

Engage Asia with Paul Keijzer

Avoid the Disaster of a “*Mostly Aligned Team*”

Fully Align Your Leadership Team by Asking and
Answering 8 Smart Questions Together



Paul Keijzer

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Do you have any idea how many leadership teams in major corporations fall into the pitfall of being “mostly aligned”? It’s a staggering reality that most people don’t know that they’ve entered. The biggest danger of being a mostly aligned team is in the fact that it seems like things are working well enough – and because of that you’re leaders become complacent. As Jim Collins famously said: the enemy of the great is good.

To bring your teams into complete alignment, there are 8 questions that you need to answer through a process of reflection, retrospection and collaboration. To do this, you’ll need to know about:

- Questions to Ask Your Team
- The Beginning of Team Alignment
- The Importance of Aspirational Goals
- The Key to Team Passion
- Placing Reality Before the Future
- The Importance of Growth Strategy
- Using Strategy Stories for Motivation
- Strategy Execution

Get ready to take a journey that should move your leaders into getting aligned with your business objectives. I guarantee everyone will be better off once you take them through the process of team alignment.

The 8 Questions to Ask Your Team

During a strategy session I once facilitated, I asked a senior executive team how well aligned they thought they were. They answered pretty positively saying that they had done a budget session only a few months ago and everyone was clear about the company’s priorities. The CEO went one step further saying that not only did all those present in the room have clarity regarding strategy but the rest of the organization did as well.

I decided to challenge them and do the alignment test and asked them to write down the top 3 strategic priorities of the company. The result: I got 15 different strategic priorities

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out of a maximum of 24, implying that they were only 50% aligned. The calculation follows as:

$$\frac{(\text{Actual number of answers (15)} - \text{Minimum number of answers (3)})}{\text{Maximum number of answers (24)}} = .5$$

Needless to say, an awkward silence was followed by a heated debate surrounding the topic.

I was called into this meeting to help the leadership team identify, create alignment and build a rational and emotional commitment to their 5 year strategic plan - a one page strategy which was going to be converted into an action plan. However, to get there the leaders first had to answer 8 important questions.

Lencioni's 6 Questions

In developing this program, I have taken a lot of inspiration from Patrick Lencioni who in his book [The Advantage](#) identifies 6 simple critical questions that leaders need to answer to provide clarity regarding the direction of the company for all its employees. None of these questions are ground breaking in their own right but the difference in Lencioni's view is the realization that they can't be addressed isolation and must be answered together. The answers need to be discussed and agreed between the leadership team members so that they are not only behind the answers but also behind the consequences of each one.

The six questions for Lencioni are:

1. Why Do We Exist?
2. How Do We Behave?
3. What Do We Do?
4. How Will We Succeed?
5. What Is Important Right Now?
6. Who Must Do What?

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Over the years while working with numerous organizations on identifying, aligning and creating a commitment to the strategic agenda of the company I have added two additional questions.

The Missing 2 Questions

Firstly I have learned that although the ‘Why Do We Exist?’ helps create ambition in people and ensures that what the change leaders want to implement is sustainable and driven by their collective personal vision, it doesn’t always provide a rallying cry to galvanize the larger organization. For this purpose I have added an element in which the leadership team not only talks about its purpose and vision but also articulates their aspirational goal. A 5 year goal that creates stretch, awe, urgency and a realization that we can’t achieve this objective by continuing to do things the same way as we have in the past.

Similarly I have learned that the answers to ‘How We Will Succeed?’ are dependent on how the leadership team members assess their current reality. In most teams it’s not only a disagreement on

- Where do we need to go?
- How will we get there?
- Where do we stand today?

Getting all team members to agree on the current status of the organization across functional, divisional or business unit (power) lines is a strong exercise by itself. It requires teams to give up their domain to a collective assessment of the value they add to the business.

Over the years I have added these components to Lencioni’s ‘famous 6’ and developed a program that facilitates team members through a number of exercises to answer the following 8 critical questions:

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The 8 Questions for Achieving Team Alignment

The impact of organizational success will be ginormous if leaders are able to jointly articulate the answers to these questions, share the consequences and explain how each and every employees can contribute to this strategy.

The Beginning of Team Alignment

Questions 1 to 3

Why Do We Exist?
How Do We Behave?
What Do We Do?

To kick off the conversation about the future I always start by helping the team look back and identify the successes and failures of the company on an 'organizational time line'. After all, without a past you cannot create a future. The purpose of doing this is twofold:

- Firstly it energizes people and brings participants into a positive mindset resulting in an outcome along the lines of "Wow! Look what we've achieved over all these years!".
- Secondly it provides insights into patterns and trends on how the company has behaved and performed in the past and lets people learn from their previous failures while building on past successes.

Having learned from their past the team is then ready to explore the future. The discussion over the future should always start by answering the question Why Do We Exist? For me this consists of five elements:

1. **Purpose:** A declaration of an end result that is meaningful, inspires and is important to the organization and all its stakeholders.
2. **Mission:** What the organization does to achieve its purpose.
3. **Vision:** A picture of a future when your purpose is being fulfilled.
4. **Aspirational Goal:** The goal you want employees to focus on.
5. **Values:** How you behave and need to behave to achieve this purpose.



Why Do We Exist?

The Vision – Why Do You Exist?

James Collins and Jerry Porras in their legendary HBR article [***Building Your Company Vision***](#) provide a simple yet powerful method on how companies should identify their organization's purpose: The 5 Why Questions. The same can be used to extract the purpose of an organization by asking the leadership team the 5 Why's.

The vision should paint a picture of the future – when the company has achieved its purpose.

Start with “Why are they doing what they are doing?” and “Why do customers buy from them?” When they are able to answer these, ask them again “Why is this the case?”. By asking why over and over again you will go deeper and deeper into the real reason/purpose of a company's existence.

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I applied this technique to an integrated service provider of inspection, testing and certification services. Their answer to the question ‘Why do you exist?’ was initially that companies were legally required to get their equipment tested. After a couple of rounds of why and introspection the answer slowly and steadily became about helping companies improve their efficiency, ensuring their continuity and safety. The team finally concluded that their reason for existence was:

“Enabling Safer and More Reliable Operations”

The Mission – What Do You Do

In order to make sure what you do fits with what your key customers ‘**want you to do**’ I apply a methodology developed by Robert H Bloom. In his book the ***Inside Advantage*** he explains that a relentless focus on knowing your core customer, identifying what differentiates you from your competitors and defining a strategy that delivers this to your customers at every interaction with the company is the key to growing your business. He calls it ‘Growth Discovery Process’.

The mission is a clear and simple articulation of what the company does to achieve its purpose and equally as important what it doesn’t do.

In following this approach your first step is to identify your core customer. Bloom identifies the core customer as ‘the customers who are most likely to buy your product in the quantity required for optimal profit’. Having identified your core customer you then have to ask yourself ‘What is the uncommon offering that your company can own and leverage to retain your current core customers and attract new customers?’.

Following this process a long standing client of mine developed the following mission:

“An independent, knowledgeable and Professional [blank] Solutions Manufacturer that is committed to providing the widest range of Customized [blank] with a Personal Touch”.

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The vision and mission of a company go hand in hand. They're not about the most beautiful sentences, that's for copy-writers. What is important is that each and every member of the leadership team can feel, breath and live these two statements.

The Importance of Aspirational Goals?

Question 4 What is Our Aspiration? If the purpose of your company's existence gives you the direction and the motivation to achieve something meaningful, an aspirational goal provides fuels the team and subsequently gives them energy to go over and beyond their comfort zone and prove that nothing is impossible.

The Best Aspirational Goal of All Time

One of the most famous aspirational goals of all times was articulated in [J.F. Kennedy's 'putting a man on the moon' speech](#). Kennedy masterfully captured the imagination and energized a nation with the words:

“We choose to go to the moon. We choose to go to the moon in this decade and do the other things, not because they are easy, but because they are hard, because that goal will serve to organize and measure the best of our energies and skills, because that challenge is one that we are willing to accept, one we are unwilling to postpone, and one which we intend to win, and the others, too.”

Wow if that doesn't get the best out of you, I don't know what will!

We may not all have the opportunity to set a man on the moon, but what we can do is have a clear and meaningful purpose that's carried by all the stakeholders. By articulating an aspirational goal, you'll be able to capture the imagination of your team.

What's a Realistic Aspirational Goal?

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One of the biggest push backs I often get from clients in the process of setting an aspirational goal is the amount of realism that the goal should possess. My position is very simple on this and can be broken down into two points:

- It should make you feel uneasy, it should feel like OMG this is going to be impossible.
- Only if it creates that kind of inspiration will people make difficult decisions, put in energy and focus to achieve it.

The only exception is with organizations who in the past have set goals and never have been able to deliver them. Then as in every other performance conversation it's all about setting small and incremental goals. Once you have a track record of achieving them multiple times, you shoot for the moon.

The Easy Way Out – Financial Aspirational Goals

Choosing your aspirational goal is as important as articulating your purpose. It requires as much involvement and alignment of your extended leadership team as well. Companies I've worked often choose financial time-bound aspirational goal such as:

- Revenue of 1 billion by 2020
- 300% profit growth in 5 years
- Become market leader in the next three years

These are easy to understand, easy to measure and easy to communicate. In my experience nobody has ever chosen 'achieve a certain shareholder value' as their aspirational goal. I think this is because focusing on making shareholders richer doesn't put employee's pants on fire.

Other Options for Aspirational Goals

Financial measures don't have to be the only choice for an aspirational goal. Leadership teams could dive a little deeper and identify what's the single most important thing that

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would drive a financial indicator. Take the following examples of elements that various businesses could look at:

- Internet startup – Number of members
- Healthcare providers – Number of patients cared for
- The retail industry – Number of outlets
- The pharma industry – Number of new drugs in the pipeline
- Consulting firms – Reputation

In choosing your aspirational goal you have to look at the following two criteria:

1. What indicator would fuel your purpose, and
2. What goal would galvanize your stakeholders, especially your employees?

My personal ‘Shoot for the Moon’ goal is to become a New York Times bestselling author. Crazy you might say and possibly rightly so. But it has driven me to where I am today. Will I get there? Maybe. But even if I get my work published in HBR I will have achieved more than I ever dreamed of prior to setting that crazy goal.

The Key to Team Passion

Peter van Thiel, founder of PayPal and venture capitalist (early shareholder of Facebook, LinkedIn and Yelp to name a few) famously said to AirBnB co-founder and CEO, Brian Chesky, upon the question of what is the single most important advice he wanted to give them, after just handing over a funding cheque of US 150 million:

“Don’t F Up The Culture”***

I like Chesky’s simple definition of a company’s culture: a shared way of doing something with passion. It’s the expression of how you want to behave and work as a team together to achieve your vision, mission and aspirational goals. It’s the final piece in the puzzle of what drives the organization and its stakeholders towards your vision of the future.

Identifying Organization Values

In my strategy alignment workshops I usually help leadership teams identify their company values by asking them to describe the behaviors of people they see as role models and misfits. For each of these, I ask them to answer a few questions:

Role Models

1. Identify and name an employee who embodies everything that is good about the organization.
2. What traits and qualities do they possess that you and the company admire in them?

Misfits

1. Identify and name an employee who, although maybe talented, were or are no longer a good fit for the organization. These are the people who despite their professional knowledge drive people around them crazy. Not having them around would improve the team's performance.
2. What are the traits they possess that makes them a problem and distraction?

From the long list that follows from these discussions the leadership team is easily able to identify the values that really articulate who they are, what they stand for and how they want to behave with each other.

What the Right Values Can Achieve

Even though almost every company I've visited has their values up on the wall for everyone to see, many of them don't live by the well written words. The idea is that everyone from the CEO to the receptionist and every employee in between must subscribe to the importance of their values.

In order to make your values come alive it's paramount for each and every employee to truly understand what they mean. Frequent conversations and not just posters on the wall are essential in helping employees understand the deeper meaning of what your values mean.

Making Organization Values Count

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However just talking about them is not enough. The values also have to be the foundation of every people centric decision you make in the company. Netflix is my poster child for embedding the values in the fabric of their organization.

The *actual* company values,
as opposed to the
nice-sounding values,
are shown by who gets
rewarded, promoted, or let go



Netflix Values

So next time your leadership team comes together, ask them this question to test their commitment to the organization values:

When was the last time we let a person go, who, despite the fact he/she achieved his targets didn't live our organization values?

If they can't remember the last time that this happened, you know you have a long way to go in creating a culture that will make a difference and achieve your vision.

Placing Reality Before the Future

Question 5
Where do we stand
now?

Having created clarity and agreement on what you want to achieve as a leadership team, the next step is to plan how you get to your desired future. Often leadership teams immediately start planning what needs to be done to get there. In doing so, people often forget one very important intermediate step:

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For each and every member of the leadership team to agree on where you stand at the moment.

My experience is that if you ask team members where the organization stands today by asking:

- What are our organizational strengths and weaknesses?
- What are the trends that could impact our organization going forward? and,
- What are the strength and weaknesses of our competitors and how will they grow?

You'll get a large variety of answers. So, before you start planning for the future, you first need to agree on where you stand today.

Where Does the Leadership Team Stand Today

To help leadership teams get a grip on where they stand today and what potential issues they are facing, I take them through a two stage current reality process. These two steps assess the organization's current reality from the

Outside – In

- What are the future trends that might impact our business?
- What is the competitive landscape?

Inside – Out

- What are our organizational strengths and weaknesses?
- What are the positives and negatives of our current culture?

To help you facilitate these conversations I suggest you do the following 4 exercises with your leadership team:

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Exercises for Outside – In

1. **External Insights:** Identify the Social, Technological, Economical, Political, Educational, and Demographic trends (STEPED) in the world, country, industry that might impact your business in the future.
2. **Competitors:** Identify what are the strengths and weaknesses of your main competitors and if you were in their shoes how you would attack your company.

Exercises for Inside – Out

3. **Organizational Health:** Do a classic SWOT exercise in which you identify what are the organizational strengths, weaknesses, opportunities and threats that the company is facing.
4. **Cultural Assessment:** Identify what are the goods (what is good about it), bads (what we should improve) and uglies (what frustrates you) about the culture of your company. And what you should focus on to build an organizational culture that will drive your team to achieve your purpose.

If you take your leadership team through these 4 exercise you find that the team has become clearer about where you stand and also what needs to be done in order to achieve your aspirational goals. And then, you'll finally be ready to start talking about your company's strategy.

The Importance of Growth Strategy

Question 6

How will we succeed?

“However beautiful the strategy, you should occasionally look at the results.” – Winston Churchill

There are millions of books on company strategy and as many models to use. In my work, I primarily use two complementary approaches:

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- [The Inside Advantage from Robert Bloom](#)
- [Must Win Battles from Peter Killing and Thomas MallNight](#)

Core Customer Focused Growth Drivers

Bloom, in his book *The Inside Advantage*, argues (not surprisingly) that the word Customer is the most important word in the vocabulary of business. He believes that a relentless focus on knowing your core customer, identifying what differentiate you from your competitors and defining a strategy that delivers this to your customers at every interaction with the company is the key to growing your business. He calls it 'Growth Discovery Process' and in this process an organization answers the following questions:

Who

- Who is your core customer most likely to buy your product in the quantity required for optimal profit

What

- Is the uncommon offering that the company can own and leverage

How

- Is the strategy that will convince your core customers to buy your uncommon offering versus the competitor

Own It

- The actions that will make our uncommon offering known to our core customer in an imaginative way

Questions from Bloom's Growth Discovery Process

What I like about this approach is the unwavering focus on the customer, what sets you apart from others and what strategies you can deploy to leverage that advantage for your core and new customers.

With these strategies in mind, you can now focus on creating Must Win Battles to articulate your growth strategy.

Must Win Battles

Must Win Battles are critical challenges that will make or break your business and help you mobilize people and resources to achieve those goals. They are the key thrusts your organization must win in order for it to achieve your aspirational goals and purpose. They should:

- Make a real difference
- Be market focused
- Create excitement in the organization
- Be specific and tangible
- Be winnable

In my experience, almost every company is able to bring down their strategy to about **5 Must Win Battles** which are often a combination of the following topics:

- Growing current markets,
- Entering new markets / channels
- Launching new product / services
- Enhancing customer service
- Efficient operations
- Reducing costs
- Developing people and
- Building organizational capabilities

Your Must Win Battle must consists of a qualitative description and a stretched objective that you would like / need to achieve over the strategy period (NB: I often focus on a three year time period – less doesn't give you much time to achieve stretched objectives and more than 3 years is so far away it doesn't provide the pressure to change).

Strategy into Action

Identifying your Must Win Battles is one step, but even more important is to translate these Must Win Battles in what you are going to do tomorrow, next month and for the next 12 months.

For that you follow a three step process. For each Must Win Battle articulate the following:

Step 1: 3 strategic 3-year targets

Step 2: 3 next year Key Performance Indicators

Step 3: The main action plans to achieve your next year KPI's

Having articulated your three year Must Win Battles you can then identify what the key performance indicators are that will help you build a strong strategy in future. If you articulate this well, you should be able to get your whole strategy (from purpose to next year's action plan) onto a one page A4 strategy paper.

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Engage Consulting Reputation Playbook															
Why Do We Exist? We can help companies and their people improve the way they live and work with each other.			What do we do? We build a meeting point for all who are interested to engage people in the biggest and fastest growing talent market in the world.			How Do We Behave? Professional Add Value Innovative Partnership Grow Together		What is our Aspirational Goal? Become a NYT Best Selling Author		What is most important, right now? Have 5,000 Followers					
Our 2015 Ambition	Wow Content Blog: 50,000 unique hits / month		Loyal and Expanding Follower Base 20,000 Followers		Global Followership 70% of followers from outside Pakistan		Generate Insights 2 major studies a year across countries		Publish Books 3 books published						
	Target 2012: 5,000 Followers														
Why	Increase the number of Followers is important because		1) More followers will increase our reputation		3) More followers means more referrals and higher fees		3) More followers attracts publishers for book deals		4) More followers will extend our business outside Pakistan						
How	Best Content Blog: 1,000 unique hits per month		Distribute on Multiple Platforms 5,000 Followers		Widen Readership 20% of hits from outside Pakistan		Publish BPTW and TB 2,000 report downloads		e-Book Publish e-book in December 2012						
By doing	Action	W/W	Action	W/W	Action	W/W	Action	W/W	Action	W/W					
	1.1	New website content monthly	AB	2.1	Distribute on FB / Twitter / LinkedIn	AB	3.1	Publish 5 guest blogs for other well known blogs	AM/Sep	4.1	Write and publish BPTW report	SA/Jul	5.1	Make e-book from old blogs	AB/Sep
	1.2	Post a blog twice a week	PK	2.2	Blog on Tribune Express	PK/Jul	3.2	Nominate for blog awards	AM	4.2	Announce BPTW Awards and attract web traffic	AB/Jul	5.2	Write Transformation Recipe Book	PK/Aug
	1.3	Invite guests to write blogs for EngageAsia	AB	2.3	Use Mailchimp to approach C-officers and mailing list	AB	3.3	Extend channels	AM	4.3	Write an publish TB report	AB/Jul	5.3	Write Pakistan Experience Book	PK/Dec
	1.4	Paul to tweet daily	PK/Sep	2.4	Measure effectiveness of SM approach	AM/Sep	3.4	Integrated Brand Design		4.4			5.4		
	1.5	Interview guests for blog	AB	2.5	Create coherent brand image and landing pages	AM	3.5			4.5			5.5		
	1.6	Scan 50 blogs / day	PK	2.6	Improve website / blog pagerank	AM	3.6			4.6			5.6		
Who	Paul Keijzer Creating content for blog and tweets. Write an e-book and lead the Reputation team		Anusha Bawany Editing, co-writing and distributing content via all social media channels		Anushey Matri Responsible for technology, design and influencing external stakeholders		Shala Agha Generating insights from surveys and case studies								

Example of a Social Media Strategy

Crafting a strategy one pager is at the heart of what I do with clients in my strategy alignment workshops. It's hard work but always very rewarding to see leadership teams come together, identify what will drive their business forward and commit themselves to the actions that will move the company forward.

Using Strategy Stories for Cascading your Strategy to the Rest of the Organisation

Question 7
What is most important right now?

You've got your strategy, everybody is excited, you've got a purpose that everybody can connect to, you've identified a number of clear and bold moves, you feel you can live up to your strategy and now...finally...you can't wait to engage and share it with the rest of the organization!

However before you do that, I would like you to do one more thing and that is to answer the following question:

“If we accomplish only one thing during the next 12 months and be able, with any credibility, to say that we had a good period, what would it be?”

For many leadership teams and CEO's, this is a difficult question to answer and often puts them off balance. “Really?” they answer, “You just pushed and forced us to select only 5 Must Win Battles out of many and reduced our priorities even further, now you are asking to bring those 5 down to just one?”

The Paradox of Choice: Fewer Choices Yield Higher Clarity

The reason is that by selecting just one thing to achieve over the next 12 months and to be able to claim to have a successful period is that it provides ultimate clarity. When the going gets tough, you and your teams know what to axe and what to uphold to achieve your strategy. If budgets need to be cut, you know which one will go and which one stays. If you need to focus all your resources and time on that one thing, what is that it. What is the most important priority for the next period?

To give you a personal example; after a long and intense debate my team decided that the single most important thing for my social media strategy was to increase the number of followers. What we found was that it was not simply identifying what was most important. What was even more powerful was to understand why this was the most

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important and we discovered that focusing solely on more followers would yield the following results:

1. Enhance our reputation
2. Increase the number of referrals
3. Attract publishers for book deals and extend our business outside Pakistan and as a result of all these reasons we would be able to increase our fees and revenue.

Cascade your Strategy to Communicate Better

Cascading the strategy is as important, if not more important than identifying it. The reason is simple: it's in the execution that the rubber hits the road and you can gain traction and translate your strategy into action.

To help you cascade your strategy, I advise you to stay away from presentations or even worse the emailed presentations in which people are expected to read the strategy. Instead – create a strategy story that helps bring life to your purpose, your bold actions and the reason why you are embarking on the grand new plan.

So to engage your organization and cascade your exciting new strategy to the rest of the organization and ensure people are motivated, please take the first steps to implement your strategy. Make sure you're clear what your most important target is right

Case Study – Philips

The other reason why it is important to identify 'what is the most important thing right now' is that it helps communicate your strategy and cascade it to the rest of the organization. Phillips, the Dutch consumer electronics giant leadership team went through an extensive 3 months strategy session in the 90's. They came up with an agreed grand plan for the company's strategy which only took one week to cascade it to the company.

After a couple of months the CEO noticed that the strategy was not gaining traction and most of the people were continuing to do their own old work. He asked his team to find out why. What they found was that where they had taken three months to understand and mold the strategy, they had expected their employees to understand and achieve buy-in of the strategy after a 30 minute town hall session. No surprise it didn't work.

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now and share your strategy story in as many different ways as there are people (and from personal experience if you think that people should have got it by now, double your effort and triple the number of times that you will continue to share your story).

Strategy Execution

Question 8

How do we need to work together?

“Without Strategy Execution is Aimless, Without Execution Strategy is Useless”

- Morris Chang, CEO of Taiwan Semiconductor Manufacturing Company

As Morris Change quote indicates, your beautifully aligned team is of course worthless if you are unable to execute your strategy. And this is where I see a lot of companies struggle. When we have our sessions on strategy and team alignment, I feel tremendous vibes in the room, however I still see many companies fail to make the best use of the momentum they have created.

In my experience, this is caused by the ‘back-to-the-office’ trap. Coming back to the office the day or weekend after and being caught into the email backlog and day to day firefighting scenarios. It could be a big customer complaint that happened whilst you were away or other operational issues that suck the air out of your strategy plan.

The How’s of Successful Strategy Execution

The key for a successful transition from strategy to execution is to plan ahead. To know even before you start your strategy session:

- How you’re going to keep your strategy alive
- How you will follow up
- How you will keep team members accountable for implementation
- How you will communicate the results over time and keep your staff and stakeholders engaged.

In general, you have to know how you will implement your strategy.

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These are all questions that ideally you'll have answered before you even start your strategy session but certainly agree with your team at the end of the session. I always advise team to have monthly strategy score card sessions and quarterly 'feet on the table' review sessions to check whether

1. You're still on track
2. Whether things have changed in your environment
3. You have to adapt your plan
4. What trends you're spotting that might affect the strategy in the next 24 months

Even more important is to realize that you have to create new disciplines in yourself, your team and your organization. You might need to change your meeting structure and the top team agenda in order to ensure follow up on the strategic plan. You and your team have to learn how to hold each other accountable. They'll be more on this in my upcoming series on building high performing top teams.

A book that might help you translate your strategy in producing extraordinary results is Chris McChesney, Sean Covey and Jim Huling book called: [*The 4 Disciplines of Execution*](#). In this they identify 4 disciplines for companies to improve their ability to execute:

- **Discipline 1:** Focus on the Wildly Important
- **Discipline 2:** Act on the Lead Measures
- **Discipline 3:** Keep a Compelling Scoreboard
- **Discipline 4:** Create a Cadence of Accountability

So of course your strategy is only the beginning. A brilliant strategy doesn't promise brilliant results. It first of all needs to be a strategy that is bought by all stakeholders, secondly it needs to be executed and finally it needs to be adapted to changing circumstances. Easier said than done, but with the right mindset and focus it's not impossible.

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And as Naveen Jain the founder of InfoSpace says:

“Success doesn’t necessarily come from breakthrough innovation but from flawless execution. A great strategy alone won’t win a game or a battle; the win comes from basic blocking and tackling”.

All of this is a whole lot to do but then again, team alignment – that too for the leadership of an organization is no overnight task. There must be a champion for the process, either internal or external but someone who’s going to take ownership of getting it done right. The time you have to invest in answering the 8 questions to get everyone on the same page will be well worth the effort. There’s no better way to drive business results than to get your to go in the right direction, all together.

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[Paul Keijzer](#) is the CEO and Managing Partner of Engage Consulting in Malaysia, Pakistan and U.A.E. He focuses on transforming top teams and managing talent across Asia's emerging and frontier markets. Paul has a firm belief that outstanding results can only be achieved through people, by engaging teams and building commitment by creating a new paradigm between company and employee. Paul has delivered transformational interventions for more than 50 blue chip organizations in countries across Asia including Malaysia, Singapore, Korea, Fiji, Sri Lanka, Cambodia, China, Thailand, Vietnam, Hong Kong, Egypt, Korea, U.A.E. and India. For more transformational leadership, signup to [Engage Asia with Paul Keijzer](#).

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