

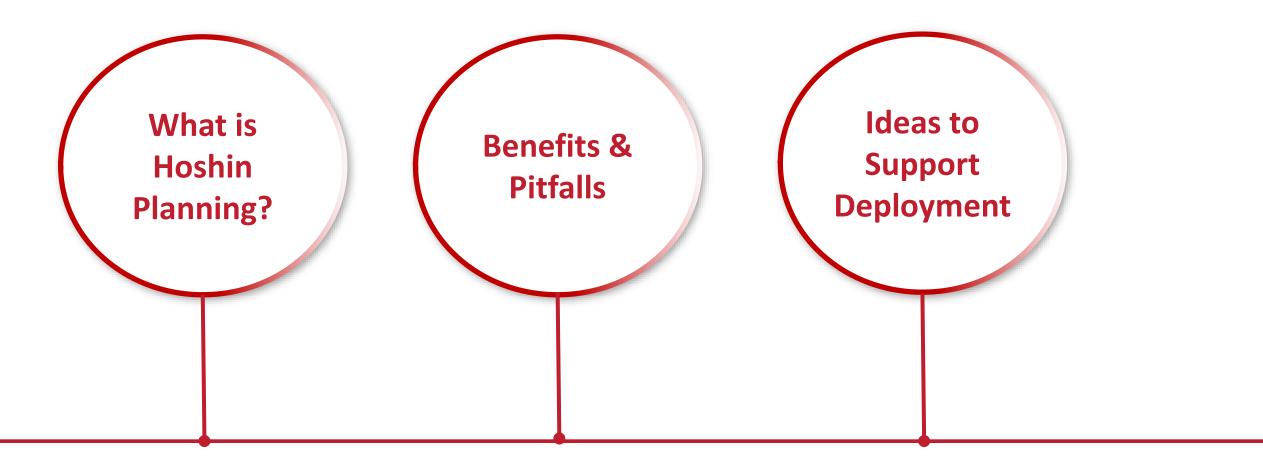
# Benefits and Pitfalls of Bringing Strategic Goals to Life

**Presented by** 

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# **Expected Outcomes**







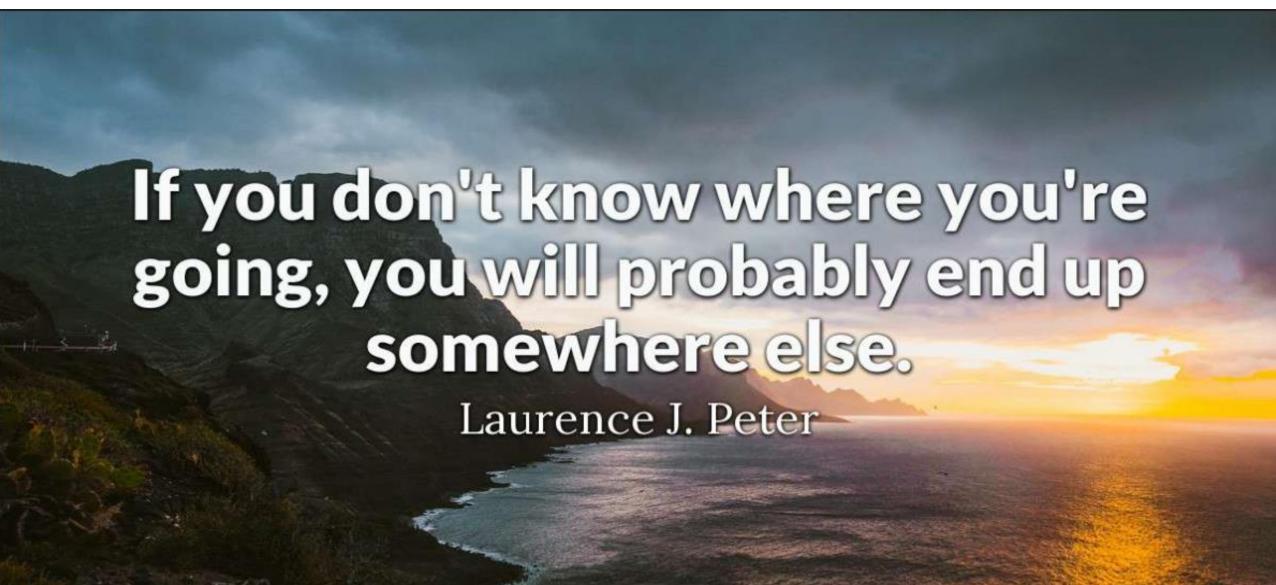
# **Definition of Strategy**





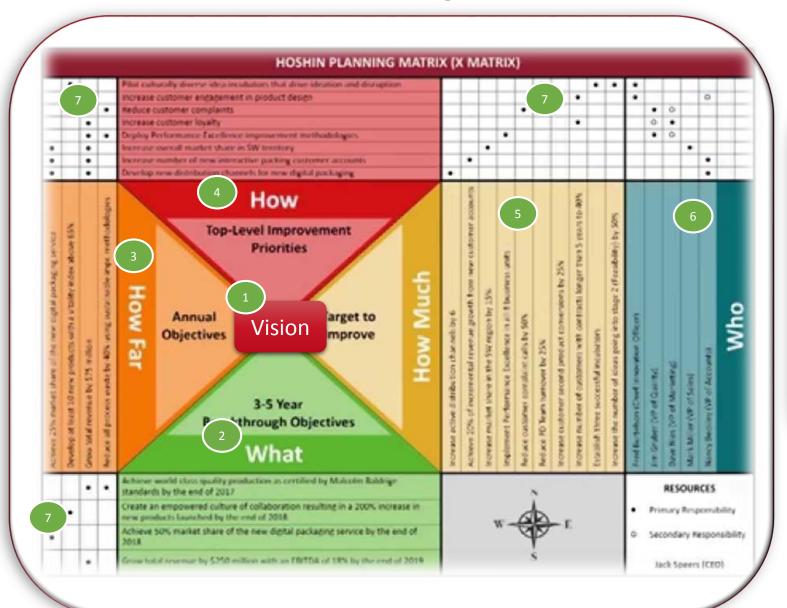
- "Strategy is the Bridge between high order goals on the one hand and tactics or concrete actions on the other"
- "Complex web of thoughts, ideas, insights, experience, goals, expertise, memories, perceptions . . ."





# Hoshin (direction) Planning





#### What it Is?

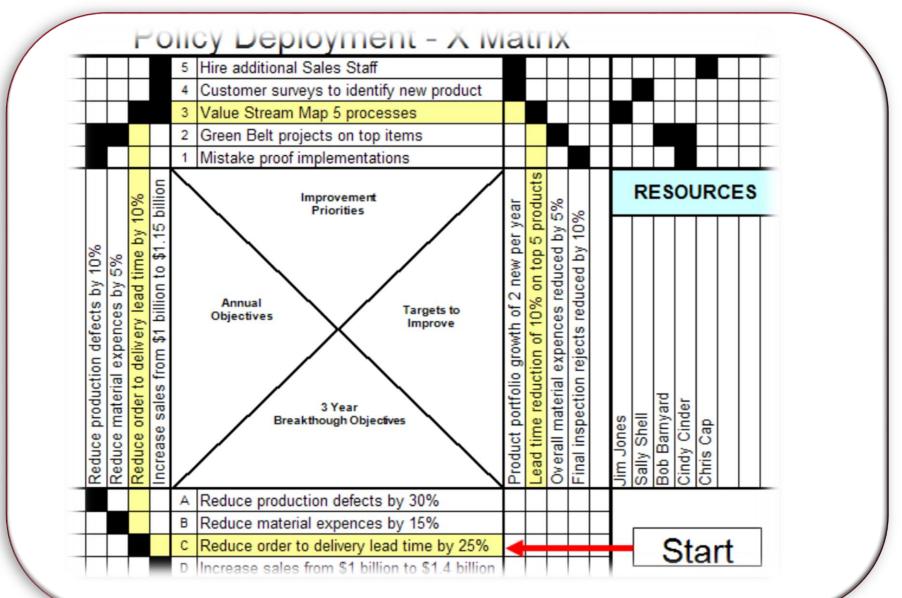
- Process to identify What are your organisations future long term goals (End) and How you can deliver these goals (Means)
- Socio technical process

If you don't know where you are going, you will probably end up somewhere else

Lawrence J. Peter

## Example





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# Roles and Responsibilities



### The What?

Leadership provide the direction



### The How?

Employees identify "the How"



## How to Implement





# How to Implement



Engage with Everyone

Tell me, and I'll forget.

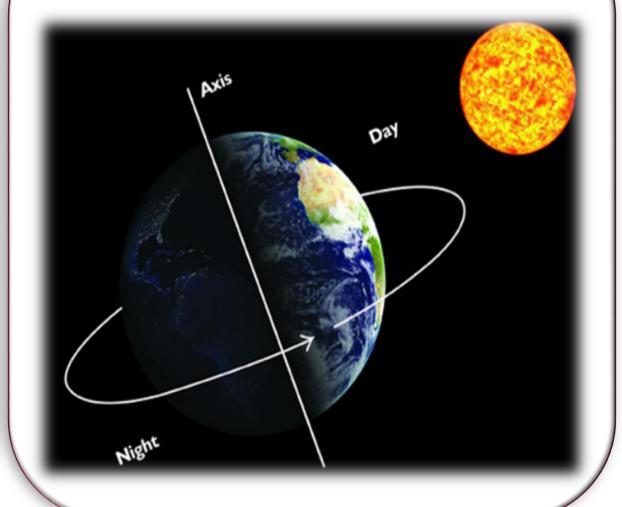
Show me, and I may remember.

Involve me, and I'll understand

- Chinese proverb

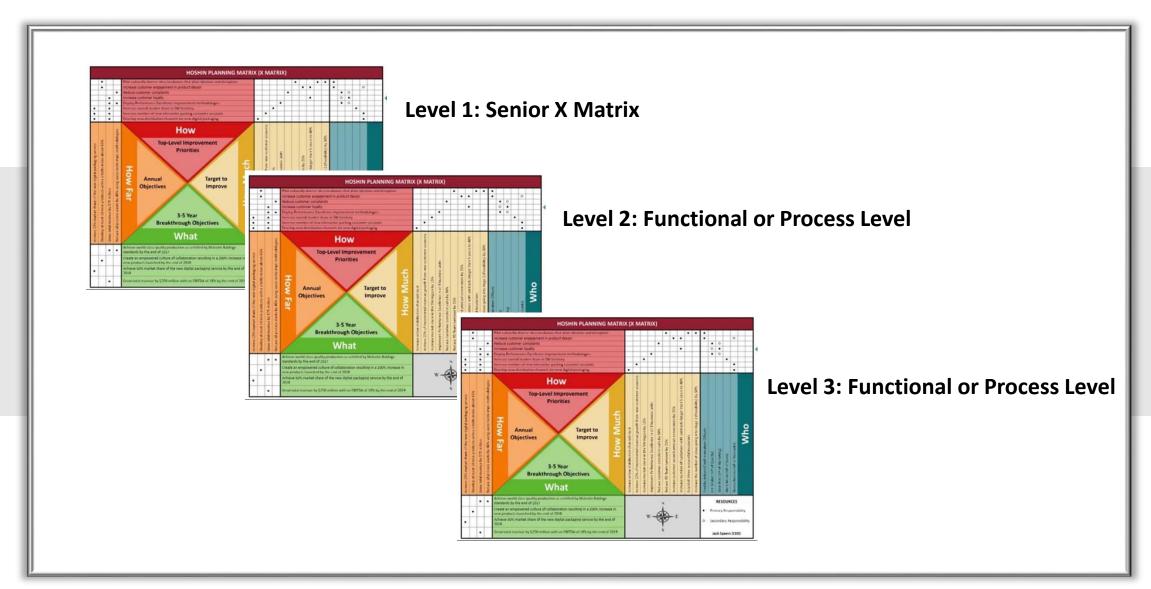


## **Process Based Approach**



# Alignment of the Business through Levels of X Matrix





## Policy Deployment Process





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#### Benefits and Pitfalls



#### **Benefits**

- Process to link long term goals to annual objectives
- Provides visibility to all employees link between their job and the future of the company
- Engages hearts and minds of employees . . .Value and purpose
- 4. Integrating continuous monitoring of changes, internal and external
- 5. Ongoing Process

#### **Pitfalls**

- 1. Static process once a year
- 2. Completed by 1 to 2 people
- 3. Paperwork exercise
- 4. Focus on the template as opposed to the intent
- 5. Poor diagnostic (Richard Rumult)
- 6. Slogans, buzz words
- 7. Tell versus Involve







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