

## Workshop: Strategy Execution That Sticks - How to Integrate a Cycle of Accountability in a Team

Instructor: Linda Pickard Ph.D.

*Linda Pickard is President of Pickard & Laws Consulting Group Inc. which she founded after gaining enriching experiences in the corporate sector, local government and academia. Linda is an educational psychologist who started her career as a nutritionist-dietitian where she began to question how people learn to learn so that it "sticks". Her journey of inquiry includes graduating from the University of Toronto with a Ph.D. in Educational Psychology, a Master of Education in adult education, postgraduate diplomas in dietetics and public health nutrition and a Bachelor of Science in nutritional and food sciences. Linda's firm serves clients in both the for-profit and not-for-profit sectors such as financial services, pharmaceuticals, telecommunications, logistics, technology, public health, hospitals, cities and regions and colleges and universities.*

*Linda is an award-winning designer and facilitator of multi-module leadership development programs. She is also a consultant, writer and educator focused on inclusive and engaging strategic planning, accountable strategic execution and simple evidence-based practices for building team performance and change-adaptable organizational cultures. Her practical tool kits for skill mastery draw on research from a number of disciplines. They include learning and brain science, decision science, evolutionary biology, anthropology, sociology, behavioural economics and positive psychology. The art and science of "deliberate practice", essential for developing expertise quickly, is a key take away from Linda's seminars.*

### Workshop Description

The gap between strategic priorities and follow through at the team level is a constant source of frustration in many organizations. From the local team view, members are often overwhelmed by "priorities", are handed metrics over which they have little control. They find project charters useful as macro frames but weak in tactics for sustainable progress. As a result the teams risk becoming immersed in conflict and B-level productivity. The executive team, on the other hand, often reacts by ramping up communication about the strategic direction or increasing its performance management imperatives. Despite good intentions by

all, the collective energy devoted to moving the organization forward is less than desired or needed. The speed of progress suffers.

## Topics Covered

- Scanning the mini-strategic environment of the team
- Creating a 'coffee-house' atmosphere of 'connect-not-protect'
- Using imagery to map the journey
- Getting stakeholder and team member 'buy in'
- Choosing and anchoring the WIGS (Wildly Important Goals)
- Determining the '20-mile walk'
- Experimenting with 'design thinking'
- Instituting a cadence of accountability
- Developing 'no-frills' score carding
- Integrating contingency planning
- Embracing the 'unwritten plan'
- Building bridges with other teams and leaders
- Sustaining commitment with 'The Progress Principle'

## Learning Outcomes

- Narrow the selection of relevant and meaningful team level strategic priorities
- Better define the link between lag versus leading indicators to chart the right road map
- Make progress pacing doable with lower and upper limits
- Integrate four disciplines of execution into a team's progress cycle, including tracking the right metrics
- Recognize that the 'unwritten plan' is a living evolving understanding of the 'what', 'where' and 'how'
- Avoid loss of commitment to the priorities when the going gets tough
- Mentor a team to keep it engaged and inspired as it works through uncertainties and goals with no known solutions

## Key Coaching and Follow up Questions

- If your team (or collection of teams) did not exist, what would be missed (in the way of benefits to customers)?
- What is your team's vision for the future (key accomplishments)? Where is it now?
- What is within the control of the team to change?
- What would have the greatest impact on reaching the vision?
- What can you do to boost the team's execution of strategy?