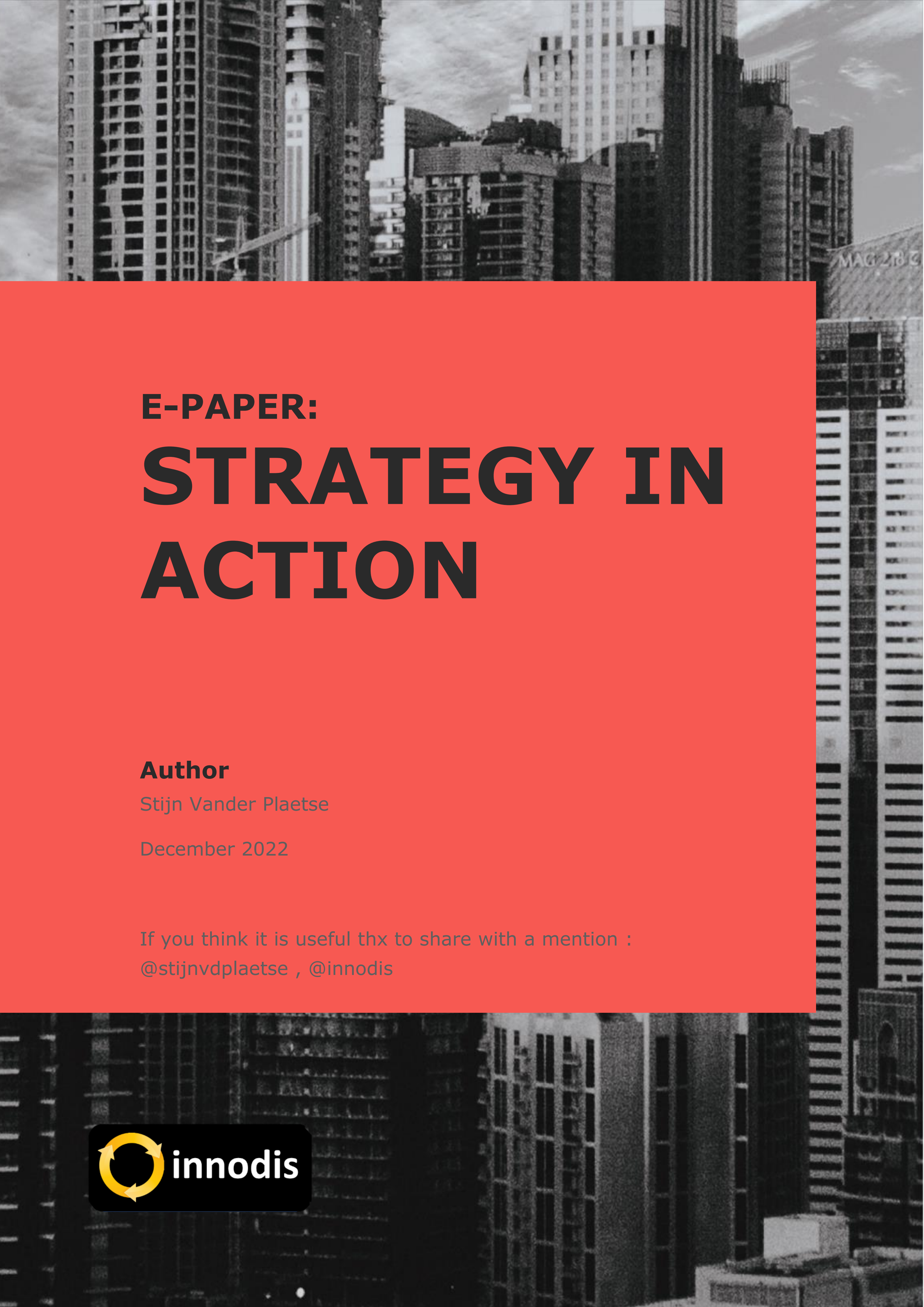

E-PAPER:

STRATEGY IN ACTION

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December 2022

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INTRODUCTION

In every challenge lies an opportunity. Find it, decide and focus to make it happen. **– Stijn Vander Plaetse**

STRATEGY AND CULTURE : TOGETHER STRONGER.

One recipe to manage organizations does not exist. Organisation types come and go due to changing circumstances.

This is not an e-paper on organisational development. It tries to provide a framework of a number of building blocks I believe that are important to steer an organization starting with a clear foundations and using those to drive alignment and ultimately engagement. A successful company is driven in my believe by strong members turning a strategy successfully into action day after day.

This e-paper is not trying to explain the different building blocks of the framework. Many books have been written about each one of them.

The ambition is to provoke the thinking about them. I firmly believe that in order to run an organization one needs almost all of them as that they're highly correlated and re-enforce themselves. You are best placed to define which are needed in your organization based on your context.

"Corporate Strategy and Culture : together stronger!"

LET'S START WITH 3 BELIEVES :

A sound business and organization strategy put into action is a driver of engagement.

Studies did show that only 22% of leaders in companies are able to reproduce their company strategies. Unsurprisingly it then becomes difficult to successfully adopt new ways of working , hybrid working, autonomous teams etc. Successful teams are built by engaged employees. For this they all need to know the company strategy to start with.

Employee engagement is extremely important in the success of an organization. Engaged employees are more motivated, productive, and committed, which can lead to better performance and improved business outcomes. Engaged employees are also more likely to stay with the organization, reducing turnover and helping to maintain a stable and skilled workforce. Overall, a highly engaged workforce is a major competitive advantage for any organization.

Since many years a steady decline has been noticed in engagement levels within organizations. Covid accelerated this trend and organizations and its managers are searching for a new equilibrium.

There can be many reasons why an employee might become disengaged at work. Some common reasons include a lack of interest in the job or the company, a lack of support or recognition from managers or colleagues, a lack of growth or development opportunities, and a lack of work-life balance. Other factors that can contribute to employee disengagement include poor communication, lack of trust, and conflicts with co-workers or managers. Theses can sometimes arise as there is insufficient clarity on where the company is heading or critical capabilities and processes have not been implemented.

Employee engagement and business strategy :

Employee engagement and knowledge of business strategy are closely related because engaged employees are more likely to understand and support the company's business strategy. Engaged employees are those who are invested in their work and the success of the company, and who are motivated to contribute to the company's goals and objectives. When employees have a good understanding of the business strategy, they are better able to align their work with the company's goals and objectives, which can help to increase their engagement and motivation. Additionally, when employees are engaged and knowledgeable about the business strategy, they are better able to adapt to changes and challenges, which can help the company to be more agile and successful in a competitive business environment

Believe : having a clear corporate and organizational strategy provides clarity internally and externally. It is a driver of employee engagement.

Does strategy drive culture or culture drive strategy?

Corporate strategy and culture are two important aspects of a company that can work together to make the organization stronger. Corporate strategy refers to the long-term plan for achieving the company's goals and objectives, while culture refers to the shared values, beliefs, and behaviours that shape the way people work within the organization.

A strong corporate culture can support the implementation of the company's strategy by creating a positive and collaborative work environment that motivates employees to take ownership of their tasks and contribute to the company's success. This can lead to better decision making, increased productivity, and improved morale, all of which can help the company achieve its goals. Furthermore it helps a company to attract and retain top talent.

On the other hand, a well-defined corporate strategy can help shape and align the company's culture. By setting clear goals and objectives, and communicating them to employees, the company can create a sense of purpose and direction that helps employees understand their role in the organization and how their work contributes to the company's success. This can help foster a culture of accountability and continuous improvement, as employees strive to meet the company's goals and stay competitive in the market.

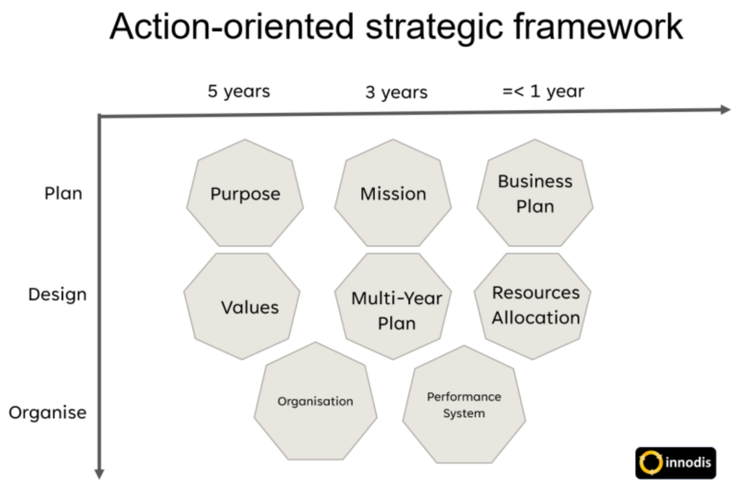
Overall, corporate strategy and culture are interdependent but can work together to make a company stronger. By aligning their efforts and leveraging the strengths of each, a company can create a positive and productive work environment that supports its long-term success.

Ultimately, the most effective companies are those that are able to align their culture and strategy in a way that supports their overall goals and objectives. This means that both corporate culture and strategy are equally important, and one should not be prioritized over the other and even re-enforces both.

“One is not better than the other : both re-enforce themselves ! “

THE FRAMEWORK : STRATEGY INTO ACTION

“Strategy into action” by Van Gogh (with a little help of Dall-e-2)



Many frameworks exist and many books have been written about this topic. Most of the topics described hereunder are nothing new. It is a schematic representation of what is needed to support an organization and how strategy and action re-enforce themselves. It is by no means complete but it shows the complexity of an (aligned) organization. It is surprising to see that many companies miss a number of essential building blocks. Do you have them?

This action-oriented strategic framework is a type of approach that focuses on a number actions/processes that are important, I believe, for an organization. It helps to achieve the goals and objectives. It can help organizations to break down their goals into smaller, more manageable pieces, and to develop plans that will help them to achieve their objectives more efficient.

The remainder of this e-book describes some of the correlations between the different necessary initiatives that an organizations needs to implement to a greater or lesser extend based on the specific context they operate in.

THE STRATEGIC FOUNDATIONS :

"Purpose and execution drives engagement" by Keith Haring

(with a little help of Dall-e-2)

Running an organization requires a business strategy. An astonishing number of organization's strategy limit on "What" they do or offer in the market. More is needed . A comprehensive corporate strategy consists to start with 3 basic and necessary building blocks :

1. *A corporate purpose :*
2. *A Mission :*
3. *Corporate Values :*

These are the fundaments of an organization and should once that they're defined remain stable (longer period than the multi-year plan). They should be sufficiently high level for broad and continuous communications and allowing them to be guiding in the daily operations.

CORPORATE PURPOSE

This is very well explained by Simon Sinek

A corporate purpose is the reason why a company exists. It is the reason the company was founded, and the reason it continues to operate. A corporate purpose is not just about making money, but also about the positive impact a company can have on society and the environment. It is the guiding principle, a north star, that drives the actions and decisions of a company, and helps it to stay focused on achieving its goals.

Having a personal and corporate purpose that are aligned can bring a number of benefits. For one, it can help to motivate and engage employees, as they are able to see how their work contributes to a larger goal. This can lead to increased job satisfaction and productivity. Additionally, having a clear purpose can also help to attract and retain top talent, as potential employees are drawn to companies that have a strong sense of direction and meaning. Furthermore, an aligned personal and corporate purpose can also help to improve a company's reputation and build trust with customers, investors, and other stakeholders as the actions will be more authentic.

THE MISSION!

Many definitions exist on business strategy. Deliberately I believe it is important to separate the different aspects clearly (purpose , mission and values). The different aspects together become a comprehensive business strategy. Very often organizations have only bits and pieces or (and that is explained later) few members know this/

Crafting of a company mission (based on that and vision) is hard. I often mentioned that the Purpose is a way to look at the organization from 10.000 km in space. With strategy it is the ambition to craft a very simple story that answers the WHAT an organisation does or wants to do. It's sufficiently simple to explain in order to be a guiding principle in all decisions on an annual basis, weekly basis, daily basis. It should be that simple that 100% of the members in the organization know it by heart.

It is the overall approach that a company takes to compete in the market, achieve a competitive advantage, and grow its business. A business strategy typically includes an analysis of the current and future market and competitive landscape, as well as specific actions that the company will take to achieve its goals. It should include the key differentiators.

CORPORATE VALUES:

Corporate values are the guiding principles that a company uses to shape its actions and behaviour. These values typically reflect the company's mission and goals, and they help to define the company's culture and identity. Corporate values can include things like honesty, integrity, teamwork, respect, accountability and excellence, and they help to create a common set of expectations for all employees. They are important for setting the tone for how the company does business, and they can help to create a positive and productive work environment.

There is no set number of corporate values that a company should have. The number of values that a company adopts will depend on its unique needs and goals. Some companies may choose to have just a few core values that are particularly important to them, while others may have a longer list of values that they believe are essential to their success. Ultimately, the key is to choose a set of values that resonates with and translates the company's mission and culture, and that can be used to guide decision-making and behaviour at all levels of the organization. My personal experience is to limit it to 4-5 at maximum.

CORPORATE PURPOSE , MISSION AND VALUES CORRELATE: THEY RE-ENFORCE THEMSELVES:

Corporate purpose, activities, and values can reinforce each other in a number of ways. For example, a company that is committed to providing high-quality products and services to its customers will likely engage in activities that support this goal, such as investing in research and development or implementing rigorous quality control measures. In turn, the company's commitment to providing high-quality products and services can be reinforced by its corporate values, such as a focus on excellence and customer satisfaction.

Similarly, a company that is committed to operating with integrity and transparency will likely engage in activities that support these values, such as disclosing financial information to shareholders and complying with relevant laws and regulations. And, in turn, these activities can reinforce the company's commitment to integrity and transparency by helping to build trust with customers, employees, and other stakeholders.

So, in general, corporate purpose, activities, and values can reinforce each other by creating a consistent and cohesive approach to how a company operates. This can help the company achieve its goals and build trust with its stakeholders.

CHANGING CONTEXT :

A comprehensive strategy is the basis to turn it successfully into action. A comprehensive strategy should be pretty stable for a longer period, typically 3-5 years. The time that strategies lasted for decades is over. The context (politically, economically, customer behaviour, technological, societal trends) changes faster and faster.

As that time passes a reflection needs to be built in between the organizations leadership and the board on the corporate strategy. If the organization moves into a new category than for sure a reflection needs to take place. As an example : Telco moving into ICT results is an entire new ballgame. Moving towards a converged one stop shop provider for digital transformation is entirely different and requires that all aspects of the strategy are re-visited. Many examples exist.

As that time evolves, even without major changes the outcome and learnings of the annual performance and multi-year plan will undoubtedly be input for a revision of the strategic foundations.

SUMMARY :

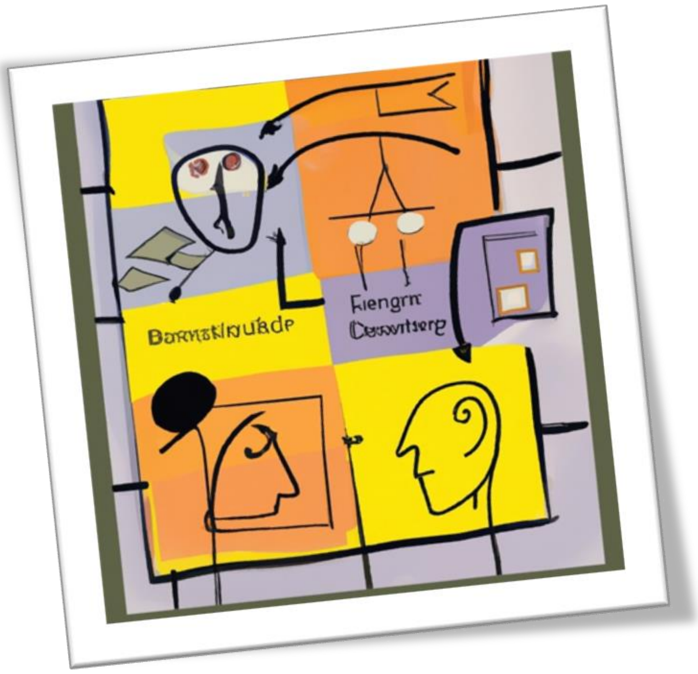
"The strategic foundations = Purpose + Mission + Values"

The goal of this chapter was to explain briefly 3 fundamentals for an organization. They should be crystal clear as this will be the foundation to turn a strategy into action. This foundation will be a driver of alignment. It should be sufficiently high level in order to be guiding and it should be sufficiently simple that it can become a credo within the company.

Many organizations have the building blocks . Are you able to summarize them for your organisation

Sounds easy but it is very hard to break all this down into a comprehensive easy to remember framework. How can all team members know it if it is hard to write down instantly? It will serve as basis to put strategy into action. If it is not the case than this should be a first step.

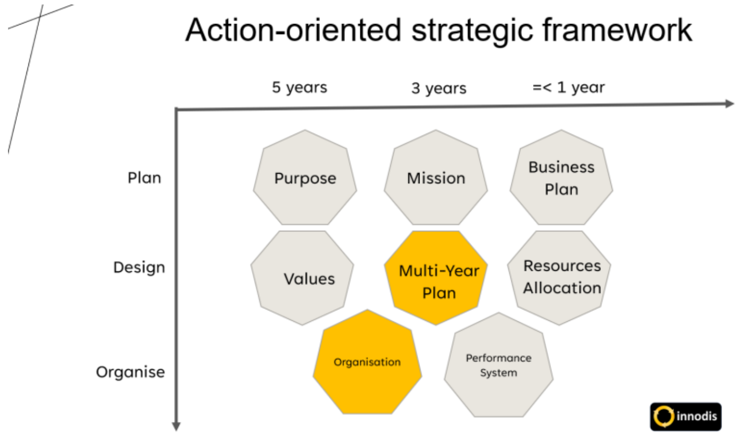
STRATEGY INTO ACTION : THE WHERE DO WE GO PHASE!



“A framework for strategy execution” by Picasso (with a little help of Dall-e-2)

Once the overall strategic foundations are defined (and accepted by the board and other stakeholders) the hard work starts. These need to be brought alive , they need to be driving action. It becomes the business strategy that drives the teams.

Business strategy is a plan or approach that a business uses to achieve its goals and objectives. In the context of moving from point A to point B, business strategy could involve identifying the steps and resources necessary to transition the business from its current state to a desired future state. This might involve making changes to the business's operations, market positioning, product offerings, or other areas in order to better align with its goals and the needs of its customers. It consists of 2 important building blocks and an ambition:



A MULTI-YEAR PLAN :

"A multi-year plan should answer a number fundamental questions as that it will be guiding the organization the coming years. This plan is a direct translation of the strategic foundations without questioning them. Questioning them should be the result of a new or separate strategic exercise.

The multi-year plan is a longer-term plan that outlines the goals and objectives for the business over a period of several years. It provides a broader view of the business's direction and can help the business plan for future growth and development. There are several key topics and answers that make up a successful business strategy.

Personally I like frameworks similar as “Playing to Win” by Roger Martin&Lafley

These include: The WHAT to WHO : the journey

- Identifying the context and major trends the organization operates in. These are out of control of the organization and can be geo-political, technology, talent evolution, legislation,….
- Identifying the target market and understanding their needs and preferences. Select the target segments explicitly
- Developing a unique value proposition that sets the business apart from its competitors
- Establishing metrics and key goals to measure progress and success at the end of the multi-year plan : the ambition level

And : WHAT is needed to do the journey successfully

- Identifying the company's strengths, weaknesses, opportunities, and threats (SWOT analysis) : the AS IS
- Key initiatives to assure What is needed or what needs to be done to reach the TO BE state. Creating a plan and process (see later) for how business will allocate its resources, including its people, money, and technology, to achieve its goals

Overall, a successful multi-year plan should be well-defined, actionable, and aligned with the overall direction and goals of the business. It should also be flexible enough to adapt to changing market conditions and customer needs.

Measuring success of the multi-year plan :

There is no set number of goals that should be defined in a multi-year plan. The number of goals will depend on a number of factors, including the complexity and scope of the organization's business strategy, the time horizon of the plan, and the level of detail and granularity that is desired.

Best is to have a small number of clear and specific goals that are ambitious, focused and achievable. As a general rule of thumb, a good starting point for a multi-year plan might be to define 3-5 high-level goals that are aligned with the organization's business strategy. This is easy to communicate and can provide a clear and focused direction for the organization, while still allowing for flexibility and adaptability as the plan is implemented in the consecutive years.

A static or dynamic multi-year plan : a preference for a rolling multi-year plan

A static business plan is one that is set in stone and cannot be easily changed. Predicting the future is very hard. This can be problematic because the market and business environment are constantly changing. We've encountered many changes the last years and this will remain the case in the future. Who predicted Covid , the geo-political evolutions in 2022 , the launch of new technology at scale (like for example ChatGPT or Whisper). A static business plan may not be able to adapt to these changes.

It is generally advisable to have a dynamic multi-year business plan, rather than a static one. A dynamic business plan can be adjusted and updated as needed to reflect changes in the market or the business's goals and objectives. This can help the business stay agile and responsive to changing circumstances, and can increase the likelihood of success. An annual review is advisable focussing on the delta's as a result of the changed context or new information and learnings. If that is not embedded in the process at least a midterm revision should be foreseen.

Best is that this lightweight update is done several months before the annual cycle.

ORGANISATION & LEADERSHIP :

An extremely important aspect **and key** in successful implementation of values and strategy. This topic however will not be elaborated. Many experts can provide better advice based on the context what organizational model is best and which evolution is optimal

Some points :

- A change in the strategic foundations and or multi-year plan should signal an organization (and leadership) reflection.
- An organization needs a number of capabilities. Are they present in the organization today or do they need to be build to reach the intended state at the end of the multi-year plan.
- An assessment should take place on how many roles are working on an organizational capability (RACI). Can simplification occur to free-up resources to re-orient towards other capabilities.
- How many roles do individuals have today and in the future. Organizations tend to add responsibilities to the same persons as that organizations develop themselves. However, having too many roles can also be detrimental, as it can lead to overwork and burnout, as well as reducing the employee's ability to focus and perform effectively in any one role.

Link between functional roles and organizational capabilities:

Functional roles in an organization typically align with the capabilities that are necessary for the organization to achieve its goals and objectives. For example, in a manufacturing organization, there might be functional roles such as production managers, quality control specialists, and supply chain coordinators, all of which are necessary for the organization to produce and deliver its products to customers. In a marketing organization, there might be functional roles such as market research analysts, product managers, and advertising specialists, all of which are necessary for the organization to effectively market and sell its products or services. By mapping functional roles to organizational capabilities, businesses can ensure that they have the right people in place to support the successful implementation of their strategies.

When determining the optimal number of roles to cover a business capability, it can be helpful to consider factors such as the complexity and scope of the capability, the level of expertise and specialization required, and the overall size and scale of the organization. For example, a small business with a relatively simple and focused business strategy might only need a handful of roles to cover a particular business capability, while a large, complex organization operating in a dynamic market might require many more roles to effectively support that same capability. Ultimately, the optimal number of roles to cover a business capability will depend on the specific needs and goals of the organization.

Organizational capabilities and the link with business strategy:

There are several ways that an organization can identify the capabilities that are necessary for it to achieve its business strategy. One approach is to conduct a gap analysis, which involves comparing the organization's current capabilities to the capabilities that are required to successfully implement its business strategy. This can help the organization to identify areas where it has strengths and areas where it needs to improve or develop new capabilities. Another approach is to engage in scenario planning, which involves considering different potential future scenarios and the capabilities that would be required to successfully navigate each one. This can help the organization to anticipate and prepare for potential changes in its market or operating environment.

The link between business strategy and organizational capabilities is that the capabilities that an organization has at its disposal will influence the types of strategies that it can pursue. For example, an organization with strong capabilities in research and development might be well-suited to pursue a strategy of innovation and product development, while an organization with strong capabilities in marketing and customer service might be better suited to pursuing a strategy of customer intimacy and customer experience. By identifying and developing the capabilities that are necessary to support its business strategy, an organization can improve its chances of success.

SUMMARY :

"The multi-year plan = A forward looking WHAT + HOW with a defined ambition level"

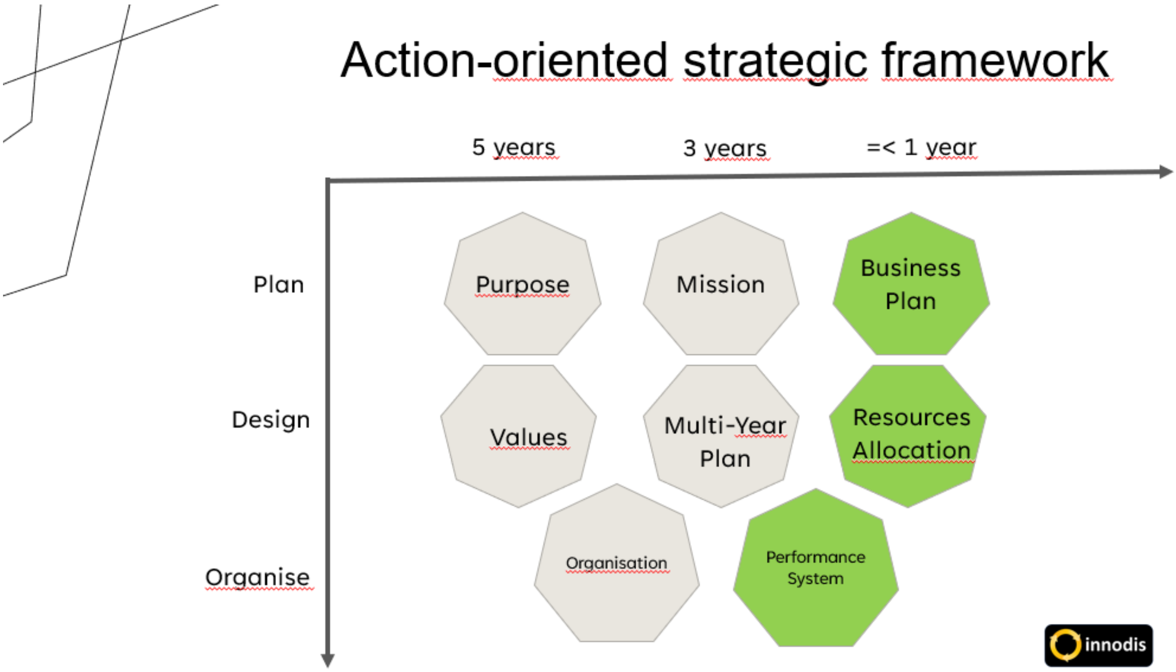
The strategic foundations set the direction for the organization, while the multi-year plan provides the roadmap for how to get there. By aligning these two elements, an organization can increase its chances of success and ensure that its efforts are focused and effective. Having well known and easy to understand strategic foundations and a multi-year plan undoubtedly , when executed and lived by , have a positive effect on the engagement of its members.

THE ANNUAL BUSINESS CYCLE.

"In every challenge lies an opportunity" by Rembrandt

(with a little help of Dall-e-2)

Having clarity on the strategic foundations and the ambition level defined in the multi-year plan brings us to the day to day execution.



Annual Business Plan

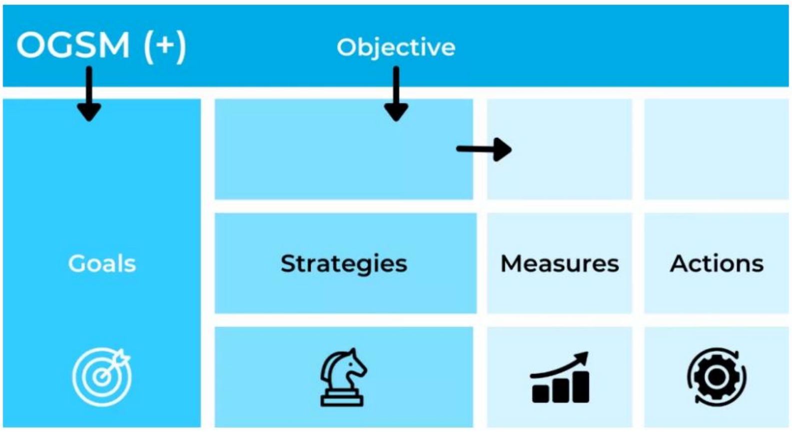
Nearly all organizations have an annual business plan.

An annual business plan is a document that outlines the projects and objectives for a business for the coming year. It should include details about the business's target market, its financial projections including the investment needs, and its marketing and sales strategies. It provides a roadmap for the business to follow to achieve its goals and can help the business stay focused and on track.

The relationship between the annual business plan, the multi-year plan, and the business strategy is that the annual business plan and the multi-year plan are both part of the overall business strategy. The annual business plan provides a detailed plan for the coming year, while the multi-year plan provides a broader view of the business's direction over the next several years. Together, these plans can help ensure that the business is focused and on track to achieve its goals and objectives.

The immediate benefit of having well documented and known strategic foundations and multi-year plan is that often the budget process gains speed due to a better alignment. A top down guidance is implicitly provided and leaders and teams know before what targets will be especially the first year after the multi-year update.

Many ways to document the initiatives exist : one that is commonly used due to its simplicity is the OGSM model (as a way to document to intended initiatives and its follow-up). It is a model that combines the multi-year view with the follow up of the implementation. Personally I prefer not to mix them up and use it to standardise the initiatives for prioritization (see next chapter). It is a very easy way to communicate about the initiatives however and that is key!



RESOURCES ALLOCATION = HAVE A FORMAL (LIGHTWEIGHT) PROCESS

Resource allocation is the process of distributing resources, such as time, investment money, and personnel, among various activities and projects within an organization. It involves deciding how to use these resources in a way that will best achieve the organization's goals and objectives.

The resource allocation process is an important aspect of organizational management, as it helps to ensure that the organization is using its resources in the most effective way possible to achieve its goals.

It is very important to install a formal resources process. I prefer that this is done on a quarterly basis as that it can be linked to the actuals compared to budget in the business plan and install a rhythm in an organization on scope and accountability.

The resource allocation process is typically carried out by a designated resource allocation committee, and it typically involves the following steps:

1. Identifying the resources that are available to the organization, including financial resources, personnel, and other assets.
2. Determining the link with the strategic foundations and multi-year plan.
3. Evaluating the potential costs and benefits of different resource allocation options.
4. Making decisions about how to allocate resources, taking into account both short-term and long-term needs.
5. Monitoring the use of resources to ensure that they are being used efficiently and effectively.

Organizations are often reluctant to have such a formal process/ Potential arguments to not have it are often : it increases complexity in decision taking, it limits freedom, there can be conflicts between departments on resources required to reach their goals/ambitions.

The benefits of a Resources allocation process:

The benefits to effective resource allocation in a company however significantly outweigh the potential downsides:

1. Increased efficiency: By allocating resources wisely, an organization can ensure that its resources are being used in the most efficient way possible. This can help to reduce waste and improve the overall efficiency of the organization.
2. Improved decision-making: The resource allocation process helps to clarify the organization's priorities and goals defined in the strategic foundations and multi-year ambition, which can help to inform decision-making at all levels of the organization.
3. Greater competitiveness: By allocating resources in a way that maximizes their impact, an organization can become more competitive in its industry.
4. Higher profitability: By using resources efficiently and effectively, an organization can increase its profitability.
5. Increased control: By actively managing the allocation of resources, an organization can have greater control over its operations and future direction.
6. Enhanced teamwork and collaboration: The resource allocation process can bring people from different departments and teams together to work towards common goals, which can foster teamwork and collaboration.
7. **In my eyes the most important and often neglected : it increases the transparency in the organization.** By clearly defining the organization's goals and priorities and allocating resources accordingly, the resource allocation process can help to ensure that all employees understand how resources are being used and why certain projects or activities are being prioritized over others.

PERFORMANCE SYSTEM

Ambitions are set in the multi-year plan and every year intermediate targets are defined during the annual process.

Annual objectives should be specific, measurable, achievable, relevant, and time-bound (SMART) goals that an organization sets for itself to achieve within a year. These objectives should align with the organization's overall mission and strategic plan, and be specific enough that they can be tracked and evaluated.

Some examples of annual objectives that an organization might set include:

- Increasing sales or revenue
- Improving customer satisfaction
- Expanding into new markets or geographic regions
- Launching new products or services
- Increasing efficiency or productivity
- Reducing costs or expenses
- Improving employee retention or satisfaction
- Enhancing the organization's reputation or brand
- Increasing the organization's social impact or sustainability efforts.

It is important to involve key stakeholders in the process of setting annual objectives, as this can help to ensure that the goals are relevant and aligned with the needs and priorities of the organization. It is also important to develop a plan for how the objectives will be achieved, including identifying the resources and support needed to meet the goals. The reward system should be linked with all above.

During the year actuals versus objectives should be tracked and a regular feedback loop is to be installed (quarterly reviews etc…)

OKR as a way to be more forward looking

During the year often events happen that impact the annual objectives. Tracking KPI’s versus objectives is often looking back. Other frameworks exist that can push the organization to look forward and steer the organization. One methodology that, I like, is the OKR framework. Choosing again depends on your context.

OKR (Objectives and Key Results) is a goal-setting methodology that helps organizations define and track progress towards specific, measurable goals. It involves setting clear, measurable objectives (the "O" in OKR) that are aligned with the organization's mission and strategic plan, and identifying key results (the "KR" in OKR) that will be used to measure progress towards those objectives.

The OKR approach is designed to be flexible and adaptable, and encourages organizations to set ambitious goals that are challenging but achievable. It is also designed to be transparent, with progress towards meeting the objectives and key results regularly reviewed and shared with the entire organization.

The OKR approach is used by many organizations as a way to focus their efforts and align their teams towards common goals. It can help to increase accountability, transparency, and collaboration within an organization, and can be used to track progress towards both short-term and long-term goals.

Examples can be : number of sales or hiring leads generated by the organization , % projects within scope and budget.

OKR : How many and how often?

The optimal number of OKRs (Objectives and Key Results) for an organization will depend on a variety of factors, including the size of the organization, the complexity of its operations, and the level of detail and granularity needed to track progress towards its goals.

In general, it is recommended that organizations focus on a small number of high-impact OKRs (usually 3-5) at any given time. This allows the organization to focus its efforts and resources on a limited number of key priorities, rather than spreading itself too thin by trying to pursue too many goals at once.

As for timing, OKRs are typically set for a specific time period, such as a quarter or 6 months. Some organizations choose to set OKRs on a rolling basis, with new OKRs being set and reviewed regularly, while others set OKRs for longer time periods and review progress on a less frequent basis.

It is important to strike a balance between setting OKRs that are challenging and ambitious, while also being realistic and achievable given the organization's resources and capabilities. Regularly reviewing and adjusting OKRs can help to ensure that they remain relevant and aligned with the organization's goals and priorities.

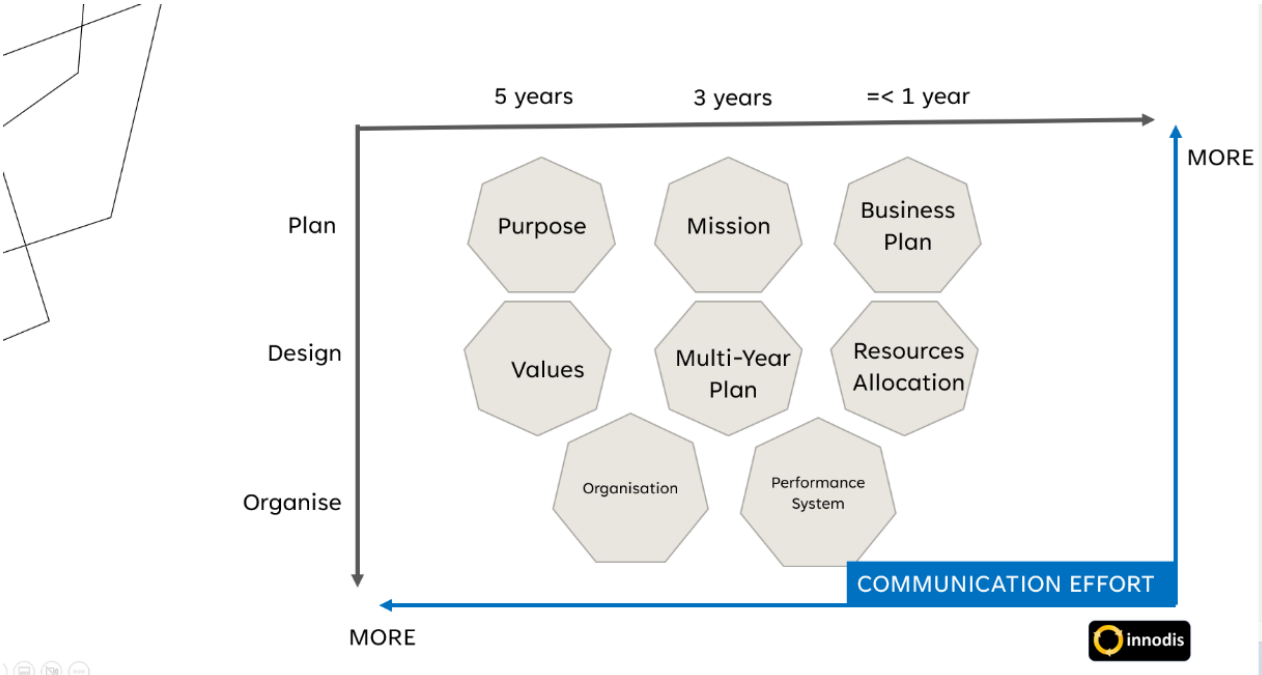
SUMMARY :

Based on well documented, known and accepted strategic foundations and multi-year plan the annual plan, budget and objective cycle should be smoother. Once the objectives and budgets are allocated focus should be on delivering them and resources should be allocated according the priorities in a transparent way. A performance system should be linked where the flexibility resides to not only track the deviations looking back but also in the course of the year be able to steer changed priorities.

WHAT'S NEXT ? IT'S ALL ABOUT COMMUNICATION

"Communicating strategy every day" by Warhol

(with a little help of Dall-e-2)



In many organizations plans are drafted , presented and hopefully executed.

Having a strategic framework is great but it is of no use if it is not known. Coming back to the start of this e-paper. On average less than 30% of the members are aware of the strategy.

It is important to communicate about the organization's strategic plan as soon as it has been developed and finalized. This allows all stakeholders, including employees, customers, and investors, to understand the direction in which the organization is heading and how it plans to achieve its goals.

Effective communication about the strategic plan can help to create buy-in and support from all stakeholders, as well as to ensure that everyone is working towards common goals. It is also important to keep stakeholders informed about progress towards meeting the goals and objectives outlined in the strategic plan, as this can help to build trust and demonstrate transparency.

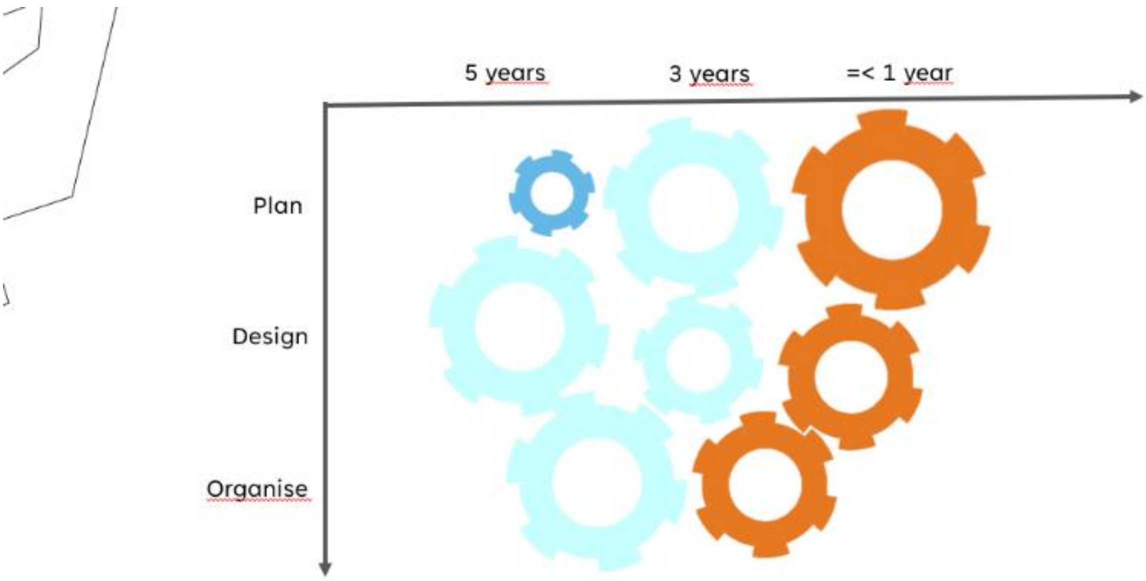
There are several ways that organizations can communicate about their strategic plan, including:

- Sharing the plan with all employees: Make sure that all employees have access to the strategic plan and understand how their work contributes to the organization's goals.
- Holding meetings or presentations: Conduct regular meetings or presentations to discuss the strategic plan with employees, stakeholders, or other interested parties.
- Using internal communication channels: Use internal communication channels, such as email, newsletters, or intranet sites, to share information about the strategic plan with employees.
- Communicating through external channels: Use external communication channels, such as the organization's website, social media accounts, or press releases, to share information about the strategic plan with customers, investors, and other external stakeholders.

Effective communication about the strategic plan is an important part of ensuring that all stakeholders are informed and engaged in the organization's efforts to achieve its goals.

It is important to communicate **all** of these elements to stakeholders in order to effectively align efforts and resources towards the organization's goals and priorities.

IS THIS FRAMEWORK STATIC OR DYNAMIC?



I guess this does not come as a surprise. Everything is interlinked. If one of the building blocks changes (e.g. an M&A did take place , legislation changed in the year , ambitions, changed) than all other aspects will be impacted. It has as goal to chop the different elements into manageable pieces that can be owned by different persons and entities in the organization. Strategy and for sure strategy execution is everybody's responsibility in an organization.

There are several benefits of using **a dynamic framework:**

1. Flexibility: Dynamic frameworks are designed to be flexible and adaptable, allowing organizations to respond to changing circumstances and needs in a flexible and agile manner. This can help to ensure that the organization is able to stay aligned with its goals and priorities even in rapidly changing or complex environments.
2. Continuous improvement: Dynamic frameworks support continuous improvement, with regular reviews and adjustments being made to ensure that plans and initiatives remain relevant and aligned with the organization's goals and priorities. This can help the organization to continuously improve its performance and achieve its goals over time.
3. Collaboration: Dynamic frameworks often involve collaboration and input from a wide range of stakeholders, including employees, customers, and partners. This can help to ensure that plans and initiatives are aligned with the needs and

priorities of all stakeholders, and can lead to more effective and successful outcomes.

4. Adaptability: Dynamic frameworks allow organizations to adapt and change in response to changing circumstances or needs. This can help the organization to stay competitive and responsive in a rapidly changing environment.

Installing it is hard , once it becomes part of the DNA of the organization it can be a powerful tool.

“CLOSING REMARKS”

In the last 2 decades I've become more and more convinced that having a well implemented strategic framework can make a difference. Too often we tend to go into the solutioning and action. That's good but we need to be sure that what we do is what we want to achieve as individuals and organizations in line with the ambitions we set ourselves, as a team, as an organization as a stakeholder. As that complexity increases having an overview can demystify that complexity.

This paper provides a framework I use. Have a look at it. It is by no means the truth and it is not spectacular or new. It is a collection of different building blocks that make sense to me. For many readers this will not be anything new, I hope that most aspects are implemented in your organizations and maybe you've read something new.

I have many ideas but lack time to write it down. I wanted to test something that might be the start of a lot of new innovations (https://www.linkedin.com/pulse/what-november-30th-2022-became-important-date-web-vander-plaetse/) . Two weeks ago a new version of a conversational AI model was released : #CHATGTP (https://chat.openai.com/chat) . Try it yourself and discover what technology can bring today already and in the future to improve and accelerate our thinking and thoughts. A fascinating era.

This document was written and designed in 5,4+1 hours (revision of 1 hour with additional input) using technology, asking relevant questions and modifying the outcome. Let me know what you think of the output versus the time.

Do share your insights and for sure I'll update this document because by sharing knowledge we all become better.

Talk to you, always available to support you in your challenges,

Stijn Vander Plaetse

Some quotes :

"The best strategy is to be very flexible, to be able to change direction as you go." - Tim Cook

"Strategy without execution is just a hallucination." - Bill Gates

"The essence of strategy is choosing what not to do." - Michael Porter

"The world is changing very fast. Big will not beat small anymore. It will be the fast beating the slow." - Rupert Murdoch

"The only thing that matters is putting your strategy into action." - Tony Robbins

"The difference between a successful person and others is not a lack of strength, not a lack of knowledge, but rather a lack of will." - Vince Lombardi

"The most effective way to do it, is to do it." - Amelia Earhart

"The only limit to our realization of tomorrow will be our doubts of today." - Franklin D. Roosevelt

"The best way to predict the future is to create it." - Peter Drucker

"The best time to plant a tree was 20 years ago. The second best time is now." - Chinese Proverb

"The most difficult thing is the decision to act, the rest is merely tenacity." - Amelia Earhart

"A business has to be involving, it has to be fun, and it has to exercise your creative instincts." - Richard Branson

"The only way to do great work is to love what you do." - Steve Jobs