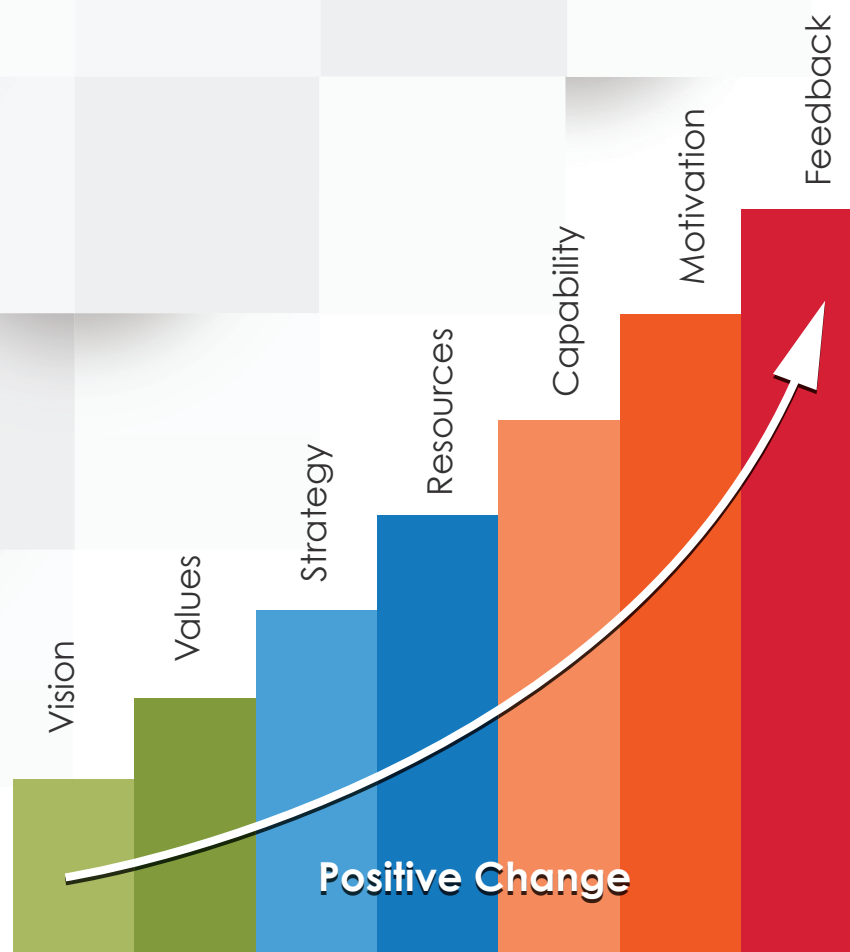


STRATEGIC EXECUTION MODEL[©]



by Tim Taylor

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INSPIRE YOUR PEOPLE
CREATE A SHARED VISION



“ A leader’s role is to raise people’s aspirations
for what they can become and to release
their energies so they will try to get there ”
—*David Gergen*

STRATEGIC EXECUTION

Strategic Execution® is a model designed to help leaders understand the anatomy of a vision. We designed this model to help you create a compelling narrative that will engage your stakeholders.

EXECUTION IS THE KEY TO SUCCESS

Success in business comes from a blend of vision, planning, action, tenacity and responsiveness to feedback. Truly great leaders develop a deep understanding of the value they create. It may look effortless in some cases, but in reality, leaders spend an inordinate amount of time thinking about how to succeed.

Positive Change

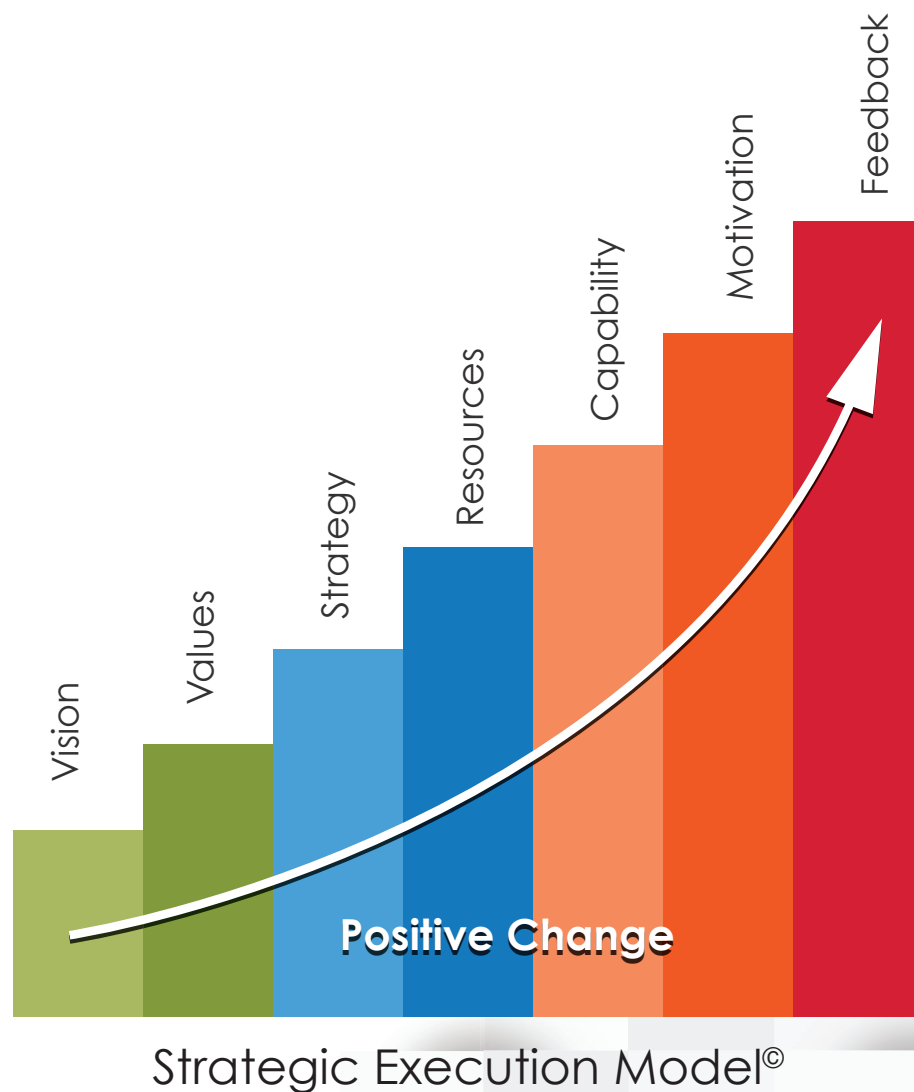
Only three things happen naturally in organizations:
friction, confusion, and underperformance.
Everything else requires leadership

—Peter Drucker

Change occurs naturally, and it is a constant force in all aspects of our lives. For change to be determined 'positive', it must be the change that we planned explicitly. Positive change is the change that we desired; it improves results and delivers more value.

Creating a vision of the future is the beginning of the process for generating positive change.

It is important to be disciplined and examine each element of the Strategic Execution Model® to prevent problems occurring down the line.



GAPS HAVE CONSEQUENCES

Element	Consequence if it is missing
Building a VISION prevents confusion because it sets out the purpose for change and the achievements that are required.	CONFUSION
Clarifying VALUES creates strong bonds between teammates, generates a winning culture and prevents corruption.	CORRUPTION
Defining core STRATEGIES helps to maximise the return on effort by ensuring everyone is working towards important goals. When this element is missing effort becomes diffused across misaligned priorities.	DIFFUSION
With these first three elements in play, it becomes easier to assess the RESOURCES at hand and those needed to deliver the vision. This reduces frustration in the team because they can make plans to transform their resources.	FRUSTRATION
From resources comes CAPABILITIES . Making decisions to build the right capabilities will prevent the team from suffering the effects of fatigue, which in turn is reflected in the overall morale people experience.	FATIGUE
MOTIVATION is maintained by living the values and communicating wins, losses and pivots. If you simply set the values but do nothing to turn the culture into an evolving force for good, the organisation will begin to lose momentum and grind to a crawl.	CRAWL
FEEDBACK is closely linked to motivation. Capturing the right data points and analysing the facts is critical, even poor results can help a team get motivated to learn and create new solutions. When this step is not well led, people will replace no information with rumours and in a very short amount of time they will doubt whether the vision is even possible. Use feedback to close the loop and bring your team back to the vision.	DOUBT

Leadership is about setting a direction.

It's about creating a vision, empowering and inspiring people to want to achieve the vision and enabling them to do so with energy and speed through an effective strategy.

In its most basic sense, leadership is about mobilizing a group of people to jump into a better future.

—**John P. Kotter**



THE CASE FOR BUILDING A VISION

Positive change begins with a vision. We all possess the ability to create pictures in our minds, and these images are extremely powerful. Look at any modern invention that has changed the world and you are looking at the physical manifestation of someone's mental image from the past.

Vision is such a powerful tool that has shaped great civilisations, built industrial leviathans and produced awe-inspiring art. Often these accomplishments come as part of a **paradigm shift** where a leader has looked at an everyday situation differently.

Business innovations that we all recognise have come from a change in how leaders saw a problem and conceived a new way to create value.

Bill Allen saw a world where people would fly everywhere in large passenger jets; Bill Gates and Paul Allen saw a computer in every home; and Jonny Ives and Steve Jobs saw the future of mobile devices.

Paradigm Shifts

Joel Barker was the first author to popularise the concept of paradigm shifts for the corporate world. He began his work in 1975 after spending a year working with visionary thinkers in both North America and Europe. He discovered that the concept of paradigms, models of how we perceive the world around us, could be used to explain a revolutionary change in all areas of human endeavour.

In 1980, in addition to his work on paradigms, he began to focus on a second crucial component for organisations and individuals: the importance of vision. His work shows that understanding **what constrains our thinking**, i.e. our paradigm for a given business process or model, **can be a catalyst for discovering the future**.

“You can and should shape your future;
because if you don’t, someone else surely will.”

The future is the play-ground of leaders because leaders are fixated on creating new value within the work they lead. Barker warns leaders, you can and should shape your future; because if you don't, someone else surely will, and he goes on to argue, no one will thank you for taking care of the present if you have neglected the future. Managers focus on the present, We have found that most managers struggle to have a horizon that goes beyond three months.



Managing is important but it is often trapped in the present, focusing on known processes and risk management.

Whereas leading requires that you look beyond the known systems of success and into the future to seek out the inevitable changes and design responses that produce more value that makes a business stronger and more competitive.

In essence, leadership is making sure the business you are in charge of is capable of sustainable value generation.

Manager focus on immediate goals and issues, while leaders are concerned about the long term future; they step back often to look at the horizon one, three or ten years ahead.

Vanity

“ The vanity of small differences can derail plans ”



Sharing a vision enables leaders to help people set aside short-term differences. Vision gives leaders a platform to facilitate teams to solve problems and negotiate seemingly conflicting priorities. Leaders understand that the vanity of small differences can derail plans and introduce silo mentality, creating turf wars and other such behaviour that weakens an organisation. For this reason, great leaders become masters at building collaborating teams. They build affinity and trust which supports collaboration and the commitment to solve problems.

WHAT HAPPENS WHEN THERE IS NO VISION TO GUIDE AND ENGAGE?

Many symptoms appear when there is no declared vision of the future. It usually begins with grumbling discomfort, people generally complain, no one seems to know what is expected, and priorities change often. Before long people become confused and feel unconnected to the business; essentially, they end up just doing their job, picking up a paycheck and not delivering their full potential.

This is often talked about as a lack of alignment and engagement; the use of discretionary time to add more value to the business. It is believed that lack of engagement makes organisations slow and unresponsive, incapable of nimble actions, which translates into low productivity and low performance.



Great leaders know the way to harness the power of an engaged workforce is to give them a purpose and a vision. People want to be proud of the work they do, and they want to feel like they are making a difference, whether that is getting the news out, helping customers protect their assets, developing life-saving drugs or building an App that makes people laugh; **people want to be part of something bigger than them.**

WHAT CHANGES WHEN THE VISION IS CLEAR AND UNDERSTOOD?

Clarity and understanding empowers everyone to determine how they can contribute to its achievement. It is this connection that gives people the opportunity to become engaged. When they can track their work back to the vision, the big idea, they feel pride and this inspires them to outperform expectations and look for innovation.

Building a vision for you and your team is not just a nice-to-have, it is a success imperative that makes hard business sense. Research has proved that there is a direct correlation between having a published vision and higher levels of engagement which has been shown to improve operating income and overall company value.

WeWork is a prime example today. The leadership team, under the guiding hand of CEO: Adam Neumann, has reinvented office space arbitrage into a concept, to change how people live and work together, and the valuation of this company is largely attributed to its culture and vision.



As of early-January 2019, WeWork had a valuation of roughly US\$47 billion and managed 10,000,000 square feet (930,000 m²) of office space.

WeWork designs and builds physical and virtual shared spaces and office services for entrepreneurs and companies.

Number of locations: 562 (2018)

Number of employees: 5,000

Founders: Adam Neumann; Miguel McKelvey



WeWork Our Mission

Create a world where people work to make a life,
not just a living.

IT'S NOT A CATCH-PHRASE

Building a vision that produces the kind of performance and innovation that WeWork are enjoying is not as simple as it looks, it's not a catch-phrase, it's part of a bigger story that weaves together purpose, values, and vivid imagery of the future world being created every day by an army of dedicated and inspired people.

To build this kind of leadership tool, one capable of changing the trajectory of careers and industries, requires a carefully constructed narrative that tells a compelling story.

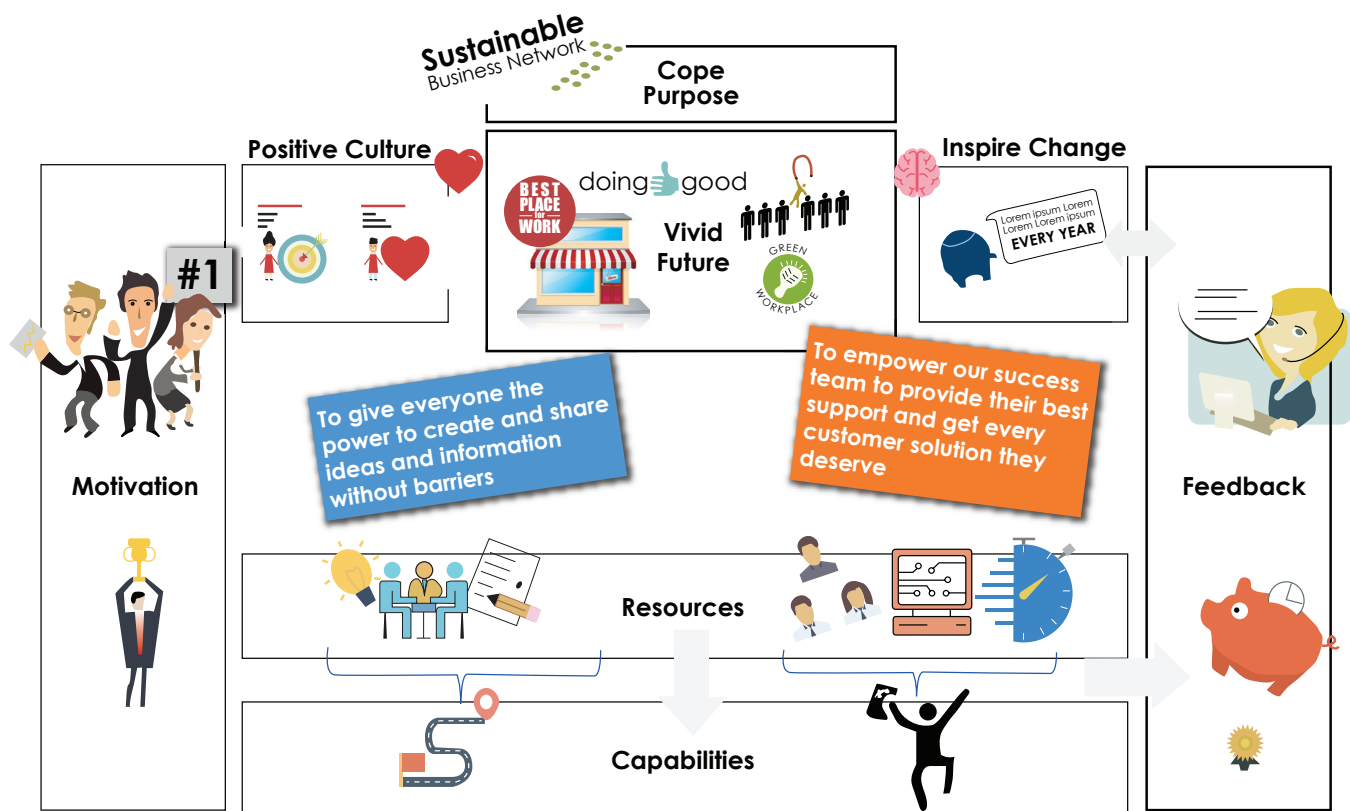
The Strategic Execution Model® is designed to help you build this kind of leadership tool, and that kind of compelling story.



BELIEVE IN WHAT YOU SEE

Building a platform for positive change requires faith in your beliefs, and the discipline to create a detailed story with numerous hooks that allow your stakeholders, team members and investors to become attached and invested in the future you see.

Creating a **Vision Panel®** enables a team to build a meaningful narrative, and the use of both visuals and text helps to make it more memorable.



IT TAKES COURAGE

It is courage that sets leaders apart from the rest of the population.

You need to ask; **Am I ready?**

It requires courage to try and **COMPLETE** the process as described, because you will be met with immediate resistance. People don't like change, and their natural reaction is to push back, you will hear them say, "we are ok", "no point rocking the boat!" or "we don't need to do this, it will be a waste of time." If only the folks at Kodak hadn't said the same things; a great company would still be with us pushing at the forefront of image technology.

It also requires courage to **TRUST** these same people, letting go of the need to control and believing that once you get them started, they will develop great answers and build an inspiring shared vision of the future with your guidance.

Lastly, the courage to show **TENACITY** when the barriers start appearing. All change brings new problems, remember the iPhone had enormous obstacles to overcome; the team at Apple had to change the way the music industry worked while simultaneously kick starting a new industry that could create Apps and make the iPhone invaluable to its owners.

Positive change requires three types of courage:

Try – Trust – Tenacity

Don't let the status-quo go unchecked. **Try.**

Believe in people, even the loudest naysayers. **Trust.**

Expect obstacles and problems; they are the messages of significant change. **Tenacity.**



To learn more about how to use these
tools to build a shared vision

Email us: info@makinggreatleaders.com