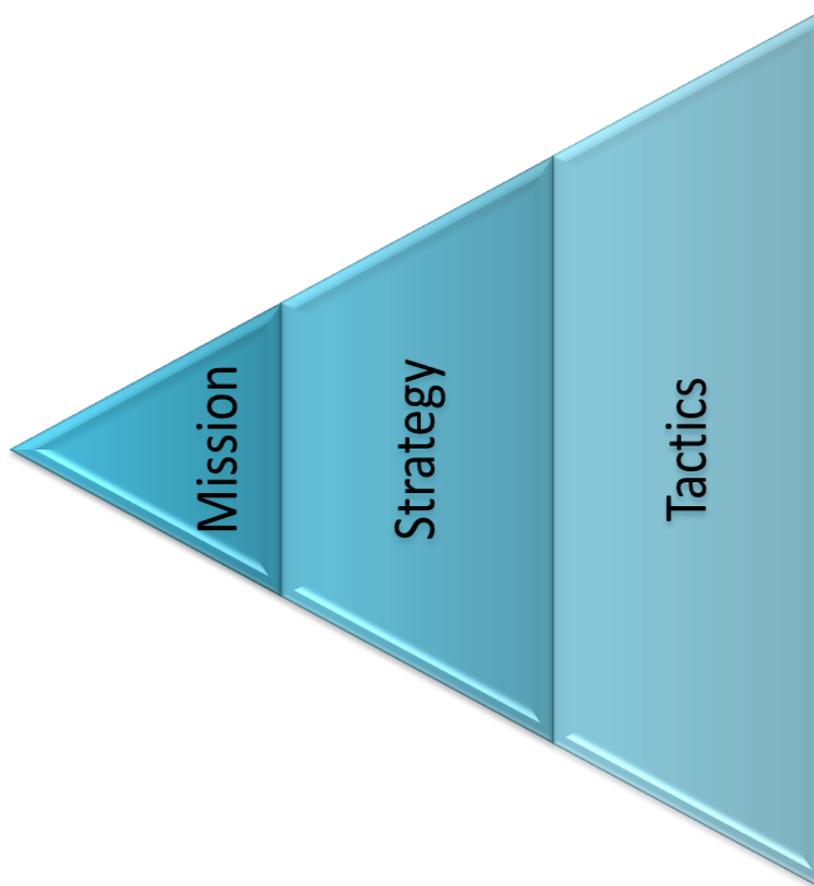




Achieving radical and sustainable improvement in top line performance

Does Your Business Strategy Feel Sideways?



May, 2017

The Situation:

In preparation for your next presentation to the Board, one of your Board member supporters calls you and says: *"You need to know that there are Board members that seriously question your strategic direction and says: **Your strategy seems***

planning process ensuring that there is no misunderstanding of the Board's intentions. Clients have told us that this is an enormously valuable step and without it, the likelihood of alignment between the planning team's idea of success compared with the Board's is akin to 2 ships passing in the night.

During the Planning Process:

Documenting and referring to the Stakeholder Analysis summary during the planning process helps to keep the planning team on track, eliminating major surprises and disconnects. The Stakeholder Analysis will act as a check and balance on the outer limits of creative thinking, hopefully avoiding "Where did that crazy idea come from?" Remember asking a Board member for their input implies that you have not only listened but also will acknowledge and reflect their expectations in your strategic thinking.



After the Planning Process:

We have found that the most effective way to communicate the strategic plan to the BoD is to have it presented by select members of the planning team to demonstrate unified commitment for the recommendations. Because much of the effectiveness of the strategy lies in its implementation, when reviewing the plan, Boards will typically focus much of their attention on execution, hence the planning team must be prepared to answer these critical questions:

1. Does the organization have adequate financial and human capital needed to execute the strategy?
2. Is the organization positioned and organized to effectively implement the plan?
3. Is the plan sufficiently specific to enable management to implement and the Board to monitor that implementation?
4. Is the current leadership team fully committed to, and capable of, successful implementation?

Once the planning team has the green light, effective Boards use the strategic plan as a road map and discuss strategic objectives at every Board meeting. It is critical for the BoD and management to work together on the level of detail and the specifics related to strategy execution for each Board meeting. The idea is to enable the Board to continually provide advice and be knowledgeable about efficient tactical execution to make the strategy happen.



Next Steps:

Engaging the Board in the strategic planning process is more than a basic need, it is the key to growing and maintaining an effective relationship with the planning team. Good Board's continually strive to add value to the organization. And an active role in understanding the strategic planning process and continuous monitoring of planned execution is perhaps the most effective way for a Board to guide an organization to improve performance.

If you have any questions about the planning process at your organization and your Board of Directors, please send us an e-mail at kappainfo@kappaeast.com.

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