

## WHAT PRACTICES DO WE USE TO MAINTAIN FOCUS ON STRATEGY? Questions to Stimulate Learning Conversations

As a management team, within our division, throughout the organization, how can we further enhance and optimize our efforts in the following areas?

- **Plan** - What do we do to determine what the priorities are each year to implement the strategy, at each level of the organization?
- **Resource**
  - How do we assure money is budgeted consistent with our strategy?
  - How well do our meeting agendas and communication reinforce consistent focus on the plan and its achievement?
  - How well do we allocate responsibility for implementation?
- **Engage Staff**
  - What have we done to engage staff in understanding the plan – what it is, why we have chosen the priorities we have, what their role is in implementation, what progress we have made to date? What can we do to engage them further in the future?
  - How can we reconnect with the staff that helped us create the plan?
- **Measure/Monitor**
  - How do we monitor whether we are making progress?
  - Have we identified any outcome measures related to strategy implementation?
- **Communicate**
  - What do we communicate regarding the strategic priorities, responsibilities, and progress to whom and how?
  - How can our information, communication and operating systems help all of us to carry out our strategic roles day to day?
- **Celebrate**
  - Do we celebrate our accomplishments? With whom? How and how often?
  - Are our rewards tied to achieving the plan?
- Do our policies, procedures and culture support or hinder implementation of the plan?
- Are we clear on what we need to do exceedingly well to assure our organization's success and in what activities poor execution would seriously impair strategic success?
- What, if any, other issues do you want to address related to strategy implementation?