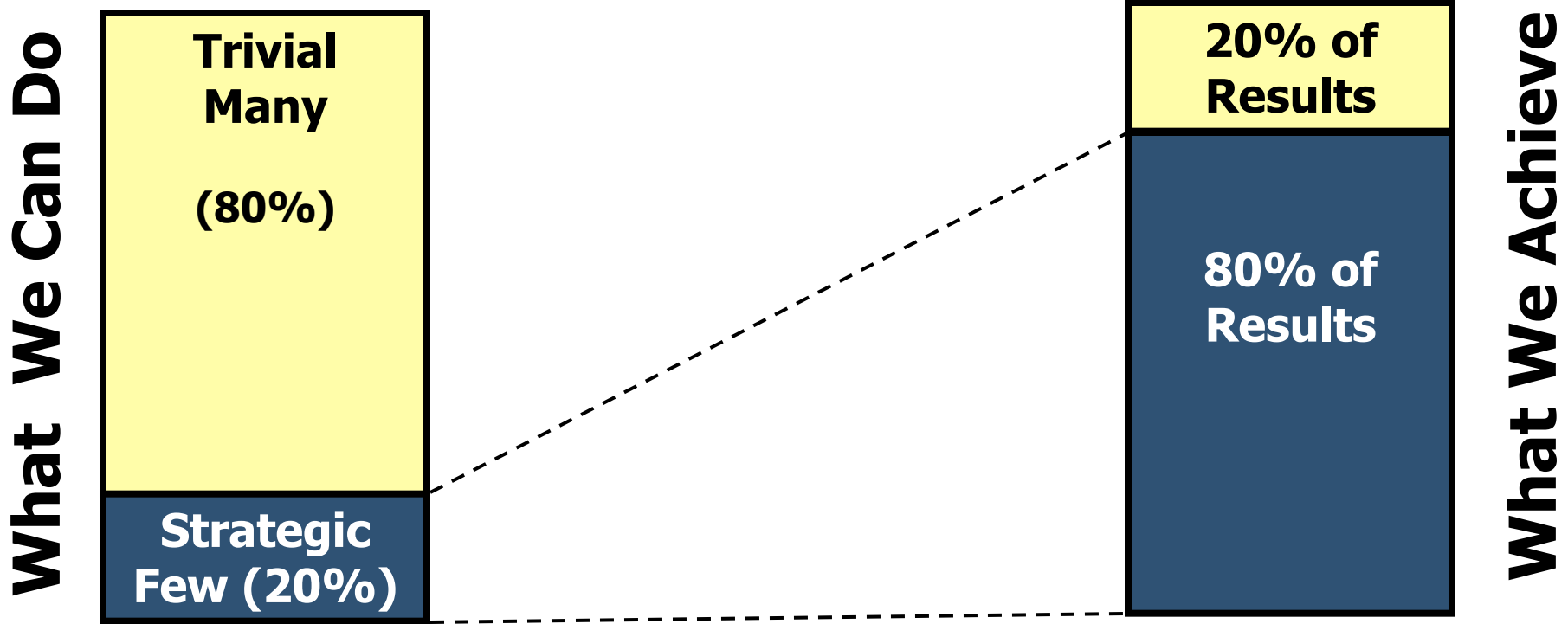
aka... **The Pareto Principle** or **80-20 Rule**...80% of our success will come from 20% of the things we do

A *Corollary* to Manage Limited Number of Strategic Initiatives

- ***Strategy Execution Budget***
  - funds for each strategic initiative

- Requires reallocation of resources → limits number of less effective initiatives

- Better performers more likely to have Strategy Execution Budget

Best Practice #3

Align units with the strategy

By Aligning the Units with the Strategy

We can move from this
to this
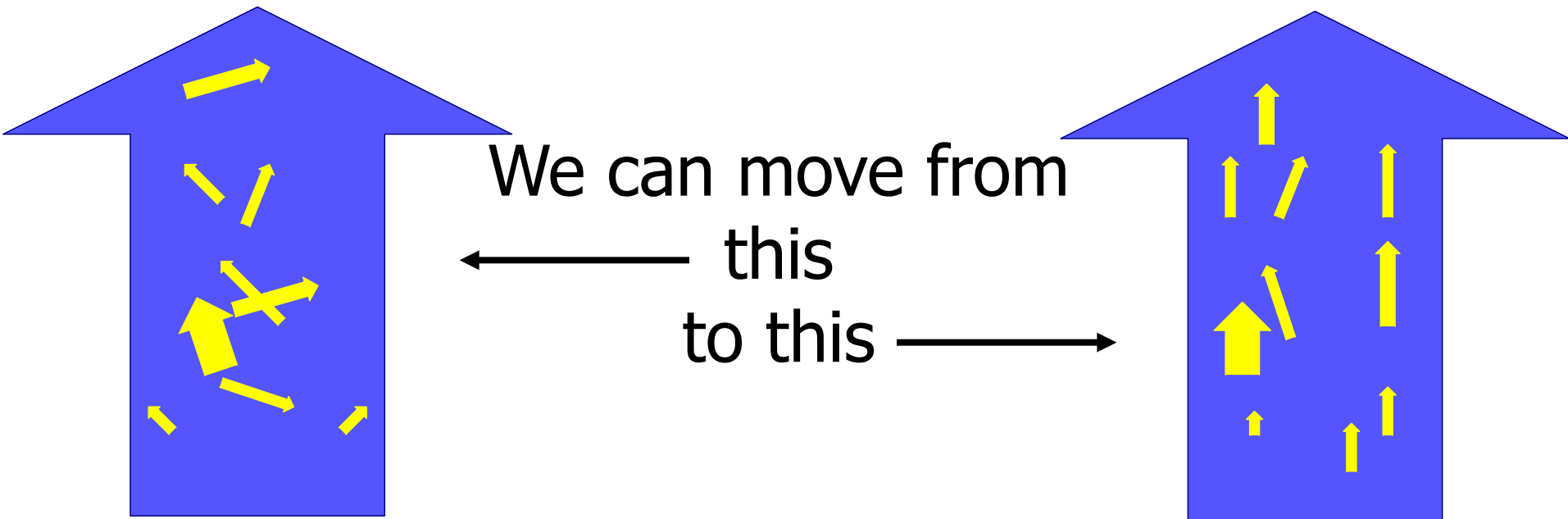
Operational Planning and Budgeting

- Determine scope and magnitude
  - Refine?
  - Policies and procedures
  - Significant effort:
    - Develop new
    - Eliminate ineffective
  - Assure plans, strategies and resources effectively align

Best practice #4

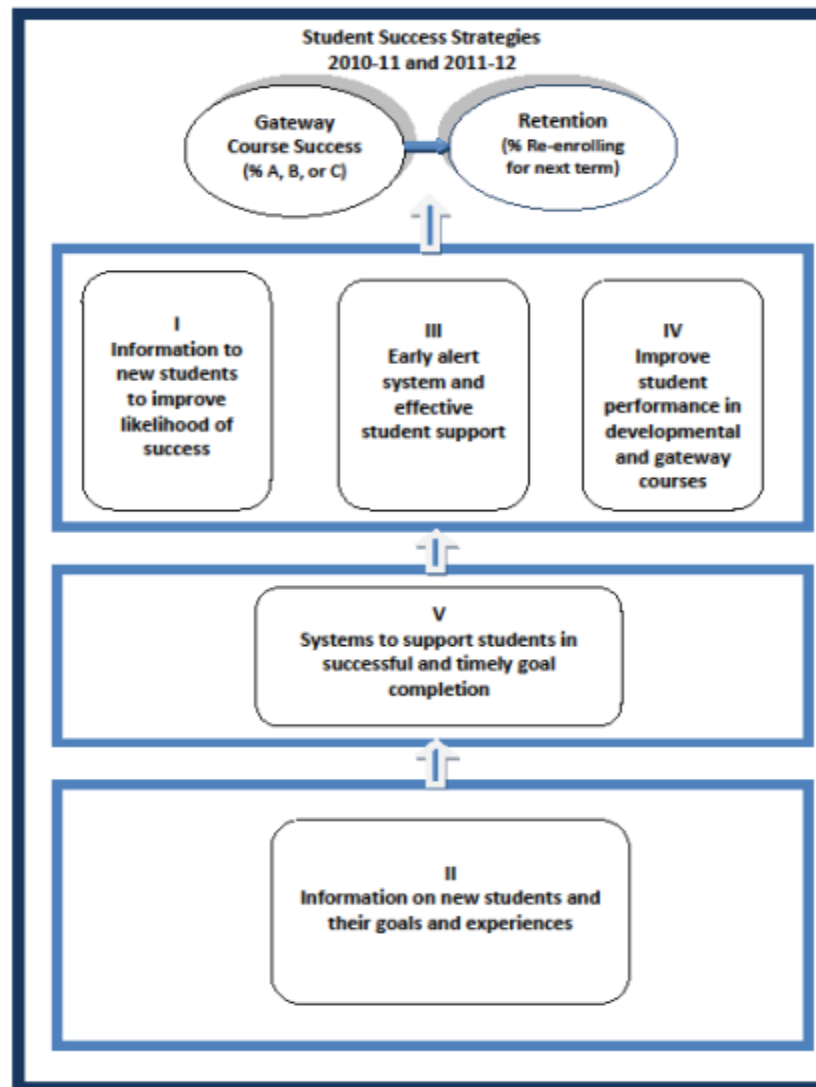Communicate the strategy

Communications

- Most organizations have communications problems

- 7 exposures

- Involvement → communication and understanding

Communicating the Strategy

- Strategy Development Process
- Strategy Map
- Strategy and Metrics Sheet
- Balanced Scorecard and Dashboards
- Email, alerts, blogs, comment boxes presentations and personal communication
- Collaboration to link operations plans to the strategy
- Meetings to review progress and discuss gaps

- Visuals
  - Progress Reports and other visual aids help to keep staff informed and enthusiasm alive.

Student Success Strategies
2010-11 and 2011-12

Gateway Course Success (% A, B, or C)

Retention (% Re-enrolling for next term)

I
Information to new students to improve likelihood of success

III
Early alert system and effective student support

IV
Improve student performance in developmental and gateway courses

V
Systems to support students in successful and timely goal completion

II
Information on new students and their goals and experiences

Best practice #5

Review the strategy

Strategy Review

- What can we learn from this shortfall?

- Did we have the right goal?

- Are we doing the right things to reach the goal?

Strategy Review, Cont'd

- What should we do to get back on track?

- Should we change our strategy (what we are doing) or our operations (how we are doing it)?

- How frequently should we review strategy?

Operations Review

- Doing things right

- Frequent:
  - Daily or weekly
  - Monthly or quarterly

- How are our processes functioning?

Operations Review Cont'd

- Where do we need improvement?

- How do we improve these processes?

- What are the strategic implications?

Best practice #6

Update the strategy

Updating the Strategy

- Two possible triggers:
  - Strategy review
  - Operational review
- Update strategy – and realign operational plans

Benefits from Focusing on Strategy

- Communicating the Strategic Plan to everyone and focusing on plan execution

- Increasing teamwork, cooperation, and communication within and between departments

- Enhancing Leadership development

- Spotlighting goals and advancing quality Improvement effort.

- Managing resources more efficiently

- Linking compensation more directly to performance

Contact Information

Jan Lyddon, Ph.D.

Principal

Organizational Effectiveness Consultants

jwlyddon@gmail.com

281-389-5684

Resources

- ***The Balanced Scorecard***, Kaplan & Norton, 1996, Harvard Business School Press ISBN 0-87584-651-3

- ***Balanced Scorecard for Government and Nonprofit Agencies***, Niven, 2003, John Wiley & Sons ISBN 0-471-42328-9

- ***Strategy Maps,*** Kaplan & Norton, 2004,Harvard Business School Publishing Corp. ISBN 1-59139-134-2

- ***The Execution Premium***, Kaplan & Norton, 2008, Harvard Business School Publishing Corp.   ISBN-13: 978-1-4221-2116-0

- ***Trying Hard is Not Good Enough: How to Produce Measurable Improvements for Customers and Communities***. Friedman, Mark. 2005, Trafford Publishing. ISBN 1-4120-6397-3