Reality Check

Do any of the following statements describe your organization, at present?

1. We have a good Strategic Plan/Balanced Scorecard in place, but have achieved very limited results.
2. We have a good plan, but too little progress in carrying it out.
3. We have a good plan, but not everyone is on-board and engaged.
4. We have strategic objectives, but no one seems to be accountable for working on them.
5. Senior leadership team wants to lead strategy execution, but has more experience and greater comfort with leading operations.
6. Responsibility for strategy seems to have been delegated to a staff office. Most people aren't accountable to that staff office.
7. There is a lot of talk about "teamwork," but the Senior Leaders only seem interested in what happens in their own functional areas or business line areas.
8. The rank and file of the organization are generally not aware of what the organization's vision for the future is.
9. Day-to-day operations are given far greater priority than strategy; people are recognized and rewarded for "business as usual."
10. Many people don't have the knowledge, time, or other resources to do what they're being asked to do in support of strategy.
11. People are discouraged by their supervisors from spending time and resources supporting work being done outside their own business unit.
12. We have numerous, largely unrelated, systems for measuring things in the organization (i.e., KPIs, Individual Performance Plans, Project Progress reports, etc.).
13. The annual budget is already in place before serious consideration is given to strategic priorities each year.
14. Many of the measures the organization uses have no relation to strategy; many actually conflict with some of the strategic objectives.
15. Many of the major activities going on around the organization – major projects, human resource initiatives, IT systems being implemented – seem to have no connection to the organization's strategy; in fact, many seem to divert resources from strategy.

Every "yes" answer decreases your chance of success!!