

ACCELERATING ORGANISATION PERFORMANCE

Aligning Strategy to Deliver Performance

How to Build a High Performing Team That Achieves Results On-Time, Every Time

WHITE PAPER



OVERVIEW

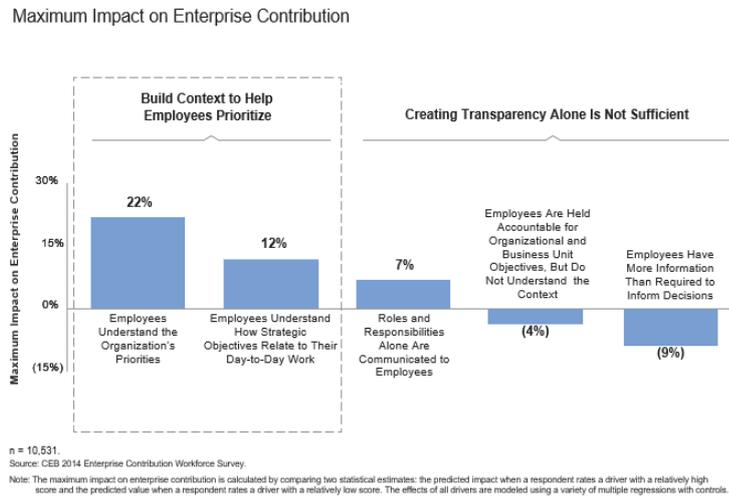
Very few organisations can succeed on the brainpower of one person. Teams are fundamental to the ongoing success of nearly all organisations. However, working in teams is easier said than done and takes a lot of time, effort and strong leadership skills.

There must be clarity of the organisation’s strategy and purpose, alignment to that strategy, and teams must execute flawlessly to achieve success. Team members must spend time building **common ground** — that is ownership and commitment to an agreed strategy, operational norms, a common vocabulary and ways of working that deliver results.

This creates the team performance culture and the senior leadership team in any organisation have to be aware of and spend time working on this culture of performance as it cascades down through the rest of the organisation.

In this white paper, we explore the importance of aligning employee/team performance to strategy and what leaders can do to ensure this alignment is achieved, resulting in the creation of high performance that delivers results on time, every time!

1EMPLOYEE ENTERPRISE CONTRIBUTION



2014 research from the Corporate Executive Board, now Gartner, found that rather than relying on transparency to help employees prioritise their work, organisations must make it easier for employees to prioritise by building context.

When they measured the impact of different prioritisation approaches on enterprise contribution, those that helped employees build context emerged as most effective.

Specifically, employees using organisational priorities to help prioritise their own work and ensuring that employees understand how strategic objectives relate to their day- to-day work have had the greatest potential impact on enterprise contribution.

The findings are interesting and reveal to leaders how they can increase individual and team contribution to the enterprise by ensuring employees understand the organisations priorities (the strategy and strategic focus) and what, we feel most important of all, employees understand how strategic objectives relate to their day to day work, (see chart above).

If we can achieve this, we know that enterprise contribution increases 22% and 12% respectively.

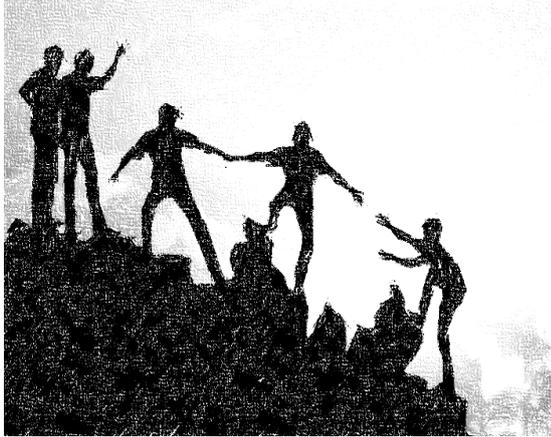
The **misalignment of goals with strategy** can lead to performance that does not actually drive and deliver the intended business unit outcomes.

²THE IMPORTANCE OF STRATEGIC ALIGNMENT

In their 2016 Harvard Business Review article entitled “A Simple Way to Test Your Company’s Strategic Alignment ” the authors, Jonathan Trevor and Barry Varcoe conclude that if an organisation is incapable of delivering its strategy, the strategy itself is essentially worthless and the organisation’s purpose will remain unfulfilled.

To quote from the article itself, “the symptoms of poor alignment are often obvious, especially to those who work in the company, but also to customers who do not experience the service they expect from a company’s branding and advertising”.

Strategic Alignment needs to be the foundation stone upon which team performance is built. It is key to organisational performance and customer satisfaction.



³THE ROLE OF LEADERSHIP IN HIGH PERFORMING ORGANISATIONS

Deloitte’s 2018 research entitled “High-Impact Performance Management” identified that leaders in high-performing organisations play a human-centered role in creating the conditions for workforce success.

Leader capability and behaviours should focus on the following four priorities:

Coach, communicate, and facilitate for performance and development

Authentically model a growth mindset and appropriate risk taking

Engage their teams to do their best work, balancing business and workforce outcomes

Curate and design learning experiences in the flow of work

In his book ⁴Drive, Daniel Pink makes the point that in today’s global economy, organisations should be seeking to create an environment where employees can thrive, he calls this Motivation 3.0.

This involves ensuring employees can find:

1. **autonomy** (the desire to direct our own lives – this feeling of control reduces stress and improves ability to perform),
2. **mastery** (the urge to make progress and get better at something that matters), and
3. **purpose** (the desire to do something for a cause greater than ourselves), in the work they do.

Central to a leader’s role then, is carefully crafting an environment where teams can learn and grow, are coached and have the autonomy and mastery to do their job and most importantly, that the work they do is linked to a higher purpose, e.g. Philip’s Health Care division has a vision and purpose of wanting improve the lives of 3 billion people a year by 2025. As an employee this purpose gives greater meaning to the work being done.

Therefore, leaders need to understand and align with the organisations’ strategy, build the capabilities to execute that strategy, utilise resources at hand and ensure the right systems are in place to succeed.

Strategic alignment does not happen automatically, it has to be designed.

Most team building programs consist of seeking to solve a specific issue, e.g. conflict, communication challenges, poor performance etc.

Very little thought is given to the reason why these challenges exist in the first place!

What BBA has found working with executive leaders and their teams for over 25 years is that, not enough attention is given to ensuring teams are not only aligned with the organisation’s strategy but that they get the opportunity to participate in the creation of that strategy.

To quote ⁵Jonathan Trevor, Associate Professor of Management Practice of Oxford University’s Business School, without alignment “the risk is that companies flip-flop between strategies and unconnected organizational designs in endless rounds of reorganization or conversely , mistakenly maintain the status quo and falling behind competitors in the rapidly changing market place. The best companies are the best aligned, but only when led by design.”

Could it be the lack of alignment to core strategy or not enough attention given to it is responsible for many of the team challenges leaders face in today's complex networked environments?

Misalignment to Strategy: The Solution: Building Better Abilities: BBA.

By carefully crafting an organisation/function's strategy using design thinking (i.e. team members are at the heart of the strategy creation process), leaders can ensure teams and indeed the entire organisation has a clear understanding of where the organisation is heading, the work being done is aligned to that strategy and has a purpose for the greater good of society and community.

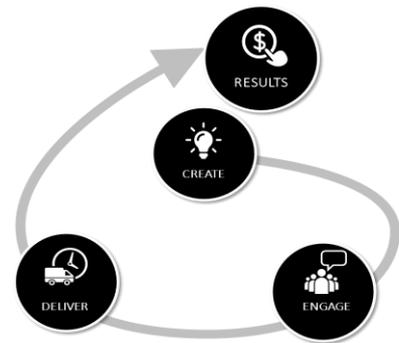
Once we have alignment and teams are fully engaged, we can then creating action plans that drive the realisation of the organisation's vision, purpose and strategy.

As part of our **ACCELERATING ORGANISATION PERFORMANCE**[®] series of executive workshops, BBA has developed a unique system for **creating** alignment, **engaging** teams and **delivering** on team commitments, called Aligning Strategy to Deliver Performance.

The program ensures organisations accelerate team performance from the creation of their business strategy to execution and finally to results.

Using numerous insights from current research, 25+ experience, tools, frameworks and techniques, **Aligning Strategy to Deliver Performance** has a proven track record of getting results.....**fast!**

For more information visit <https://www.bbatraining.ie>



Accelerating Strategy to Deliver Performance



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References

- 1. *Corporate Executive Board 2014 (now Gartner) Enterprise Contribution Workforce Survey*
- 2. *High-Impact Performance Management 2018 Deloitte Development LLC.*
- 3. *A Simple Way to Test Your Company's Strategic Alignment, Jonathan Trevor and Barry Varcoe HBR 2016*
- 4. *Drive, Daniel Pink 2009*
- 5. *Is Anyone In Your Company Paying Attention to Strategic Alignment?, Jonathan Trevor, Associate Professor of Management Practice of Oxford University's Business School*