You and your colleagues have set out to accomplish an important strategy, right?

Now you have to make sure that strategy is accomplished, fulfilled, completed, implemented...basically, you have to execute. We call this process of executing on your plan: **strategy deployment**.

Strategy Deployment is the pinnacle of a broader efficiency science called Lean. **Lean** is the process of maximizing customer value while minimizing waste.

Simply put, Lean helps you create the best value for your customers using the fewest resources.

Lean places high value on employees and respect for people is a foundational principle. This means that lean strategy deployment believes that all employees have the right to be successful every time they do their job.

So...if Lean helps you collaborate with your employees to create value at the department level, then what happens at the pinnacle of this efficiency science?
The answer is strategy deployment.

**Strategy Deployment** focuses and aligns people and processes to effectively orchestrate the fulfillment of the organization’s strategy, thereby achieving:

- Customer first
- Zero Defect Performance
- Enabling the organization to rapidly respond to market threats and opportunities.

**Simply put, strategy deployment aligns people with purpose for exceptional results.**
Ok, I Need This Thing Called ‘Strategy Deployment.’

But....What Is It?
#1 Strategy Deployment Definition

Strategy Deployment is the process of executing on your strategy.

Strategy Deployment is first, the high-level vision and orchestration necessary to fulfill your organization's mission and goals, and secondly taking the actions required to implement that strategy successfully and repeatedly.

To make this a little more manageable, we can isolate two different parts of Strategy Deployment and what each means:

• The **Strategy** is the high-level planning and strategic operational policies of an organization,

• The **Deployment** is the nitty-gritty, effective, efficient, and practical solutions to accomplishing the organization’s purpose. So there is both a high-level aspect and an in-the-weeds aspect to Strategy Deployment.
#2 What Is Strategy Deployment?

Strategy Deployment is, in a word, the **execution discipline**.

It is the method which successful organizations employ to align their strategic vision and their individual actions.

Typically, successful strategy deployment consists of a year-long plan with exact goals (with tiered levels of responsibilities), deadlines, and weekly round-ups (mandatory meetings which measure performance and adherence to the year-long plan).

The most important component of strategy deployment, however, is the clarity which it gives the organization.

Many organizations exist to perform some function, but only the most successful have identified their purpose, why they do what they do, and make sure everyone on their team knows it.

Strategy Deployment uses this clarity of purpose to develop an organizational vision, and the practical steps needed to make it succeed by each and every member of the team, from the front-door associate to the CEO.
#3 Creating a Deployment Strategy

Having a deployment strategy is not a top-down list of tasks that need to be accomplished in the coming year.

Rather, it is a holistic method of aligning the activities of each individual at every level in the organization with the overarching aim of the system, or purpose for which the organization exists.

A good deployment strategy focuses on the whole company, and recognizes that front-line workers, while often entry-level and the least powerful within the company, have the most interaction with the customer, and the greatest ability to affect the company’s performance.

A good deployment strategy ensures that each and every associate has the tools he or she needs to succeed.
#4 Strategy Deployment Process

Developing a strategy deployment process is not a simple task, easily completed in a last-minute, Friday afternoon meeting after your team fails to meet their goals for the week.

A good strategy deployment process takes three things: purpose, accountability, and clarity.

Firstly, no organization is going anywhere without knowing why it exists. Establishing the aim of the system for your organization lets every associate know WHY your organization exists.

Secondly, there are different levels of planning (executive planning, fundamental business strategies, and individual performance measures). Performance measures are key to keeping individual actions aligned with the aim of the system.

Finally, clarity, of purpose, of role, and of the importance of each individual’s contribution to the company’s success, is a must for the members of your organization.

Successful strategy deployment is a process, and it can be learned.
#5 Lean Strategy Deployment

Lean strategy deployment is the process of executing your organizational goals efficiently, maximizing the largest amount of satisfied customers with the fewest expended resources.

How does that work? Quite simply, there are two keys to developing a lean system: clarifying the number one goal of your organization, and the importance of front-line associates.

The primary goal of every organization is customer satisfaction. Having an organization in which every member knows and believes in the mission is key to having a lean organization.

There is no room for confusion or waste, because every second spent not satisfying a customer is time poorly-spent. A lean organization has all of its members working to fulfill the aim of the system.

Secondly, front-line associates are the place where accomplishing this aim gets done.

Establishing standard operating procedures helps to develop on-time, complete, and correct (OTCC) performance expectations for each individual associate.
#6 Strategy Deployment Matrix

In the planning stage of Strategy Deployment, using a matrix to assist in selecting objectives creates immediate visibility for the operational team as to what initiatives are worth prioritizing and pursuing. In short, a matrix is a decision-making tool used to evaluate and prioritize a list of options on the table.

In Strategy Deployment, a matrix is used to ensure that all the actions taken by individuals within the organization are aligned with the aim of the system, the business strategies, and performance measures of the organization.

The X-Matrix captures the objectives and cascading priorities of your organization, keeping different groups and associates interacting with each other in a meaningful, productive way, while a Benefit versus Effort Matrix, or similar type of matrix, can be used to ascertain how many resources must be allocated to a particular project.

There are a variety of different types of matrices which can be employed in the strategy deployment process, all of which keep your organization working efficiently and smoothly.
#7 Strategy Deployment Software

In a world that is driven by computers, and jobs are increasingly reliant on computers, it makes sense to delegate what you can to software.

But isn’t strategy deployment too complex to automate and rely on a computer for?

It’s hard to even know where to start.

But thankfully, the Strategy Deployment Institute has compiled a list of the best strategy deployment software on the market.
What Is Strategy Deployment?
What is Strategy Deployment?

Strategy Deployment is the process of executing on your strategy. Strategy is the high level vision and orchestration necessary to fulfill your organization’s mission and goals, and Deployment is taking the actions required to implement that strategy successfully and repeatedly. Strategy Deployment is one part planning, and one part execution.

In a word: **Strategy Deployment is the execution discipline.**

Just as no plan is successful without taking action, actions are useless unless performed within a strategic plan. Any business lacking either a strategy or a concrete plan to accomplish it will flounder.

Obviously, that is the broad answer. Understanding what strategy deployment means is the easy part.

Understanding what it means to your organization or business is a bit more difficult — you have to spell out your strategy for success, and then execute it, and lead your team members to execute it as well.

Tailoring this strategy and the actions it requires to your specific business is what the Strategy Deployment Institute specializes in.
Who Is Strategy Deployment For?

Strategy Deployment is for everyone! It is not just for the leaders of an organization, it is for each and every member. Strategy Deployment is part of the broader field of science called Lean, which is the process of maximizing customer value while minimizing waste — you get the happiest customers while using the fewest resources.

Employees have a huge value in Lean science. Part of their jobs as employees is creating value for the customer, and Lean emphasizes the fact that every employee has the right to be successful in doing so all of the time.

It is difficult to accomplish this, however, when 70% of all employees don’t even know what their company’s strategy is!

If your employees are not on board with Lean principles, or do not believe that they are allowed to be successful, or do not even know what the strategy of their company is, then they will not be creating value for the customer.

Strategy Deployment, then, is not only for the leaders in the company, but for each and every employee as well.

Everyone in your organization should be focused on customer value creation, which lies at the heart of every business strategy.

How Do I Know if I Need Strategy Deployment?

Just like any illness, organizations will show symptoms when they have
misaligned employees, a lack of strategic vision, and inefficiency in their ranks.

Three major symptoms are:

- **Straddling the Fence** — organization goals change during stressful periods
- **Misalignment** — there are unresolved conflicts between players
- **Poor Performance** — the organization does not consistently achieve its goals (sales, client satisfaction, quality, and the like)

Take a professional football team, for example. Their goal is always to win. Their playbook is filled with offensive strategies and defensive strategies, which they practice to perfection day in and day out.

They can not prepare for every contingency, but they can perfect their strategies. Every member of the team knows the goal of the team, to win, and they become experts at executing that strategy on the field.

While you might not be a professional sports team, you are a team of professionals dedicated to your craft, with the right to be successful every time and to make your organization consistently successful.

**Where Do I Start?**

The first part of Strategy Deployment is determining the focus of your company, and the unique focus your company provides in order to separate yourself from the pack.
Ask yourself these four questions about your organization. Then ask all of your employees. Every member of your team should be on the same page when it comes to the answers:

- Where do we compete?
- What unique value do we bring to win in those markets?
- What resources and capabilities do we utilize to deliver that value?
- How do we sustain our ability to provide that unique value?

Once you have a clear idea of what your organization does best and what you use to deliver, then you can determine how your organization can continue to create customer value, and begin to focus on execution.

You have a good strategy? Great! Now it is time to optimize how you achieve it.

That’s what Strategy Deployment is: the effective and repeatable execution of your organization’s strategy.
How to Lose a Deployment Strategy in 10 Days
Classic Mistakes

In *How to Lose a Guy in 10 Days*, in an effort to impress her boss, a staff writer in NYC attempts to date a guy and then drive him away in under ten days by “only using the classic mistakes women make.”

That sounds like a lot of work simply to drive someone away.

However, in the business world, there are organizations which make these “classic mistakes,” and repeatedly drive away customers and leave them unsatisfied. What are some of these mistakes?

**Straddling the Fence**

It’s hard to be decisive and accomplish business goals, when you don’t even know what the goals of the business are. That defies all logic. And yet, that is exactly how some businesses attempt to conduct their organization.

Executive leadership and middle management are unwilling to take risks and think creatively, and simply fall back into the habits they have established for themselves of “Show up and shut up.”

And every once in awhile, leadership will sit down (especially during budgeting) and actually plan company goals.
But for these companies, goals and incentives do not stay aligned during times of organizational stress, when that is precisely the time that goals and plans need to be followed.

**Silo Paralysis**

This is a fancy way of saying that different subgroups develop within a company, and break down the trust that is necessary for an organization to do its job well.

For instance, there might be a sales silo, and an accounting silo, and a management silo, each of which is accomplishing its own goals, instead of all working on the goals of the company. **Inertia and incoordination** is the norm rather than the exception.

Non-value added waste is tolerated and/or confirmed as normal practice - does this sound like you?

The budget process becomes a proxy for strategic planning - that is, the amount of money the company is willing to spend on a project determines how important it is, not the other way around.

**Misalignment**
Just as a romantic relationship can only work if both members are on the same page with goals and expectations, a business relationship (especially among many different people and groups of people) needs the same sort of alignment between departments.

If internal incentives and accountabilities are not aligned, that is, if every member of the organization is not working with the same goal in mind, in their various capacities, then the business is misaligned.

Unresolved conflicts exist between leaders and organizational constituents (associates, partners, and suppliers), and like all unresolved conflicts, this will sooner or later bubble over into a big fight, or lead the company to fail in its objectives.

**Insufficient Goal Prioritization and Monitoring**

In a relationship, if you’re not happy, or if your partner isn’t happy, then it doesn’t matter what else is really good about the relationship. Without happiness, your relationship isn’t working the way it should.

In an organization, the focus should be on the most critical performance: customer satisfaction. If the customer isn’t happy, then it doesn’t matter what else you do well as a company - successful organizations have **customer first, zero defect performance**, and are able to repeat those results.
If there is a lack of consistency and discipline, then the performance and outcome measures identified in the strategic plan may need a bit more oversight.

In an strategically aligned organization, there is only one expectation for all projects and client interactions: **On-Time, Complete, and Correct** (OTCC).

**Poor Performance**

Finally, if your organization does not consistently achieve its performance targets, whether they be quality, safety, customer satisfaction, market share, or financial targets, then you have a strategy deployment problem on your hands.

If one of these “classic mistakes” reminds you of the frustrations you have in your organization, don’t despair!

The Strategy Deployment Institute specializes in the successful implementation of strategic objectives, tailored to your specific organizational needs.
5 Ways to Make Sure
Your Strategy Deployment Process Doesn’t Collapse
Shouldn’t there be only one way to make sure your strategy deployment process doesn’t collapse?

Unfortunately there is no silver bullet, no “one thing” which will ensure that your strategy deployment is a success. What’s worth having is worth working for, and that means there is no easy button. In fact, there are five working “keys” to achieve reliable sustainability:

- **Clarity of purpose** – Having a well-understood system aim, and cascading balanced scorecard
- **Mutual respect** – Developing a culture of productive collaboration between management and employees
- **Vertical integration and cross-functional alignment** – Ensuring that no role is left out of the process
- **Simultaneous and parallel cascading functions**: Both Operations and Planning.
- **Active use of the effective communication flywheel (ECF)** - The ECF provides the infrastructure to harness the power of the organization’s purpose to, build associate trust, and consistently delivering remarkable results thereby achieving customer loyalty.

**Clarity of Purpose**
First, the organization must have clarity of purpose, what Dr. Deming refers to as the “aim of the system”.

This “aim” or “hoshin” is the compass which points everyone in the organization in the right direction. It is often referred to as an organization’s’ why.

It answers the question “why do we exist; for what purpose?”

When paired with the second level of clarity, the business fundamental strategies and key process measures, it defines how the organization knows it has won.

Mutual Respect

Second, mutual respect must be developed between leaders and workers as the currency for reliable and sustainable performance.

In a case study titled “How to Change a Culture”, (published in the MIT Sloan Management Review, January 2010), author John Shook writes about the transformation of an inefficient General Motors factory that became a highly successful Toyota/GM factory.

The workers weren’t fired - only the management changed. And sure enough, the same UAW workers that had been the worst for GM became the best workers under the culture of mutual respect developed within the
application of the Toyota Production System at NUMMI.

In fact, according to John Shook, who participated in the NUMMI experiment, the union and workers didn’t just accept Toyota’s system, they *embraced* it with passion.

The absenteeism that had regularly reached 20% or more, fell to a steady 2%. The quality that had been GM’s worst in just one year became GM’s best. And all with the exact same workers, including the old troublemakers.

The only thing that changed was implementing the Toyota production system and creating a culture of collaboration and mutual respect.

**Vertical Integration and Cross-Functional Alignment**

*Third*, effective Strategy Deployment involves both vertical integration and cross-functional alignment, or horizontal integration. No role is left out of the process. From executives to frontline associates, everyone is involved.

Silos are overcome in the most effective way within the Strategy Deployment process. Departments that used to be pockets of knowledge and control, now become active participants in an enterprise-wide customer first, zero defect journey. The departments or units each have their specific performance measures for which they are responsible.
Kaizen, a core technique of Strategy Deployment, leverages this interactive process to provide continuous process improvement. Managers are taught to observe carefully to see the facts of a situation, and make maximum use of everyone’s brainpower to devise simple, ingenious solutions to problems.

Roger Martin, Harvard Professor, former Dean of the Rotman School of Management at the University of Toronto, and author of *Playing to Win*, states quite simply that: “A strategy that fails to produce a great outcome is simply a failure”.

If that is correct, then what is typically missing?

The answer? The detailed knowledge of what will make the plan a success or a failure.

Dr. Martin describes the role of the “choiceless-doer” in many organizations which represents the worker tasked with executing on a plan that they either don’t understand, don’t agree with, or both.

Instead what an organization needs most is learning from the frontline worker and the process in order to understand what is really happening so that Strategy Deployment can be effectively executed. Executives often do not get this critical information because a model of management has been promulgated in which employees are convinced that no one is interested in what they have to say.
Simultaneous and Parallel Cascading Functions

Fourth, reliable and sustainable Strategy Deployment must have both simultaneous and parallel cascading functions:

1. **Operations**

2. **Planning**

The Operations function is responsible for execution of the plan. Execution involves all departments, units or functional groups, teams, and individuals in simultaneous alignment and effort to fulfill the system aim, goals, and initiatives.

Each operational area has objectives and initiatives unique to them, which, when combined together, create an orchestra of customer first, zero defect performance essential for the organization to win.

The operational teams participate in daily huddles and consistent operational rounding to assess where they stand on performance to goals. These help to:

- **Stabilize** – Ensuring that the four M’s (manpower, methods, machines, and materials) are adequate and functioning effectively.

- **Flow** – Eliminating bottlenecks, unnecessary delays, or workarounds
in the process; so that production progresses smoothly from one functional area to the next.

- **Pull** – Creating just-in-time demand fulfillment so that upstream actions consistently fulfill downstream production requirements.

- **Improve the system** (seek perfection) – Continuously evaluate performance against target measures, conducting rapid cycle improvements to ensure that goals are consistently achieved.

The **Planning** function mirrors the finance cycle. Similar to the annual financial plan with periodic checks to make sure the organization is on track, the planning cycle of the Strategy deployment process has monthly (**micro**) reviews, and mid-year and year-end (**macro**) reviews to make sure the strategy deployment plan is always on track.

The **check-and-adjust** process is based upon interactive or “catch ball” feedback between the planning function and the operations function. The goal is to make problems visible and to be able to suggest appropriate countermeasures as needed.

Operational countermeasures are then implemented as required to ensure strategic plan success. In each step of the planning process then, the goal is to make problems visible and to be able to suggest appropriate countermeasures as needed.

**Effective Communication Flywheel**
The Effective Communication Flywheel (ECF) provides the infrastructure to harness the power of the organization’s purpose to consistently deliver remarkable results and build customer loyalty.

1. Honest, Robust Dialogue and Learning

The starting position on the ECF is **honest, robust dialogue and learning** to achieve alignment.

Having the team engage in dialogue encourages an open exchange of ideas and information, regardless of position.
2. Achieving Commitment

The second step on the ECF is achieving commitment. This is not just consensus or agreement. The difference between consensus, agreement, and commitment is that that in spite of likely disagreements on the best way to proceed, the leader who is facilitating the conversation, after all ideas have been heard and vetted, calls the question and asks for team commitment to move forward with the final recommended approach.

Everyone has a had a voice in the discussion and expressed their opinion; however the improvement leader puts forward the best solution for team commitment.

This is not a watered down consensus or an ‘agree-to- disagree’ outcome. It is commitment.

The result is immediate ownership by all team members for mutual accountability.

3. Accountability

The third position on the ECF is accountability. This step clarifies who is accountable for what actions in order to fulfill the team commitment.

Specified action items should be SMART objectives (Simple, Measurable, Achievable, Reasonable, and Trackable).
4. Results

The fourth position on the ECF, results, comes about as a natural outcome from the disciplined communication and action setting process described in steps 1 to 3.

If some detail is missed the process simply restarts with step 1, honest and robust dialog, and repeats the process.

That is why it is referred to as a flywheel. The process is cyclical in nature, and develops cultural momentum the more it is used.

5. Trust and loyalty

The final, or fifth, position on the ECF is trust and loyalty, both of which are continually developed as organizations start with why, commit to change, and then consistently achieve results.

Associates begin to trust leadership and each other when they see that everyone is rowing in the same direction. Customers experience reliable On-Time, Complete, and Correct (OTCC) service performance, and their loyalty to the company and its brand flourishes.

If an organization implements these, then it can’t help but overcome any difficulties it faces.
EFFECTIVE COMMUNICATION FLYWHEEL

1. Honest, Robust Dialog & Learning
   (To achieve alignment)

2. Commitment

3. Accountability

4. Results

5. Trust/Loyalty

Organizational Purpose

Why: We do what we do
Genghis Khan’s Guide to
Lean Strategy Deployment Excellence
A Mongolian Warlord

I’m sure you instantly see the connection a 13th century Mongolian warlord known to history for his excessive cruelty has to lean strategy deployment. Right?

Of course you do. Genghis Khan successfully created the largest empire the world had ever seen prior to the British Empire of the 20th century, and did so all before 1270 AD.

The Mongol Empire controlled 16% of the world’s land area, which is five times larger than the Roman Empire. And somehow, Genghis Khan was able to manage it all. It really is remarkable.

So how did he do it? It’s quite simple, really: Genghis Khan was a follower of the principles of lean strategy deployment.

Let me explain.

What Is Lean Strategy Deployment?

Lean strategy deployment is the process of executing your organizational goals efficiently, which basically means maximizing customer value while minimizing waste.

This works by implementing two organizational keys:
1. Clarifying the number one goal of your organization

2. Recognizing the importance of front-line associates.

Organizations which are unclear about their mission will not be successful. It’s as simple as that. The most successful organizations have a clearly delineated purpose, which guides all of their various actions.

Finding the Right ‘System Aim’

A good aim of the system should:

- Communicate a focused vision for the operational transformation process
- Be clear and concise enough for every leader to articulate
- Generate positive, motivating emotions from associates

Here are examples from several successful, and diverse, companies:

3. **Johnson and Johnson** - Our aspiration is that, by caring, one person at a time, we will help billions of people live longer, healthier, happier lives.

4. **Procter & Gamble** – We want to make your day better in small but meaningful ways.

A great example is Apple. When Steve Jobs was interviewed early on about Apple’s purpose he stated:
“Our whole company is founded on the principle that there is something very different that happens with one person and one computer ... We want to remove the barrier of having to learn technology.”

Organizations (or empires) need this clarity - Genghis Khan’s aim seemed to be conquering his enemies and expanding his empire. It was probably something like, “Defeat everyone, and then gloat a lot.”

Aligning Your Team with the ‘System Aim’

The second part of establishing a lean strategy deployment is ensuring your front-line associates are convinced by the aim of the system, and have the tools to do their job effectively.

In an inefficient organization is one which: doesn’t employ strategy deployment principles, treats employees as workhorses, allows team members no input and values their ability to accomplish tasks.

A successful organization, however, knows that front-line employees have the most interaction with the customer, and thus are in the best position to actualize the aim of the system for that customer.

For Genghis Khan, managing an empire that covered 16% of the world’s surface area would not have been possible if he hadn’t been able to trust that his governors and generals were both on board with his aim and if he hadn’t valued their contributions. Trust and value are necessary for
successful lean strategy deployment.

Creating an organizational environment in which associates are valued for their work and be respected for their contributions, as well as establishing standard operating procedures helps to develop on-time, complete, and correct (OTCC) performance expectations for each individual associate.
It’s the Strategy Deployment Matrix, Mr. Anderson
Problems & Mindsets

As Albert Einstein, famously quoted: “Problems cannot be solved with the same mindset that created them.”

This is the first proven tenant of transformational change.

Overcoming the natural organizational antibodies to change, meaning changing existing mental models.

So do you want to change your mental models that aren’t working, or maintain the status quo? Do you want a red pill or a blue pill?

Create Mental Models That Align People with Purpose

Mental models represent a person’s assumption, or mindset, about how things work.

They are generally based on experiences, upbringing, and disposition.

They affect how we see things and what we do, and underlie all management tools and systems.

Leaders define reality through their mental models, and communicate
accordingly with their associates to achieve understanding, alignment, and to solve problems. Ensuring that leaders have the right mental models, or mindset, then is critical to ensuring that the operational transformation process will be successful.

How can leaders make decisions that incorporate both vertical integration with the aim of the system, as well as ensure cross-functional alignment between departments? The prospect of this is dizzying.

Thankfully, there exists a solution to this problem: a “strategy deployment matrix.”

The Strategy Deployment Matrix

A matrix is a decision making tool used to ensure that priorities and responsibilities are paired in a cascading way. That means that each secondary objective is tied to the primary objective (the aim of the system), and each tertiary objective is tied to a secondary objective.

That way, with increasing levels of detail, specific actions are tied to objectives, and responsibility is given to departments, teams, and then individuals. It’s actually pretty ingenious.

Effective Strategy Deployment involves both vertical integration and cross-functional alignment, or horizontal integration. No role is left out of the process. From executives to frontline associates, everyone is involved.
Departmental silos, or the internal disputes between departments, are overcome in a way which opens up teamwork and trust among associates.

Departments that used to be pockets of knowledge and control, now become active participants in an enterprise-wide customer first, zero defect journey. The departments or units each have their specific performance measures for which they are responsible.

Kaizen, a core technique of Strategy Deployment, leverages this interactive process to provide continuous process improvement. Managers are taught to observe carefully to see the facts of a situation, and make maximum use of everyone’s brainpower to devise simple, ingenious solutions to problems.

So wake your team up with a strategy deployment matrix, and start planning your organization’s success!
Stop stressing. Start soaring.

Get help implementing a Strategy Deployment Program, and start aligning people with purpose to achieve exceptional results.

☎ 1-888-294-3303 x711

Questions? Contact Us

REGISTER NOW