

What's Your STREX (Strategy & Execution) Quotient?

*How effective is
your organization
at developing and
executing on your
strategic
priorities?*

The Opportunity:

Ensuring that everyone in an organization is properly aligned with and executing on strategic priorities is something that many firms and leaders struggle to realize.

Creating an organization that is relentless in pursuit of execution, learning and continuous improvement is essential for success.

The STREX Survey will help you assess your baseline and identify areas for immediate improvement.

*A Management
Excellence Survey
by Art Petty*

*visit the
Management
Excellence Blog at :*

www.artpetty.com

“The number one lament of most CEOs is the inability of their firm to execute on key strategic initiatives.”

Do your employees understand how their activities fit with the organization’s key strategies?

Strategy & Execution Survey

The purpose of this survey is to help you develop a better understanding of your strategy and execution culture and your supporting practices. While not an exhaustive review, the survey focuses on the major Best-Practice areas for strategy and execution.

Content and questions are drawn from a variety of sources including the Baldrige Criteria for Performance Excellence and many others. While the survey is not a substitute for detailed interviews and more formal instruments, it will provide you with a snapshot of your strategy and execution culture.

Feel free to use, distribute, copy and modify the survey without restriction.

Considerations in Survey Delivery

- Have executive managers complete the survey (anonymously) and aggregate the results across questions and by individuals. This exercise alone can stimulate extensive discussion on perceptions and realities and help better align executive managers with the need to improve the overall strategy and execution culture.
- Deliver the survey across the organization to functional managers and key individual contributors and create forums to compare and discuss the results.
- Consider providing a simplified, non-managerial version to your entire organization. This exercise is a positive first step in opening up communication as you embark on a strategic initiative, new strategy program or culture overhaul.

Part One: Strategy Culture and Practices

Instructions: Read the statement and circle the answer that best describes your level of agreement. See the section: **Interpreting the Ratings** at the end of this document.

1. We have a current, clear statement of Vision in place that defines our desired future state.

Strongly Disagree Disagree Agree Strongly Agree

2. There is a current (within 12 months) strategic plan in place that guides our resource allocation decisions.

Strongly Disagree Disagree Agree Strongly Agree

3. Our employees understand our strategic priorities.

Strongly Disagree Disagree Agree Strongly Agree

4. We have an established process in place for strategic planning.

Strongly Disagree Disagree Agree Strongly Agree

5. We have identified a core Strategy Team consisting of senior leaders and selected associates from across the organization.

Strongly Disagree Disagree Agree Strongly Agree

6. We seek input from all of our employees as part of strategic planning.

Strongly Disagree Disagree Agree Strongly Agree

7. We have formal mechanisms in place to capture the “Voice of the Customer”

Strongly Disagree Disagree Agree Strongly Agree

8. We involve external stakeholders in our strategic planning (customers, partners or suppliers)

Strongly Disagree Disagree Agree Strongly Agree

9. Strategy discussions are regularly conducted outside of the formal planning cycle.

Strongly Disagree Disagree Agree Strongly Agree

10. We monitor the actions and progress of our competitors.

Strongly Disagree Disagree Agree Strongly Agree

Part Two: Execution Culture and Practices

Instructions: Read the statement and circle the answer that best describes your level of agreement. See the section: **Interpreting the Ratings** at the end of this document.

1. We have communication processes in place for ensuring that all employees understand our priorities and our progress against those priorities.

Strongly Disagree Disagree Agree Strongly Agree

2. We have the systems in place to align individual objectives with strategic objectives.

Strongly Disagree Disagree Agree Strongly Agree

3. Key initiatives identified during planning become projects that we implement to completion.

Strongly Disagree Disagree Agree Strongly Agree

4. Someone or some team is clearly accountable for each strategic priority.

Strongly Disagree Disagree Agree Strongly Agree

5. We have a clearly identified Execution Team that consists of responsible leaders/managers and knowledge workers from across the organization.

Strongly Disagree Disagree Agree Strongly Agree

6. Talent and infrastructure needs are considered in defining priorities and execution plans.

Strongly Disagree Disagree Agree Strongly Agree

7. We establish clear performance measures for our strategic initiatives.

Strongly Disagree Disagree Agree Strongly Agree

8. We measure the impact of strategic initiatives on our key business drivers and our results.

Strongly Disagree Disagree Agree Strongly Agree

9. Part of our execution process includes reviewing “lessons learned” in the marketplace and incorporating these lessons by revising our strategic priorities.

Strongly Disagree Disagree Agree Strongly Agree

10. We hold our functional leaders accountable for identifying and implementing the process changes required to successfully implement and monitor our strategic initiatives.

Strongly Disagree Disagree Agree Strongly Agree

Interpreting the Results:

A preponderance of “Agree” and “Strongly Agree” ratings indicates the existence of some good practices and a good overall culture on strategy and execution. The weaker areas can be considered as focal points for incremental improvements.

A preponderance of “Disagree” and “Strongly Disagree” ratings indicates a serious gap in the knowledge and understanding of strategy and existence of execution approaches. Firms with ratings in these categories should focus on overhauling their strategy formulation, execution and communication practices.

Comparison of the rating for each question and the comparison of overall ratings by person or area will yield additional insight into the perceptions about your firm’s strategy and execution practices. Creating an index (-2, -1, 1, 2) may prove helpful in comparing ratings as well as monitoring changes in ratings over time.