



Managing Strategy for Real™

Most organizations have a process for setting strategic direction and allocating resources. Yet, they may not spend enough time developing processes that execute these strategies and measure progress. Like other core business processes (budgeting, accounting, human capital management, etc.) managing strategy must be an integral part of running your business.

We address this challenge by working with you to design *Real Strategy in Action*® – a realistic way to manage your strategy. That’s a key part of *Strategy for Real*™.

Definition: *Real Strategy in Action*®

Managing *Strategy for Real*™ enables executives to execute on key initiatives in a world of uncertainty. Together, we move from annual strategic planning to ongoing strategic *management* – or *Real Strategy in Action*™. It’s an approach that recognizes a leader’s need to achieve longer-term results while still paying attention to the demands of daily operations.

Formal strategic planning occurs over longer intervals (not annually) or on an “event-triggered” basis. Managing ongoing strategy execution – the *Real Strategy in Action*™ process – sets a timeline, a decision framework, and trigger points that guide strategy and management action on an ongoing basis. Combining the two approaches results in greater flexibility to integrate new ideas, to learn, and to manage customer expectations in a more proactive, timely way.

Developing *Real Strategy in Action*®

A *Real Strategy in Action*® engagement generally follows a four-step approach:

1. Assess the current strategic planning process
2. Identify the links required between current plan and process (in terms of future needs and lessons learned)
3. Define and map a review process for ongoing strategic management
4. Establish the governance and accountabilities for the process and key decisions

During this type of engagement, we usually consider questions such as:

- What does / does not work in our existing strategy process?
- Who owns this process? Who needs to be involved?
- What and who typically gets in the way of executing our strategy?
- What are the key decisions or events that could trigger a formal strategic review?
- What are the critical touch points between this process and other business processes?
- What else needs to change for this process to be successful?
- How will this process affect our culture and our “way of doing business”?



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Success in moving from strategic planning to ongoing strategic management requires:

- A current strategic plan and method with which leadership is intimately familiar
- A clear decision framework and an understanding of the flow of information within the organization (who needs to know what, by when)
- Key business leaders who can devote specific attention to this effort

Results: Making Strategy Real

- A process for managing strategy that can be used by multiple levels in the organization
- Key 'triggers' or events to monitor so that you can adapt quickly to business changes
- Decision points and accountabilities (e.g. who takes the decision in a crisis?)
- A framework within which to place other operating activities, priorities, and initiatives, thus enhancing the link between strategy and execution

Who we are:

*Strategy for Real*TM is brought to you by **M. Beacon Enterprises, LLC**, a strategy development and execution consulting firm. We work collaboratively with clients to ensure that the results solve problems in a way that makes sense for your business. Doing so means you know where you are going *and* you are well-equipped to sustain the results long after we're gone.

Learn more about managing real strategy and discover whether you and / or your organization can benefit from better strategic thinking and action at www.Strategy4Real.com. Better yet, contact us directly at:

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