WHY GREAT IDEAS FAIL AND HOW TO MAKE SURE THEY DON’T

Presenter name | PMI or Chapter Name
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Brightline™ is a Project Management Institute (PMI) initiative together with leading global organizations dedicated to helping executives bridge the expensive and unproductive gap between strategy design and delivery.
The Initiative provides organizations with **3 key benefits** that will improve their ability to deliver on strategic intent.
Why we should care about the Strategy Delivery Gap?
ONLY
1 out of 5 ORGANIZATIONS
achieve 80% or more of their strategic targets

2 out of 3 SENIOR EXECUTIVES

Say that strategy falls short because of a failure to understand the organization, its market environment, and its ability to execute.

Source: Special Report – Closing the Gap: Designing and Delivering a Strategy that Works | The Economist Intelligence Unit | 2017
There are key principles... to close this gap!
1

Acknowledge that strategy delivery is just as important as strategy design.
One way Steelcase encourages employees to champion new strategies, and to get on the same page, is by promoting team engagement.

Take the Strategy Jam, for instance. More than 3,000 employees around the world participated in the 32-hour, around-the-clock, live conversation about strategy, asking probing questions and offering opinions.

“With the Strategy Jam, we were able to help employees see how their role supports this broader strategy of growth.

Thomas Cook
Director of Strategy and Corporate Development, Steelcase
Accept that you’re accountable for delivering the strategy you designed.
Admit that implementation is not seen as a strategic task, despite its crucial contribution to organizational success.

Source: Special Report – Closing the Gap: Designing and Delivering a Strategy that Works | The Economist Intelligence Unit | 2017
Dedicate and mobilize the right resources.
The biggest challenge facing **Sightsavers** was uniting a wide range of partners with varying mandates and vested interests.

“The early part of the work was trying to get these partners to sit together,” says Simon Bush, director of neglected tropical diseases at Sightsavers.

“It’s not the normal function of the Ministry of Health, for example, to link up with all of these agencies that are involved in water, sanitation and hygiene, and encourage behavior change around the reuse of water.”
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Leverage insight on customers and competitors.
Archer Daniels Midland (ADM) began its transformation by monitoring the landscape for key market trends and gathering new insights from its ever-evolving business environment.

When it became evident we needed new avenues for growth, we became more systematic around analyzing trends, analyzing markets and analyzing competitive environments.

Ismael Roig
ADM President for Europe, Middle East and Africa
Be bold, stay focused and keep it as simple as possible.
Growth strategies can add layers of operational and managerial complexity to an organization.

To stay focused and keep things as simple as possible, Steelcase divides its strategic initiatives into three main categories:

**Now:** Projects that are closest to the core business and demand immediate attention

**Near:** Near-term initiatives that require building internal capabilities to respond to market shifts

**Far:** Investments in future projects with long-term shelf lives
Promote team engagement and effective cross-business cooperation.
Implementation leaders make silos irrelevant, place a paramount focus on organizational agility, and bring cross-functional teams to the forefront when needed.

Things happen more quickly at decentralized organizations. Agile cross-functional teams cover wider ground at a much faster pace, which leads to hastened strategic implementation.
A Foundation For Orchestration

The key to successful strategy implementation is a strong foundation based on three elements: executive buy-in, stakeholder accountability and clear communication.

“...It’s really important for different groups to understand the role they play in achieving the company’s vision, and how their role contributes to the greater success of the company.”

Mohammed Alabbadi
Vice president of strategy execution and corporate affairs, Saudi Telecom Company (STC)
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Demonstrate bias toward decision-making and own the decisions you make
For example, Gail McGovern, president and CEO of the American Red Cross, says that when Hurricane Harvey flooded Houston in the summer of 2017, the Red Cross loaded its volunteers onto Houston City dump trucks to help ferry residents to shelters. “That was quite a risk…” she says.

“…but when you are in the business of disaster, you need to be able to constantly make fast decisions.”

Gail McGovern
President and CEO, American Red Cross
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Check ongoing initiatives before committing to new ones.
#1 barrier

TO SUCCESSFUL STRATEGY IMPLEMENTATION

Too many strategic and/or change initiatives at one time

Evaluate Your Portfolio Of Strategic Initiatives

And Your Ability To Deliver On Them

We want people who understand how strategy links to our day-to-day work, who have more of a strategic capacity, and who are able to own their actions individually or collectively.

Ismael Roig
ADM President for Europe, Middle East and Africa
Develop robust plans but allow for missteps — fail fast to learn fast.
Learning From Failure And Adapting Execution

But even the best-trained employees can experience failure. “…some of our most ambitious programs have had to change course in the last 12 months,” says Matta, Head of the Global Transformation Office at ING, citing fluctuating banking regulations and emerging technology as previous causes.

“…in an extreme case, we may need to stop a program and do something else, or fundamentally change our approach to strategy execution.”

Dina Matta
Head of the Global Transformation Office at ING
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 Celebrate success and recognize those who have done good work.
Shaping A Long-Lasting, Winning Culture Through Recognition Of Quick Wins

Celebrating these successes—no matter how small—shapes a winning culture by engaging and exciting the people responsible for delivering strategic change programs. Rewards and recognition also help to boost employee morale—an important retention strategy in today’s tight labor market.

“...now we’re actually recognizing our employees’ ability to help others within the organization deal with change in a positive way.”

Carlos A. Carrazana
Executive Vice President and Chief Operating Officer, Save the Children
Learn how to take an idea from the brainstorm to actual implementation through Brightline’s 10 Guiding Principles
Workshop Agenda

1. Read the case
2. Review the Brightline Guiding Principles
3. Answer the questions
4. Share and amplify your experience with others
“Tesla: The Secret Master Plan”

The Mission of Tesla
(The Secret Master Plan)

The Secret Master Plan to create the most compelling narrative of the 21st century by driving the world’s transition to electric vehicles.

The mission of Tesla: to accelerate the world’s transition to sustainable energy.

Critics to making the transition to electric vehicles is slow, but the electric vehicles have the potential to save the world from catastrophic climate change. By 2025, Tesla plans to have electric vehicles on every road, and by 2030, to have electric vehicles on every street.

Visit the website for more information and to learn more about Tesla’s Master Plan.
Instructions

Review the Brightline Guiding Principles

Answer the questions
Results

Share and amplify your experience with your colleagues
GROUP EXERCISE

Apply the **Brightline's Guiding Principles** into your organization;

1. Mark where your organization stands on the 10 guiding principles on the chart from number 1-5, connect the dots with a line connecting scores of the 10 principles

2. Mark where you would like your organization to become in the future, note down what actions need to be taken to make it from where it is to where you want it to be

3. Discuss in your group and share your thoughts
Where does your organization stand on the application of the Guiding Principles?

1. Acknowledge that strategy delivery is just as important as strategy design.
2. Accept that you’re accountable for delivering the strategy you designed.
3. Dedicate and mobilize the right resources.
4. Leverage insight on customers and competitors.
5. Be bold, stay focused and keep it as simple as possible.
6. Promote team engagement and effective cross-business cooperation.
7. Demonstrate bias toward decision-making and own the decisions you make.
8. Check ongoing initiatives before committing to new ones.
9. Develop robust plans but allow for mistakes—fall fast to learn fast.
10. Celebrate success and recognize those who have done good work.

Instructions:

a. Mark where your organization stands on the 10 Guiding Principles on the chart from number 1-5, connect the dots with a line connecting scores of the 10 Principles.

b. Mark where you would like your organization to become in the future, note down what actions need to be taken to make it from where it is to where you want it to be.

c. Discuss in your group and share your thoughts.
Key Takeaways

There are several issues related to processes, people and organization that will prevent great strategies become impactful results.

As a project, program or portfolio leader, you should use a set of core principles to help your organization transform ideas into results, design and delivery great strategies.