

## Table of contents

<b>Strategy Execution: your next competitive advantage?</b> .....	4
<b>How to get the most out of this report</b> .....	5
<b>8 dimensions of Strategy Execution</b> .....	6
I. Strategy focus.....	6
II. Strategy communication.....	7
III. Initiative management.....	7
IV. Individual objective setting.....	8
V. Skilled managers.....	8
VI. Engaged people and performance-driven culture.....	8
VII. Performance-related pay.....	9
VIII. Support for managers.....	9
<b>Market data</b> .....	10
8 dimensions ranked best-to-worst.....	10
Detailed scores per dimension.....	11
Detailed overview of all scores ranked top-to-bottom.....	19
Best 3 per dimension.....	21
Worst 3 per dimension.....	23
<b>30 key findings with expert comments</b> .....	25
Finding 1. An overwhelming majority of organisations adopt a balanced view of objectives.....	25
Finding 2. The overall strategy needs to – and does – inspire most managers ...	25
Finding 3. The strategy adjustment cycle is too long in most organisations.....	26
Finding 4. Middle management takes its role in strategy communication seriously but this offers no quality guarantee.....	28
Finding 5. Managers believe their CEOs to be sufficiently involved in communicating the strategy.....	28
Finding 6. Companies use various channels to communicate their strategy.....	28
Finding 7. Senior management is ignorant of managers’ true understanding of the strategy.....	29
Finding 8. Managers lack information on their colleagues’ goals.....	29
Finding 9. Leaders lack a clear view of the overall Strategy Execution process.....	30
Finding 10. Executives fail to establish an open communication climate.....	30
Finding 11. Strategic initiatives are poorly staffed and inadequately budgeted for.....	31
Finding 12. Strategic projects lack transparent accountabilities.....	32
Finding 13. Companies don’t measure the strategic impact of their key initiatives.....	32
Finding 14. Organisations neglect Strategy Execution process management...	33
Finding 15. There is often a mismatch between the strategic project portfolio and the overall strategy.....	34

Finding 16. Individual objectives drive managers' performance.....	35
Finding 17. Individual objectives guide managers in their daily jobs.....	36
Finding 18. Managers consider the individual and department objectives well-aligned.....	36
Finding 19. Managers receive little feedback on their goal progression.....	37
Finding 20. Leaders lack leadership objectives.....	37
Finding 21. Individual objective setting meetings can, and should be, improved.....	38
Finding 22. Managers prize general management skills.....	38
Finding 23. The development of management skills – even the critical ones – are often neglected.....	39
Finding 24. Leading-edge management development approaches are rare...	40
Finding 25. As a rule, managers are motivated to perform.....	41
Finding 26. Systematically addressing under-performance proves difficult and therefore often fails completely.....	41
Finding 27. Managers often use non-monetary rewards to motivate their staff..	42
Finding 28. Most existing pay systems fail to reinforce a performance culture..	43
Finding 29. Appraisals lack objectivity and consistency.....	43
Finding 30. Managers criticise the Strategy Execution process.....	44
<b>Learn from the best-in-class.....</b>	<b>45</b>
Strategy Execution as it should be – 12 insights.....	45
Strategy Execution is a vast area with blurred borders.....	45
Strategy Execution is a discipline of its own.....	45
Great Strategy Execution requires a great strategy.....	45
Strategy Execution requires your attention from the start.....	46
Strategy Execution has a strong timing sequence.....	47
Strategy Execution requests a seamless integration between organisational and individual performance.....	47
Strategy Execution demands clear responsibilities.....	47
Strategy Execution requires horizontal alignment.....	47
Strategy Execution needs heroes.....	47
Strategy Execution asks for measurement.....	48
Strategy Execution is a resident.....	48
Strategy Execution is on its way to maturity.....	48
Analysis of the gap between market average and top performers for each of the 8 dimensions.....	49
Detailed gap analysis per dimension.....	50
Detailed analysis of all gaps ranked smallest-to-largest.....	58
3 smallest gaps per dimension.....	60
3 largest gaps per dimension.....	61
<b>Research demographics.....</b>	<b>63</b>
<b>About this research.....</b>	<b>66</b>
<b>About the performance factory.....</b>	<b>67</b>
<b>Benchmark your Strategy Execution potential.....</b>	<b>68</b>