

GET THE FULL ROADMAP FOR FREE !!!

Strategy to execution



Strategy

Managment path

1. Setting the ground teaming
2. Vision and future picture
3. Strategic drivers

HR strategic path

1. Expectation settings
2. Goals and outcomes
3. Offsite planning

Planning

Managment path

1. Forming strategic team
2. Detailed plans
3. Aligment & prioritization

HR strategic path

1. Establishing leadership forum
2. Support leaders in creating strategic plans

Execution

Managment path

1. Communication
2. Cascading objectives (OKR)
3. Strategic platform routines

HR strategic path

1. Connection to company objectives
2. Communication plan
3. Support cascading process

וציר המשימה - עד כמה ברורה המשימה המשותפת? מהן המטרות המשותפות של פונקציות ההנהלה? מה כבר מוגדר וברור מתוך האסטרטגיה? מה מידת האפקטיביות של הוצאה לפועל שלה?

מתוך הבנה ששני הצירים חשובים ומשפיעים על כל הארגון בנינו את המודל הזה אשר נותן מענה בהתאם לצורך הארגוני לכל שלב מבניית התשתית של צוות הנהלה אפקטיבי ועד לתכנון והוצאה לפועל של אסטרטגיה צוותית / ארגונית.




בcookbook מטה תמצאו את התוצרים הרצויים לכל שלב, ממה כדאי להיזהר ונקודות למחשבה על תפקיד ה HR.

מודל **Strategy to Execution** מהווה מסגרת רעיונית מארגנת לעבודה עם צוות הנהלה אשר מעוניין לייצר חיבור ארגוני בתהליך בו דרגי ניהול וחברי צוות שותפים בתהליך תיקוף האסטרטגיה וההוצאה שלה לפועל.



מתוך הבנה שאנשים רוצים לקחת חלק משמעותי ומשפיע, בנינו מודל בן 3 צירים מרכזיים: התהליך מתחיל מעבודה עם צוות הנהלה לגיבוש החזון והכיוון הארגוני והולך ומתרחב למעגלים נוספים תוך כדי יצירת תשתיות לשיתוף ווידוא הוצאה לפועל של תוכניות העבודה.

בבואנו לעבוד עם צוות הנהלה חשוב שנכיר וניתן מענה לשני צירי העבודה המרכזיים: ציר היחסים - עד כמה ההנהלה עובדת יעיל וטוב כצוות, עד כמה יש אמון בצוות, איך מתנהלת התקשורת בין חברי הצוות וכן הלאה...





	Setting the ground teaming	Vision & Future picture	Strategic drivers
Outcome 	<ul style="list-style-type: none"> • Aligned management team • Shared definition of high performing team • Ground rules for open and constructive communication • Sense of psychological safety 	<ul style="list-style-type: none"> • Clear shared future picture • Alignment of our next chapter • Future picture – Best Case Scenario & Worst-case scenario 	<ul style="list-style-type: none"> • 3 -5 strategic driver / Must Win Battles agreed by the management team • High level plan & sponsor for each one
Caution & Lesson Learned 	<ul style="list-style-type: none"> • The land is not ready for plant & grow • No trust • Underline issues • Communication issues • Prioritizing the task before the team • Cynicism 	<ul style="list-style-type: none"> • Too High/ Low resolution • Stick to the legacy OKR/ goals • When the leader has a closed picture – it might be wrong to open/ challenge 	<ul style="list-style-type: none"> • Make sure you are not finishing with the vertical ownership (sales, opps, dev, HR etc...) • Not focused enough on business • Not creating enough excitement • Not prioritizing and compelling all objectives in wide category
HR role 	<ul style="list-style-type: none"> • Understanding the team actual needs • Individual Preparation • Setting expectations 	<ul style="list-style-type: none"> • Right involvement of the leaders Make sure there is someone who document and the work could be use for the future. 	<ul style="list-style-type: none"> • Challenge the team • Bring the employee's voice Connecting to EVP


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	P.1 Forming strategic team	P.2 Detailed plans	P.3 Alignment & prioritization
Outcome 	<ul style="list-style-type: none"> Establishing strategic team for each driver with an owner from the leadership team Time is scheduled for creating the plan 	<ul style="list-style-type: none"> Each strategic driver has detailed plan, with KPI's, timeline, resources, prioritization 	<ul style="list-style-type: none"> Management members believe it could be done One plan with clear priorities Allocation of budget & resources
Caution & Lesson Learned 	<ul style="list-style-type: none"> The most senior leaders are the must busy ones ... the people who are in the team – should be presence in the process Getting lost- analysis paralysis, defocused teams 	<ul style="list-style-type: none"> Losing the momentum – should be done within 45 days Different templates that don't synchronized Planning the dependencies within the cross functional activities 	<ul style="list-style-type: none"> Truth over harmony – get the truth out on the table even if it hurts Too ambitious plan that is not realistic Plan that does not create enthusiasm Day job Vs Night job – plan is not in synch with the day to day objectives
HR role 	<ul style="list-style-type: none"> Connecting the right people to the right teams – opportunity for growth & development Strengthening cross functional work through the teams Partner with the team owners to kick off & execute the plans 	<ul style="list-style-type: none"> Facilitating the process – making sure there is synchronization between team Aligning all the plans to one cohesive template that can be shared and communicated 	<ul style="list-style-type: none"> Involving the right stake holders for the decision process. Support resource allocation for prioritized task Driving change management aspect of the plans



	Communication	Aligning objectives (OKR)	Strategic platform routines & retrospective
Outcome 	<ul style="list-style-type: none"> Detailed communication plan (audience, time, platform) The entire organization is in synch with vision-strategy – execution "Marketing kit"- presentations and other aids 	<ul style="list-style-type: none"> Strategic link – creating clear connection between employee objectives and the strategic drivers Annual workplans consist of company objectives that are cascaded to all 	<ul style="list-style-type: none"> Enhance existing routines (or create) that review, discuss and monitor strategic progress The right forums are set on company and teams' level Established retrospective culture
Caution & Lesson Learned 	<ul style="list-style-type: none"> Plan is not cascaded to the organization - "tent to tent" Avoid Overpromising & creating too optimistic picture Creating tension & stress to meet the plan in unrealistic timeline 	<ul style="list-style-type: none"> Leadership team must own and drive the process in the org Creating too bureaucratic "corporate" process, keep it simple Using plain and simple language 	<ul style="list-style-type: none"> Avoid too many forums and meetings – keep the minimum required Clear leadership accountability over the content and facilitation of the forum Avoid making it boring and painful status events



	Communication	Aligning objectives (OKR)	Strategic platform routines & retrospective
HR role 	<ul style="list-style-type: none"> • Creating the communication plan • Involve relevant partners such as I– comm marketing, etc • Ensure execution of the communication plan 	<ul style="list-style-type: none"> • Connecting the organizational objective through goal setting yearly process • Ensure cross teams synchronization • Support managers in the translations of objectives to their org/ teams workplans 	<ul style="list-style-type: none"> • Establish the leadership forum that will be the main driver for the workplan execution (if it doesn't exist already) • Equip the organization with the mindset and tools for retrospective processes

MY NOTES

Reflection for HR / O.D on a specific team they support:

- 1.What are the team strengths & challenges according to those steps?
- 2.How does it appear in the day 2 day?
- 3.What is within my role to mitigate this gap?

