



STRATEGY EXECUTION HEROES

Create a solid development platform

A checklist

Use *Strategy Execution Heroes* (page 173) to assess impact and feasibility.

Estimate the impact of each tip and score low as a 1, medium as a 2 and high impact as a 3.
Estimate the feasibility of each tip and score low as a 1, medium as a 2 and high feasibility as a 3.

	Impact	x	Feasibility	=	Priority
Link development and strategy.	<input type="text"/>		<input type="text"/>		<input type="text"/>
Think ahead.	<input type="text"/>		<input type="text"/>		<input type="text"/>
Let go of your old skills.	<input type="text"/>		<input type="text"/>		<input type="text"/>
Keep the right flight level.	<input type="text"/>		<input type="text"/>		<input type="text"/>
Discuss content AND process.	<input type="text"/>		<input type="text"/>		<input type="text"/>
Involve development executives in the strategic planning process.	<input type="text"/>		<input type="text"/>		<input type="text"/>
Create excitement.	<input type="text"/>		<input type="text"/>		<input type="text"/>
Make the CEO a member of the Learning Advisory Board.	<input type="text"/>		<input type="text"/>		<input type="text"/>
Review and update overall development goals and processes.	<input type="text"/>		<input type="text"/>		<input type="text"/>
Develop an impact map.	<input type="text"/>		<input type="text"/>		<input type="text"/>
Use zero-based budgeting.	<input type="text"/>		<input type="text"/>		<input type="text"/>
Use your leadership and competence dictionary correctly.	<input type="text"/>		<input type="text"/>		<input type="text"/>
Ensure integration with other HR processes.	<input type="text"/>		<input type="text"/>		<input type="text"/>
Keep up-to-date.	<input type="text"/>		<input type="text"/>		<input type="text"/>
Adapt your approach to the needs of your target group.	<input type="text"/>		<input type="text"/>		<input type="text"/>
Involve your stakeholders while developing the programme.	<input type="text"/>		<input type="text"/>		<input type="text"/>
Take the learners' points-of-view: provide relevance and context.	<input type="text"/>		<input type="text"/>		<input type="text"/>
Limit classroom time.	<input type="text"/>		<input type="text"/>		<input type="text"/>
Facilitate informal learning.	<input type="text"/>		<input type="text"/>		<input type="text"/>
The learning ladder	<input type="text"/>		<input type="text"/>		<input type="text"/>
Manage your content on a global scale.	<input type="text"/>		<input type="text"/>		<input type="text"/>
Start early.	<input type="text"/>		<input type="text"/>		<input type="text"/>
Don't start to train skills before the process is understood.	<input type="text"/>		<input type="text"/>		<input type="text"/>
Always test.	<input type="text"/>		<input type="text"/>		<input type="text"/>

Motivate individuals to take responsibility for their own development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inform their managers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Involve managers in the programme delivery.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Watch out for scope creep.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Debrief regularly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality versus quantity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Each individual should have development objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provide a framework for development objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No skills development, no career move.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Choose the right objectives for the L&D department.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Be careful with ROI.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Avoid analysis paralysis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Don't go overboard on the IT side.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Multiply estimated impact and feasibility to assess priority.

Interpretation of your score:

Items with a priority of **9** should be **top** of your list to focus on.
 Items with a priority of **6** are your **second** priority.
 Items with a priority of **4** can be **looked at** but probably aren't a priority.
 Items with a priority of **1 or 2** should **not** be **pursued**.

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