



**LEADERSHIP SA**  
strategy leadership change human capital effectiveness

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## **Strategy:**

Formulating and executing strategy is a key responsibility of Executives. While each organisation will have a unique strategy, the process applied to arrive at the strategy should follow certain principles.

For best results get your Executive team and a small sample of managers and staff to complete it and see what the different perceptions are telling you.

For a free self assessment of your organisations strategy process, complete this simple questionnaire

## Strategy Process:

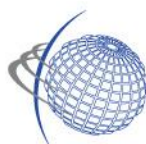
Low – we don't do this

Medium – we do this

Hi – this provides a competitive advantage

Exceptional – global thought leader

	Low	Med	Hi	Except
The strategy is the outcome of a rolling strategic conversation rather than a once off event				
The strategy provides the organisation with a clear competitive advantage				
In formulating the strategy, people with different mental models have been consulted to challenge assumptions and avoid reliance on traditional thinking				
In preparing for the strategy a detailed environmental analysis has been undertaken				
In determining the strategy various possible futures have been considered				
The strategy is sufficiently robust that various possible futures can be accommodated				
In formulating the strategy as many people in the organisation as possible have been consulted				
In preparing the strategy all key stakeholder interests have been considered				
People feel that they have "permission" to question assumptions which guide strategic thinking				
Every effort has been made to minimise the political agendas influencing the results				
The strategy is driven by the CEO and Executive team				
The strategy is not just a projection of the current operational plan				
The strategy provides the organisation with clarity about the future priorities and success factors				



The vision is short, inspirational and aspirational				
The mission clearly defines the purpose and scope of the business				
There are no more than 7 strategic thrusts or focus areas that will drive organisational performance				
The strategy drives divisional and individual scorecards that determine ongoing metrics and measurement				
The performance management system rewards behaviour that supports the strategy				
Strategy is not a once off event and progress on strategic issues is constantly monitored				
Once strategy has been formulated, the Executive ensures that the organisation has the capabilities to execute the strategy				
Where there is a significant change in strategy, effective change management processes are applied				
Where the strategy involves significant change, the organisational design is reviewed				
The organisation has the agility to deal with significant, unexpected changes in the environment				

Strategy is a key role of Executives and the outcome is largely dependent on the process used in formulating and implementing strategy.

If you are not satisfied with your scores or you would like to become a global thought leader contact Terry Meyer at: [terry@leadershipsa.com](mailto:terry@leadershipsa.com)

