



## 4 **ESSENTIAL** CONDITIONS FOR DEVELOPING AND EXECUTING GOOD STRATEGY

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## CHARLES DAYTON

- Strategy Consultant
- City Council
- Volunteer
- Professional Western Artist
- Dude Ranch



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## 4 CONDITIONS:

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- **Confronting Reality**
- **Strategic Thinking**
- **Team and Organizational Focus**
- **Productive Leaders and Staff**

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## 4 **ESSENTIAL** CONDITIONS FOR DEVELOPING AND EXECUTING GOOD STRATEGY

*Readiness Assessment*

### Instructions:

1. Complete the Readiness Assessment using the following scale: (1-strongly agree, 6-strongly disagree)
2. Prioritize which areas, if improved would have the most dramatic positive impact on your org. capacity.
3. Brainstorm strategies for addressing gaps.
4. Document your action plan for improving strategy execution readiness.

CONFRONTING REALITY	Score	Strategies to address gaps
PSYCHOLOGICAL SAFETY - Team members can take risks by sharing ideas and suggestions without feeling insecure or fearing negative consequences.	1 2 3 4 5 6	
CONFRONTING REALITY - We can have candid conversations to discuss real concerns and have the skills to work through differences.	1 2 3 4 5 6	
STRATEGIC THINKING		
STRATEGIC PROBLEM SOLVING: We have identified our most significant issues and have developed strategies to address them.	1 2 3 4 5 6	
CUSTOMER VALUE: We understand our customer's needs and what provides them with value.	1 2 3 4 5 6	

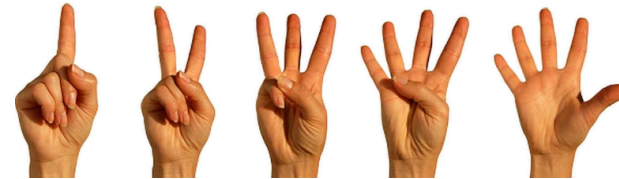
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## PSYCHOLOGICAL SAFETY

**Psychological safety** is a shared belief that the team is **safe** for interpersonal risk taking. It can be **defined** as "being able to show and employ one's self without fear of negative consequences of self-image, status or career"

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ON A SCALE OF 1-5, HOW WOULD YOU RATE THE PSYCHOLOGICAL SAFETY IN YOUR TEAM?



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## LEADERSHIP BEHAVIORS THAT BUILD PSYCHOLOGICAL SAFETY

1. Set the stage – invite candor
2. Encourage team members to challenge you and take risks
3. Model openness and humility
4. Express appreciation

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## CONFRONTING REALITY

- Denial
- Ego
- Selective Listening
- Wishful Thinking
- Emotional Overinvestment
- Ignorance


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Richard S. Tedlow  
*Author of Giants of Enterprise and Andy Grove*

# DENIAL

Why Business Leaders Fail to Look Facts in the Face And What to Do About It

"Wise.  
Relevant.  
Riveting."  
—Jim Collins, author of Good to Great  
and How the Mighty Fall



## CONFRONTING REALITY

Denial does not change reality, it simply makes reality tougher to deal with.


— Richard Tedlow,  
Denial: Why Business Leaders Fail to Look Facts in the Face

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## STRATEGIC QUESTIONS

- What problems does our plan need to help us solve?
- What opportunities should we pursue?
- What are our assumptions?
- Who are our key stakeholders and how do we create value for them?
- What environmental trends are significant and how do we adapt?
- What disruptive technologies or business models should we consider?


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## FOCUS

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## WHAT WOULD YOUR ORGANIZATION LOOK LIKE IF YOU COULD PRESS THE FOCUS BUTTON?

You can't manage what you can't describe!

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## FOCUS BUTTON PROCESS

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I am not a product of my circumstances. I am a product of my decisions. --Stephen Covey

Wednesday, January 23, 2019

23rd day | 342 days left | 4th week

15

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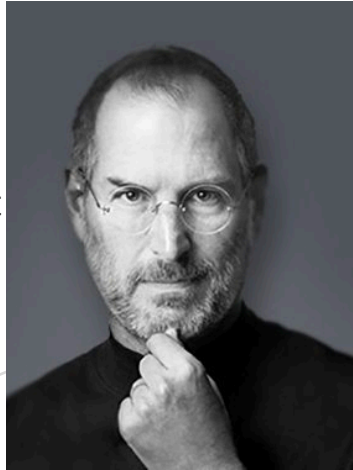
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## STRATEGIC FOCUS

"I'm as proud of what we don't do as I am of what we do."

- Steve Jobs



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"All grand strategies eventually boil down to work." – Peter Drucker

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## PRODUCTIVE LEADERS AND STAFF

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## TEAM ACCOUNTABILITY

Goal name	Role	Starts	Due
20 reviews on Chrome Plugin	PPOL Product Owner	06/25/2019	06/28/2019
10k sales	PPOL - Sales & Marketing	06/01/2019	06/30/2019
Troubleshoot and document performance problems on Weekly Planning	Engineer	06/24/2019	06/28/2019
Sprint 214	PlanPlus Online Developer	No date	06/26/2019
Recruity v1 Release	PlanPlus Online Developer	No date	06/25/2019
Vish no build out	PS Operations Administrator	04/01/2019	06/28/2019
Daily 4 hrs - Face to face customer meetings	PS Operations Administrator	04/01/2019	06/28/2019
Q2 Goals above 90%	PS Operations Administrator	04/01/2019	06/28/2019

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