



## EXECUTING STRATEGY AT THE FRONTLINE

### LEARNING FORMATS: CLASSROOM (ONSITE ONLY) & VIRTUAL

In order to achieve their business strategies, organizations count on leaders at the frontline to understand and execute the top priorities for their team.

In this course, leaders will learn the three key elements of executing strategy at the front line—Focus, Measurement, and Accountability. They will learn how to focus on the few most critical priorities, to measure progress toward the accomplishment of these priorities, and to hold themselves and their team members accountable against the metrics. Participants also explore best practices for accountability, such as determining and communicating accountability, including consequences. The Strategy Execution Tool helps leaders capture in one place their top priorities, progress and outcome measures, and those accountable for achieving the priorities. Using the three elements of execution ensures that leaders and their teams get the right things done in spite of daily distractions.

### DO YOU FACE ANY OF THESE ISSUES?

- > A lot of time spent on developing business strategies for them only to be a priority of senior management.
- > Frontline leaders spend too much time and energy on work that doesn't support the top business priorities.
- > Team members are unsure of what they are working towards because goals and how to measure progress and success are ambiguous, at best.
- > Leaders have trouble imposing consequences on those accountable for getting the work done.

### PERFORMANCE OBJECTIVES

#### Helps leaders:

- > Maintain focus on important work in the midst of the daily pressure of business.
- > Explain the importance of critical work to their team and others.
- > Track progress and outcomes against relevant measures to ensure successful execution.
- > Communicate accountabilities so that team members understand the importance, impact, and expectations regarding priority work.

### PRIMARY COMPETENCY DEVELOPED

- > Driving for Results

### SECONDARY COMPETENCY DEVELOPED

- > Planning and Organizing
- > Passion for Results

### COURSE OVERVIEW

- > **Pinpointing Priorities:** A senior leader highlights the importance of achieving top business priorities and introduces the three elements of execution – Focus, Measurement, and Accountability. Using their course prep, learners discuss with a partner their top priorities and how they align to business goals. Leaders complete a brief self-assessment related to the elements of execution. Groups identify challenges related to their assigned element and share the top two with the large group.
- > **Maintaining Focus:** Learners look at how they spend their time and whether these activities support their top priorities. Facilitator assigns three challenges of maintaining focus and small groups brainstorm solutions to these challenges. The Strategy Execution Tool is introduced and learners identify which of their three priorities they will focus on for the rest of the session.
- > **Measuring Progress and Outcomes:** A video illustrates the relationship between progress and outcome measures. Learners participate in an engaging card sort activity determining if a measure is a progress or outcome measure. In small groups, learners look at their own departments and determine the measurements that they use. The Strategy Execution Tool is revisited with learners noting the measures that are used with their chosen priority and to what degree it is on track.
- > **Ensuring Accountability:** In a large group, leaders discuss how they hold their team accountable. Facilitator introduces four best practices, highlighting the importance of consequences and the problem with joint accountability. Learners work in small groups to analyze scenarios and determine how to apply the accountability best practices. After identifying who is accountable for the priority on their Strategy Execution Tool, leaders work with a partner to discuss how to address accountability and get the measure back on track.
- > **Putting Elements into Practice:** Learners regroup to brainstorm solutions to the challenges that they identified at the beginning of the session. Participants spend time on their Reflections page and identify what they want to most discuss with their manager and teams back on the job.

### VIDEO SEGMENT SUMMARY

- > A senior leader talks about the importance of executing strategy and how the execution elements enable leaders at the front line to accomplish this.
- > The importance of both progress and outcome measures to achieving priorities is illustrated using an air traffic control example.

### COURSE DETAILS

- > **Target audience:** Informal, frontline and mid-level leaders.
- > **State-fundable:** Yes (onsite only).
- > **Course length:** 4 Hours (onsite), 3 hours (virtual).
- > **Facilitator Certification:** Certified facilitator required.
- > **Prerequisites:** None.
- > **Optimal Group Size:** 8 to 16. 20 maximum.
- > **Course Prep:** Yes. 30 minutes.
- > **Notes:** Suitable for all environments. Onsite training available in Spanish.

### OTHER COURSES TO CONSIDER

- > Delegating with Purpose
- > Making High-Quality Decisions
- > Accelerating Business Decisions