

Why Strategy Implementation Fails

<p>1. Implementation is poorly planned.</p> <p>Most of the planning time is spent crafting the strategy and only a little on preparing the implementation. As such, the implementation plan lacks substance.</p>	<p>2. Leaders are unclear how to implement.</p> <p>Leaders don't assist in identifying the right actions for employees to take. Thus, they struggle to translate the lofty strategy into their day-to-day work.</p>	<p>3. Leaders are not selling the strategy.</p> <p>The strategy stalls as leaders are not vocally and visibly selling the strategy in to the organization.</p>
<p>4. Strategy is a mile wide and only an inch deep.</p> <p>The launch of a new strategy causes confusion in the organization about what is initially important. This is compounded when individual leaders perceive the strategy differently.</p>	<p>5. Leaders underestimate the challenge.</p> <p>Leaders have been taught how to plan, not how to implement. Thus, they don't sufficiently prepare themselves, employees and the organization for the rigors of implementation.</p>	<p>6. Wrong people are put in leadership positions.</p> <p>People in key positions don't have the ability and/or competencies to drive the new strategy forward, and nothing is done to change it.</p>
<p>7. Wrong measures are in place.</p> <p>Leaders plan their new strategy and then launch it but fail to change the organization's measures. As a result, the organization measures the wrong outcomes and drive the wrong actions.</p>	<p>8. Timelines set are unrealistic.</p> <p>The timeline for implementation set by the leaders is unrealistic. They often expect a five-year strategy to be implemented in 12 months.</p>	<p>9. Strategy requires a long-term perspective, not a short-term view.</p> <p>Being driven by quarterly performance often conflicts with the long-term strategic actions required.</p>
<p>10. Leaders set too many objectives.</p> <p>Leaders push the organization to do too much too soon. This results in less being done, over stretching resources and feeling confused about what is most important.</p>	<p>11. Power struggles are ignored.</p> <p>A new strategy means disrupting the business model. When politics and struggles about power and leadership are ignored, they can cause the implementation to fail.</p>	<p>12. Implementation never goes according to plan.</p> <p>What is planned in the boardroom changes in the implementation. Leaders fail to adapt the strategy and/or implementation as required.</p>
<p>13. Communication is poor and inadequate.</p>	<p>14. Culture does not support the implementation.</p>	<p>15. No support is given by the immediate bosses.</p>

<p>If employees don't know what the strategy is, they can never implement it. After leaders announce the new strategy, they stop communicating about the implementation.</p>	<p>When there is misalignment between the culture of the organization and the essence of the strategy, it can fail to be implemented. Also, if the culture does not support the new actions required, then the right actions will not be taken.</p>	<p>People are willing to step up and take risks to support the new strategy. Yet, when they do, often they receive no support or encouragement from their immediate bosses. As a result, they stop taking the new actions, and the implementation falters.</p>
<p>16. Leaders stop paying attention and employees follow.</p> <p>Leaders delegate the implementation responsibility and then stop paying attention to it. When they stop paying attention, so do the employees.</p>	<p>17. The strategy does not resemble the current reality.</p> <p>The strategy is disconnected from what is currently happening in the organization. Thus, the chasm is too wide to allow its implementation to happen.</p>	<p>18. The strategy created is unclear.</p> <p>The strategy is unclear in what it aims to achieve. Because of the lack of clarity, it causes confusion among employees when it's shared with the whole organization.</p>
<p>19. Resources are poorly allocated.</p> <p>Employees are not provided the required resources to implement the strategy and are left feeling frustrated.</p>	<p>20. Leaders fail to follow up regularly.</p> <p>The implementation is not consistently reviewed. Leaders place more (or all) of their attention on daily operations or other issues.</p>	