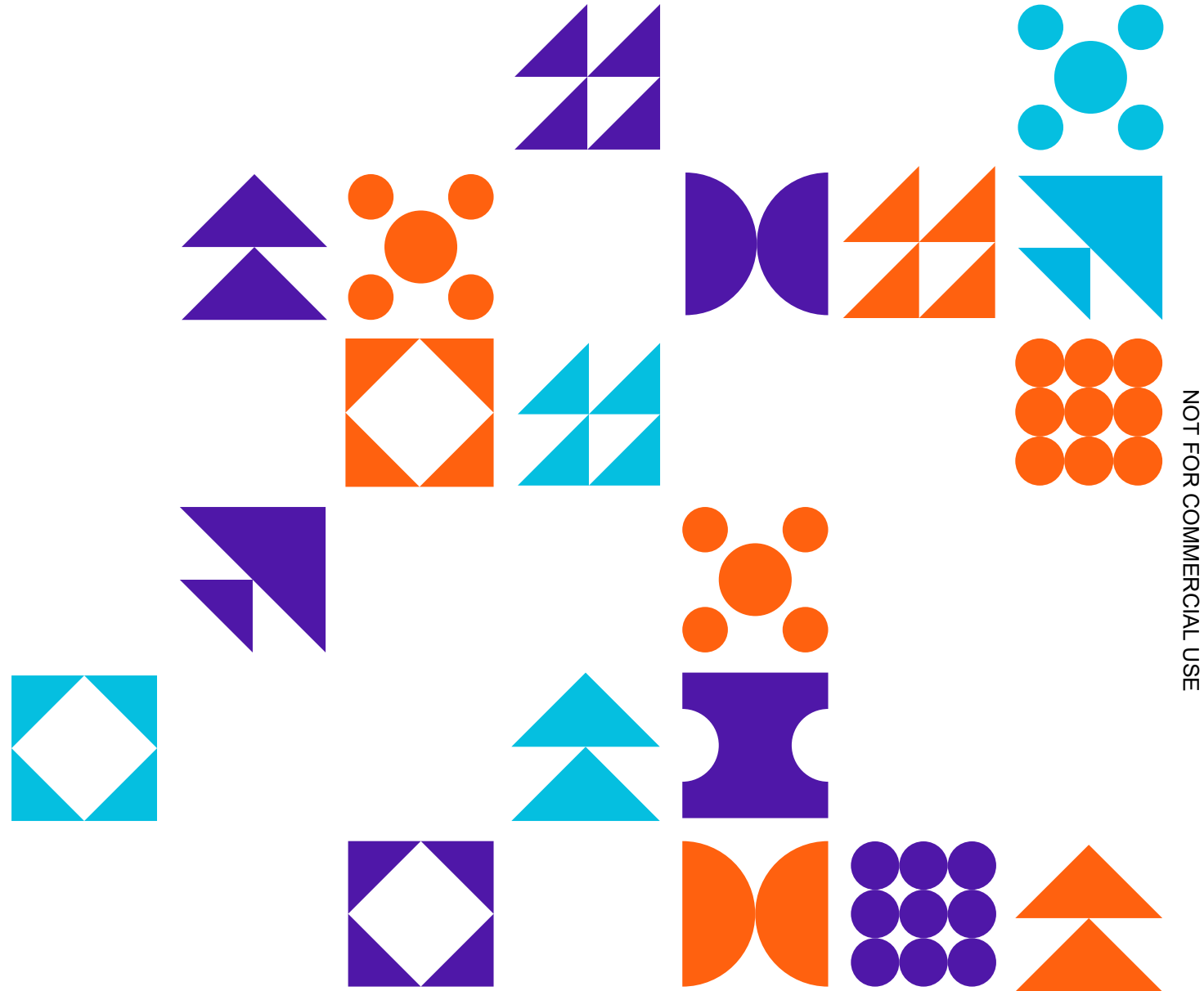


# WHY GREAT IDEAS FAIL AND HOW TO MAKE SURE THEY DON'T

Presenter name | PMI or Chapter Name  
DD MM YYYY



NOT FOR COMMERCIAL USE



**Brightline**  
Project  
Management  
Institute.®

**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.

## COALITION MEMBERS

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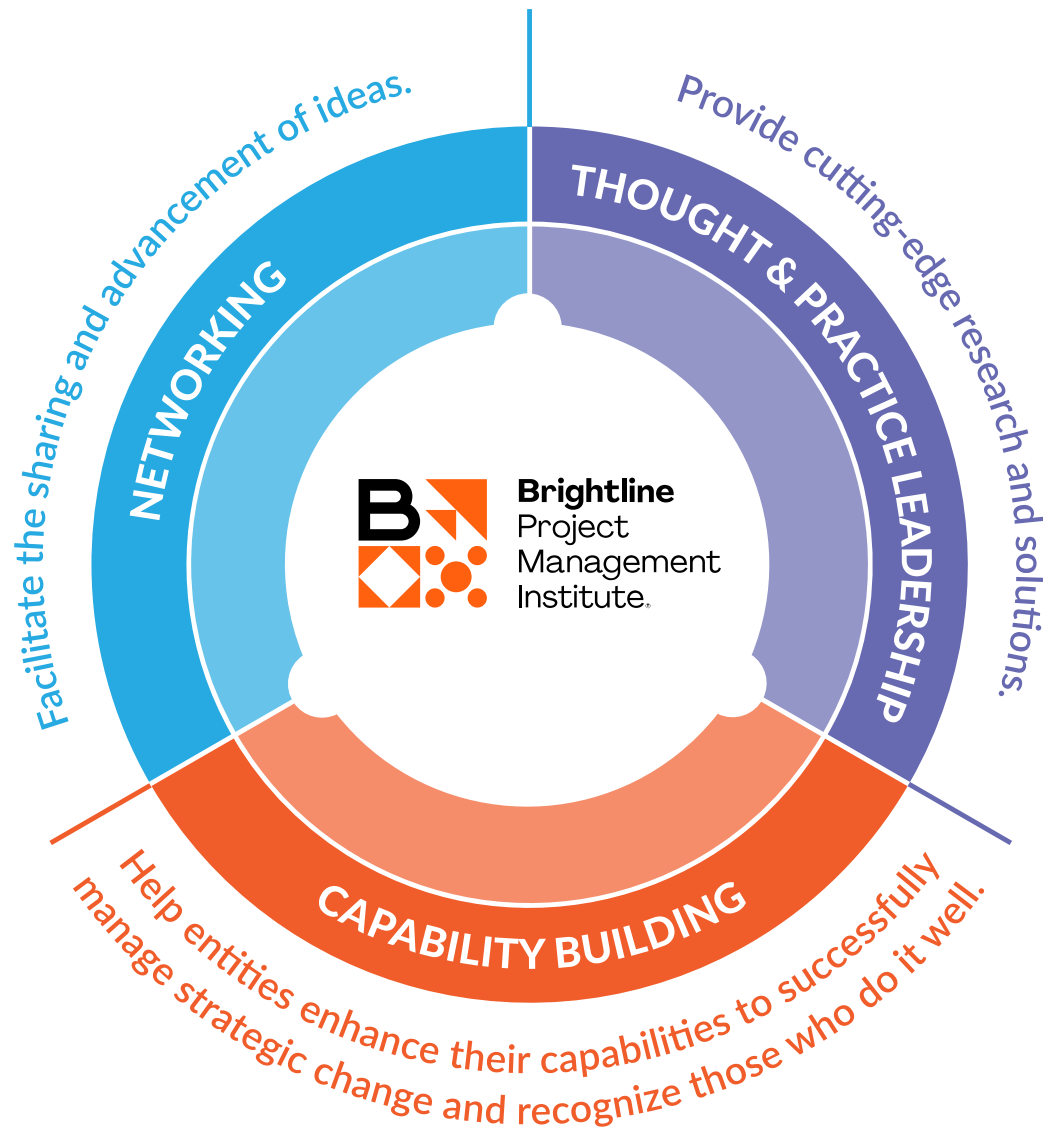
## ACADEMIC AND RESEARCH COLLABORATION

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Technical University  
of Denmark



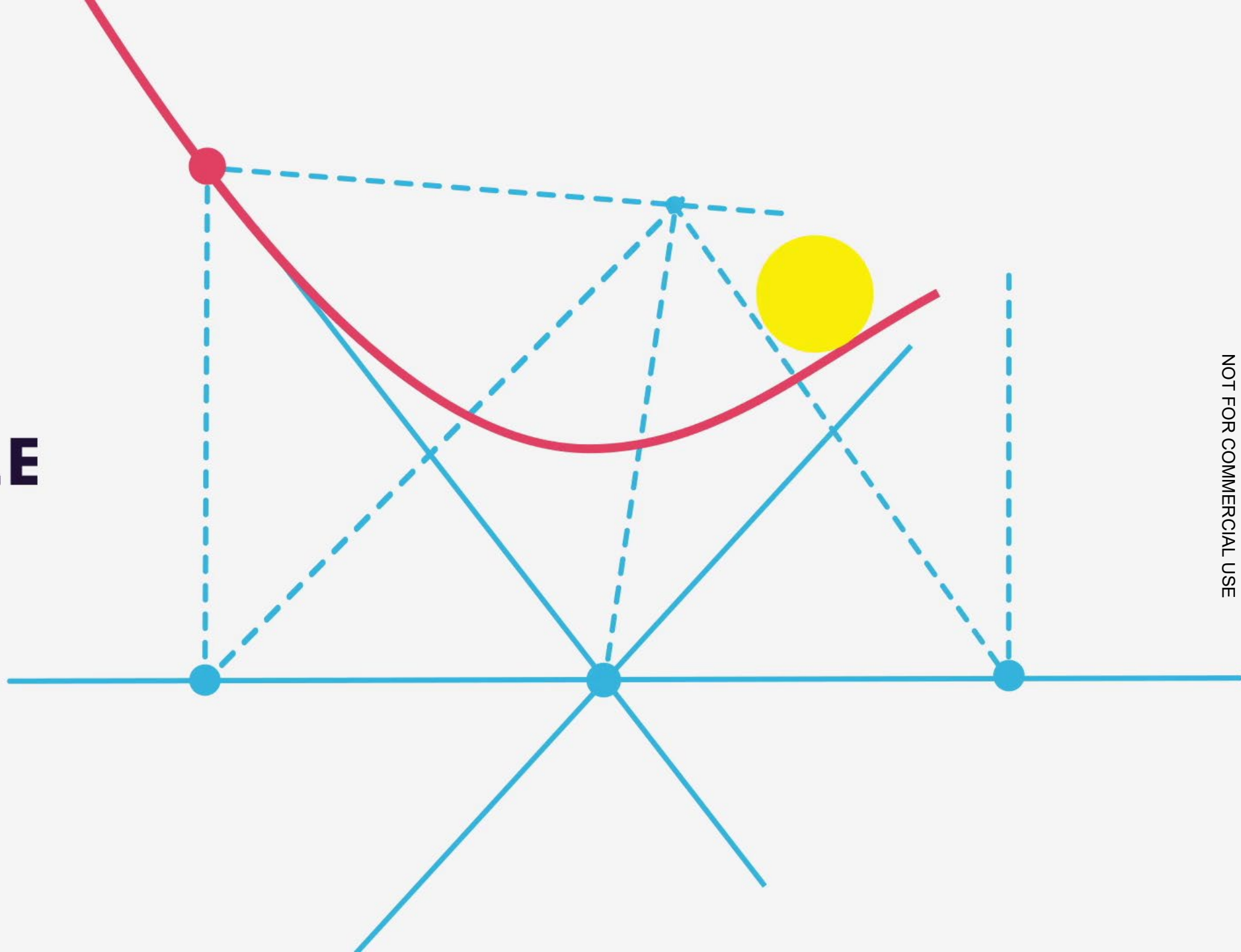


The Initiative provides organizations with **3 key benefits** that will improve their ability to deliver on strategic intent.

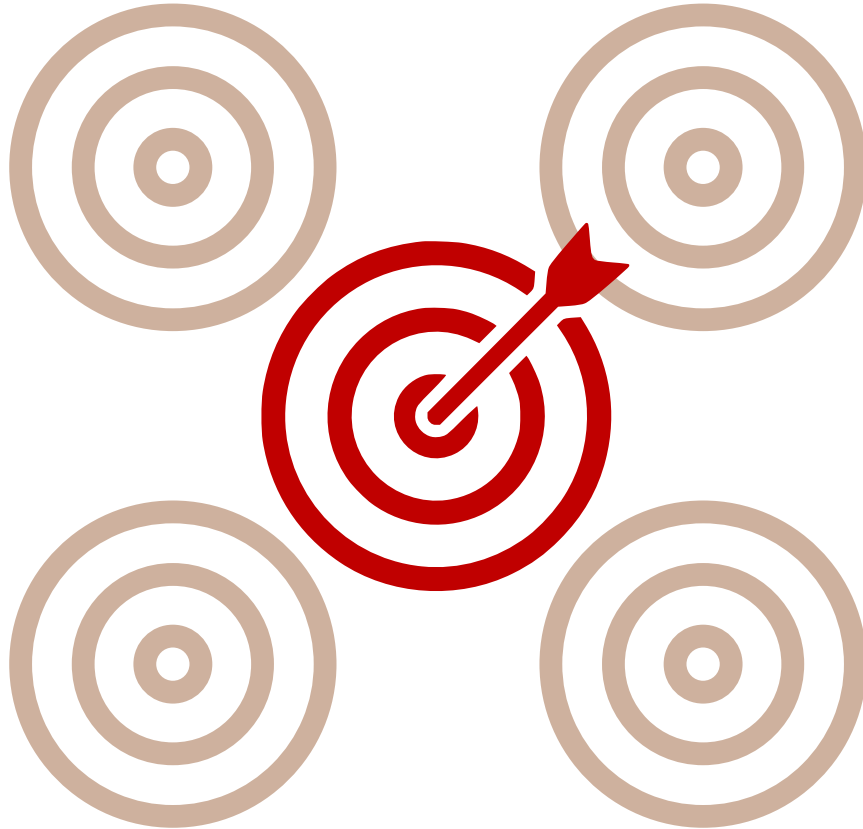


Why we should care  
about the **Strategy**  
**Delivery Gap?**

# FLEXIBLE



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**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.





***There are key  
principles...***

**Delivery**

**Design**

***... to close this gap!***







One way **Steelcase** encourages employees to champion new strategies, and to get on the same page, is by promoting team engagement.

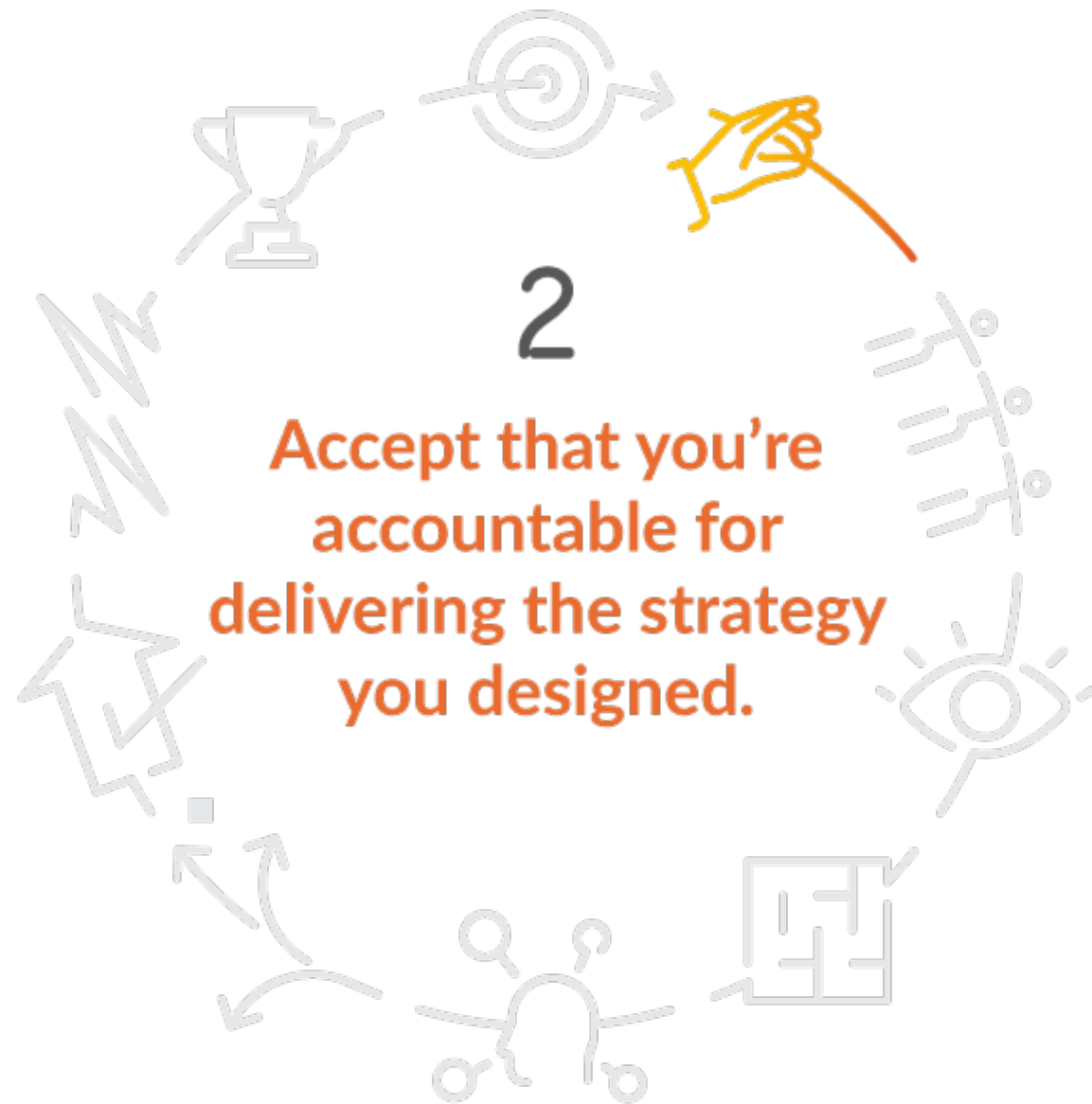
Take the *Strategy Jam*, for instance. More than 3,000 employees around the world participated in the 32-hour, around-the-clock, live conversation about strategy, asking probing questions and offering opinions.

“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









63%  
OF SENIOR EXECUTIVES

Admit that implementation is not seen as a strategic task, despite its crucial contribution to organizational success.





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.”







**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









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

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:

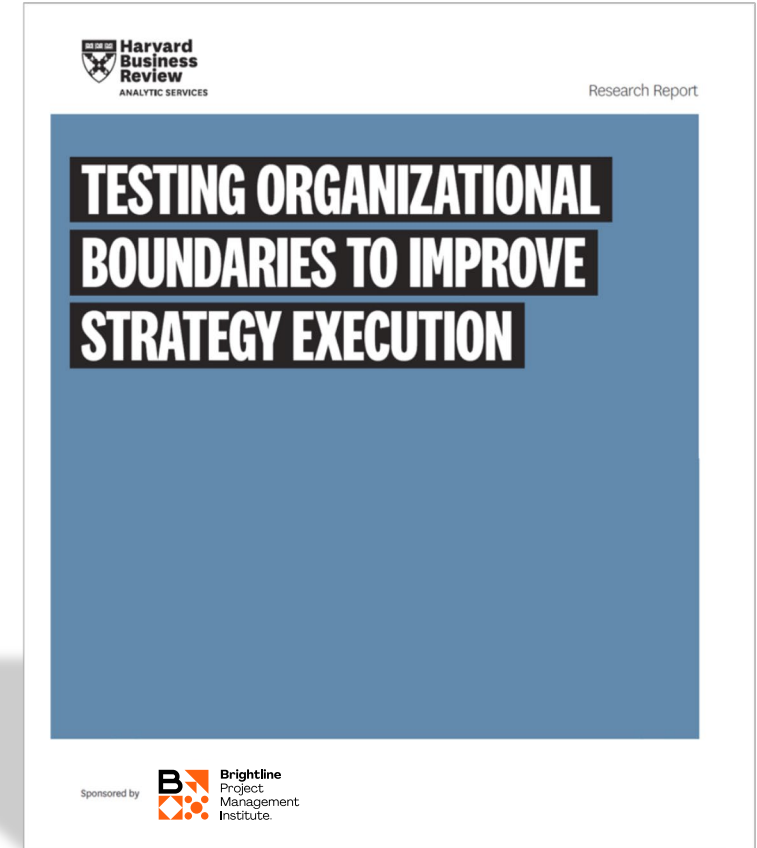
**Near:** Near-term initiatives that require building internal capabilities to respond to market shifts

**Far:** Investments in future projects with long- term shelf lives



**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)







*“...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

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.



# #1 barrier

## TO SUCCESSFUL STRATEGY IMPLEMENTATION

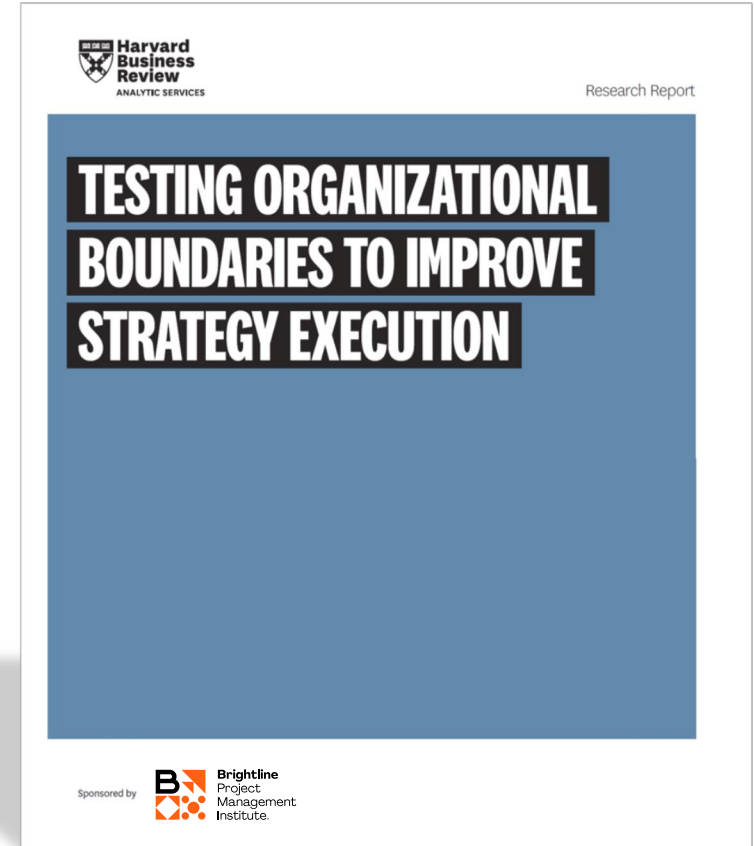
*Too many strategic and/or change initiatives at one time*

### TOP BARRIERS TO SUCCESSFUL STRATEGY IMPLEMENTATION

Percentage of respondents reporting each of the following as one of the top three barriers

Too many strategic and/or change initiatives at one time

40%





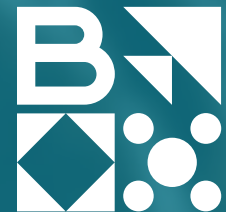


# Evaluate Your Portfolio Of Strategic Initiatives

## *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









## 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





# 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.



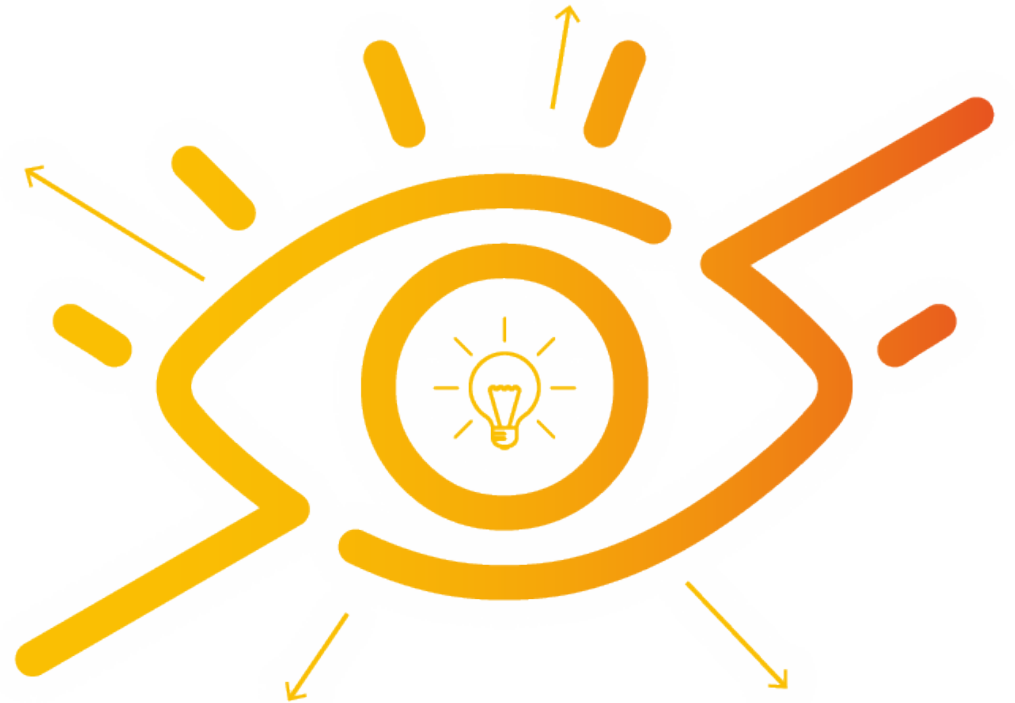
*...now we're actually recognizing our employees' ability to help others within the organization deal with change in a positive way."*

**Carlos A. Carrazana**  
Executive Vice President and  
Chief Operating Officer, Save  
the Children



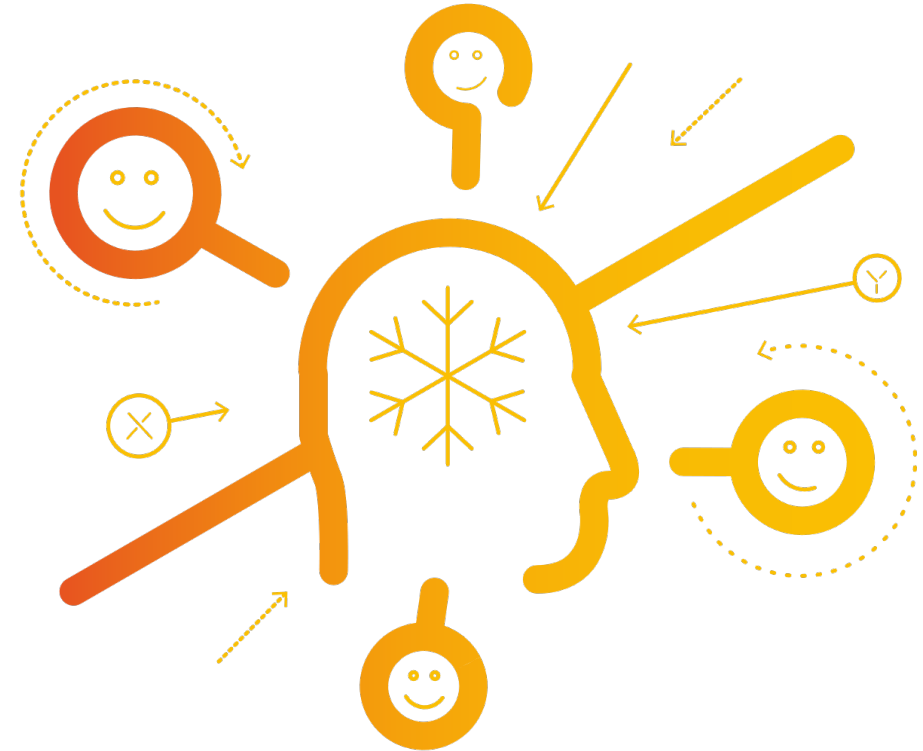
## WORKSHOP GOAL

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



# Read The Case

## “Tesla: The Secret Master Plan”



**CASE STUDY**  
**The Mission of Tesla**  
(The Secret Master Plan)

**Brightline Project Management Institute.**

Founded in 2003 by a group of engineers, Tesla aimed to prove that people didn't need to compromise to drive electric, and that electric vehicles can be better, quicker and more fun to drive than gasoline cars. Today, Tesla builds not only all-electric vehicles but also infinitely scalable clean energy generation and storage products. Tesla believes the faster the world stop relying on fossil fuels and moves towards a zero-emission future, the better.

**Tesla's Vision Statement:** "to create the most compelling car company of the 21st century by driving the world's transition to electric vehicles."

**Tesla's Mission Statement:** "to accelerate the world's transition to sustainable energy".

The initial product of Tesla Motors is a high performance electric sports car called the Tesla Roadster. However, some readers may not know that our long-term plan is to build a wide range of models, including affordably priced family cars. This is because the overarching purpose of Tesla Motors is to help expedite the move from a mine-and-burn hydrocarbon economy towards a solar electric economy, which I believe to be the primary, but not exclusive, sustainable solution.

Critical to making that happen is an electric car without compromises, which is why the Tesla Roadster is designed to beat a gasoline sports car like a Porsche or Ferrari in a head to head showdown. Then, over and above that fact, it has twice the energy efficiency of a Prius. Even so, some may question whether this actually does any good for the world. Are we really in need of another high-performance sports car? Will it actually make a difference to global carbon emissions?

Well, the answers are no and not much. However, that misses the point, unless you understand the secret master plan alluded to above. Almost any new technology initially has high unit cost before it can be optimized and this is no less true for electric cars. The strategy of Tesla is to enter at the high end of the market, where customers are prepared to pay a premium, and then drive down market as fast as possible to higher unit volume and lower prices with each successive model.

So, in short, the master plan is:

- Build sports car
- Use that money to build an affordable car
- Use that money to build an even more affordable car
- While doing above, also provide zero emission electric power generation options.

Adapted from [www.tesla.com/about](http://www.tesla.com/about), and "The secret Tesla Motors Master Plan (just between you and me)" August 2nd, 2008 (<https://www.tesla.com/blog/secret-tesla-motors-master-plan-just-between-you-and-me>)

[www.brightline.org](http://www.brightline.org)

# Instructions

**Review** the Brightline Guiding Principles

**Answer** the questions

**CASE STUDY**  
**The Mission of Tesla**  
(Questions)

**Brightline Project Management Institute.**

1. Based on the group's opinion, select three (3) Principles to help Tesla implement its strategic initiatives. Please write the selected Principles below.

2. Based on the group's collective experience, what actions (practices) can be adopted to implement these Principles? Describe at least 2 actions for each Principle.

[www.brightline.org](http://www.brightline.org)





# Results

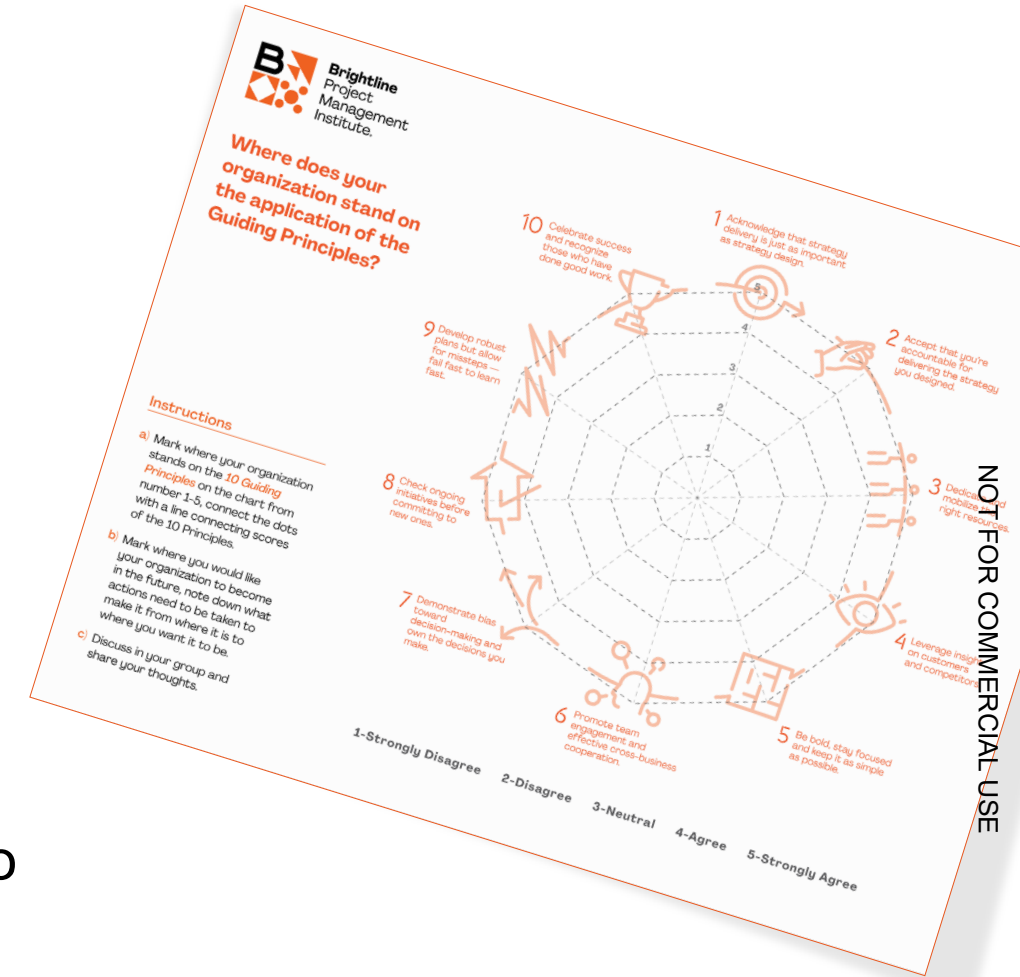
Share and amplify your  
experience with your  
colleagues



# GROUP EXERCISE

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

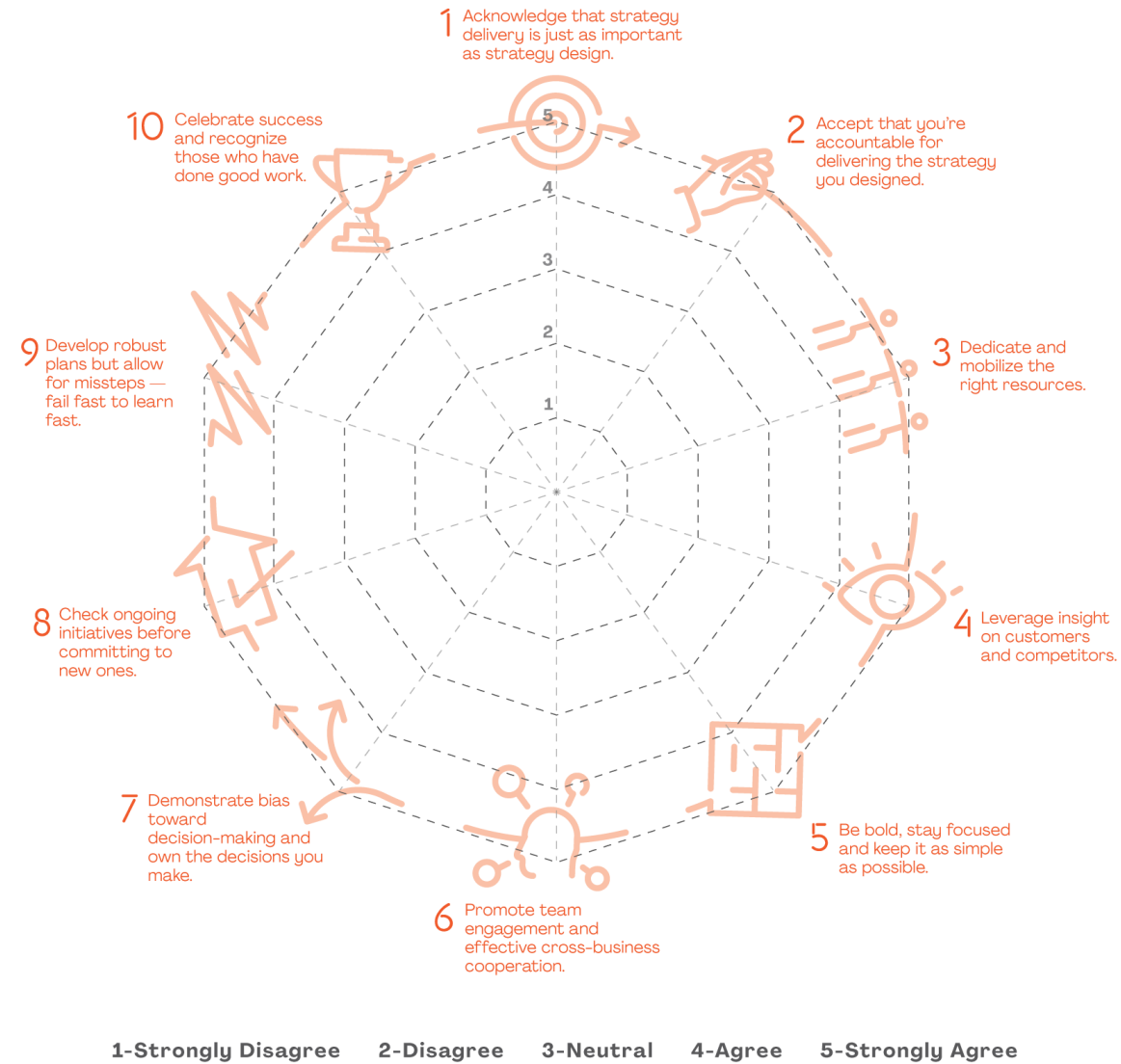
1. Mark where your organization stands on the 10 guiding principles on the chart from number 1-5, connect the dots with a line connecting scores of the 10 principles
2. Mark where you would like your organization to become in the future, note down what actions need to be taken to make it from where it 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?

### Instructions

- 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.
- 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.
- 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.



