Strategic Plan Deployment

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Effective deployment enables the Strategic Plan to become a living, breathing blueprint for your organization's future. Deployment is designed to build the necessary alignment across the organization to ensure excellence in the execution and achievement of plan objectives. Five keys to successful strategic plan deployment are discussed.

| GOVERNANCE | STRATEGY MANAGEMENT SYSTEM | KEY PERFORMANCE INDICATORS (KPIs) | COMMUNICATION PLAN | ACTIVE MANAGEMENT |

I. GOVERNANCE

The Governance Framework should be established as part of the approval process. Immediate considerations for plan deployment include:

- **Clarity of Board and Executive Team Roles in Deployment** – The Board and Executive Team both play critical roles in achieving the results of the approved Strategic Plan. The Board plays a higher-level role ensuring that the Strategic Plan is resourced adequately and that barriers to execution are removed. The Executive Team is ultimately accountable for the day-to-day progression toward strategic objectives and regular communications with the board, leadership team and key stakeholders.

- **Organizational Accountability** – Establishing owners of strategic domains, objectives, and initiatives is essential to the effective execution of the strategic plan. This will also ensure that the plan "does not sit on the shelf" as the plan is cascaded to multiple levels of your organization.

2. STRATEGY MANAGEMENT SYSTEM

An effective Strategy Management System provides a toolkit to help manage execution at multiple levels.

- **Strategic Management System Tools** - Enterprise-level tools include the Strategy Map, Measures & Targets Scorecard and the Strategic Roadmap. These tools establish clarity and connectivity between high-level goals, objectives, and initiatives. Domain-level Tools are designed to provide a more detailed level for owners and to help determine action items and strategic resource needs for the successful deployment of the plan.
- **Reporting Framework and Progress Tracking** – The Strategic Plan should be reviewed on a regular basis with a clearly defined process. It is recommended that a dedicated Strategic Plan Update agenda item be included during board and leadership meetings.

3. KEY PERFORMANCE INDICATORS (KPIs)

Meaningful KPIs are essential to measure progress and to provide input to potential refinements that may be needed in the plan.

- **KPI System** – The Strategic Plan should identify measures and targets to guide the organization. A strong KPI System endeavors to institutional these strategic objectives by providing relevant, active measurement of results on an ongoing basis. The Strategic Plan drives a top-down approach to selecting, designing and implementing the most relevant KPIs.
- **Performance Management** – The KPIs should become part of the organization's performance management system including performance plans and incentives for the executive team and key leaders.
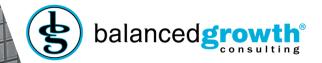
KEY DEPLOYMENT DELIVERABLES:
- **Governance Framework**
- **Strategy Map**
- **Strategic Roadmap**
- **Enterprise-level and Domain-level Scorecards**
- **Key Performance Indicator System**
- **Communication Plan**
- **Strategic Reporting**
- **Presentations for Board Meetings**

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4. COMMUNICATION PLAN

Active communication of the strategic plan to key stakeholders is critical to success.

- **Develop the Communications Plan** – One of the early steps in Strategic Plan Deployment should the plan to share relevant portions of the plan with key constituencies as appropriate. Key elements of an effective communication plan include:
  - Define the internal and external audiences
  - Identify and prioritize the communications channels
  - Create the major themes and messages for each audience and channe
- **Manage Strategic Plan Communications** – Based on the Communication Plan, develop and deliver appropriate and timely content to the audiences.

5. ACTIVE MANAGEMENT

Effective strategies are dynamic and require active management including the following:

- **Regular Plan Reviews with the Board and Management Team** – Effective execution of the Strategic Plan will require regular leadership review cycles that will inform progress against the Plan.
- **Periodic Review of Prioritization** – The Strategic Plan should include prioritized objectives and supporting initiatives. One of the first steps in deployment will be to validate sequencing for execution assigned to key personnel. Periodic review of the prioritization of the Strategic Objectives and Initiatives is important to maintain relevance and flexibility in the Plan.
- **Update the Strategic Plan Over Time** – By monitoring the plan and conducting regular reviews, dynamic adjustments should be made to the Plan over time.

Balanced Growth can work with your team to help maximize the probability of success and minimize the risk of your Strategic Plan Deployment.

Learn more at BalancedGrowth.com