

STRATEGY

PALOOZA

2023

# Strategy Execution Done Well

Success stories about delivering  
impact at speed and at scale


A black and white portrait of a man with dark hair, wearing a dark polo shirt, smiling slightly. The background behind him is a solid blue color.

**With Alec Inmon**

ECONOMY | U.S. ECONOMY

## Home Prices Fell in February for First Time in 11 Years

U.S. sales of existing homes jump 14.5% from prior month, but down sharply from year earlier

 Nathan Bomey, author of [Axios Closer](#)  
Mar 18, 2023 - Economy & Business

### Midsized banks plead for unlimited FDIC backstop for two years

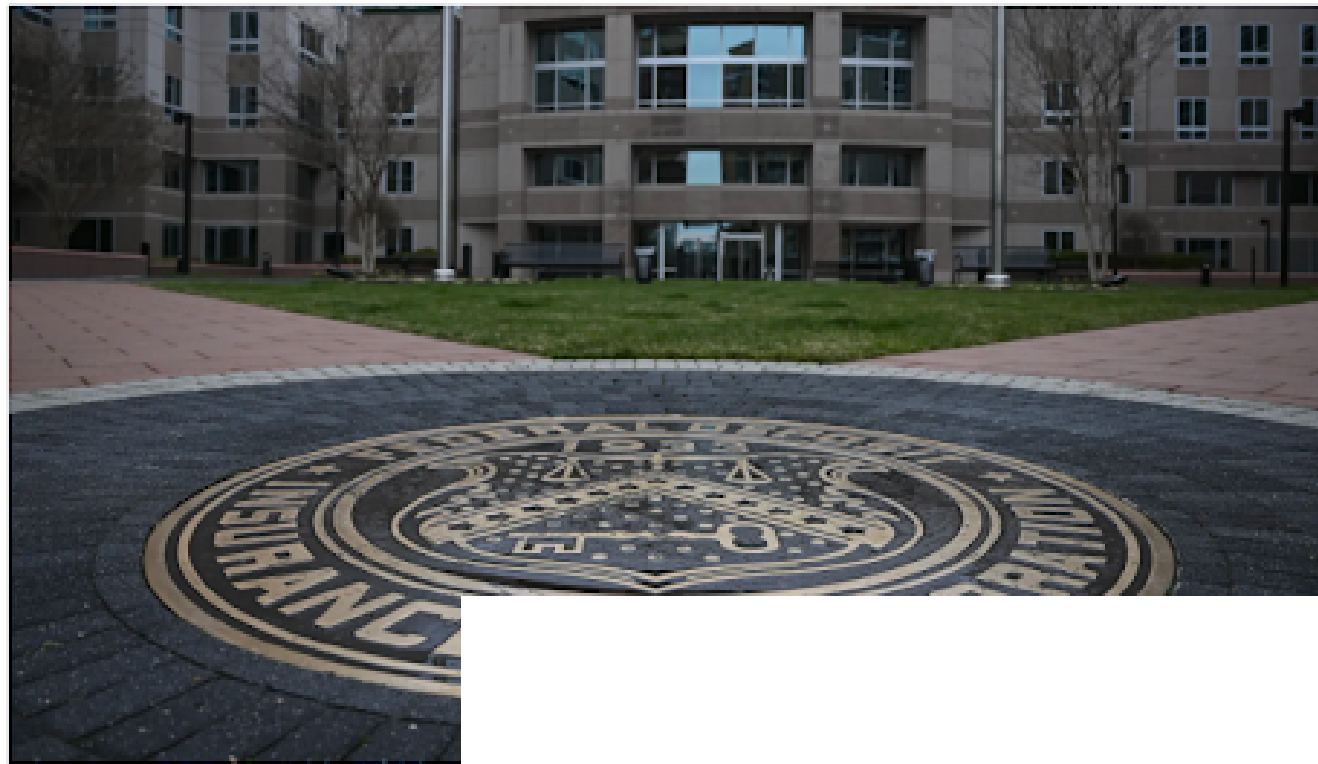



Photo: Celal Gunes/Anadolu Agency via Getty Images









MARKETS

## Financial conditions are tightening after SVB's collapse and could slow the economy, Powell says

PUBLISHED WED, MAR 22 2023 3:53 PM EDT | UPDATED WED, MAR 22 2023 4:20 PM EDT

 Jesse Pound

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**BUSINESS**

## Nearly 200 banks at risk for same fate as SVB: study

By [Matthew Sedacca](#)

March 18, 2023 | 12:03pm | Updated

# The Scales Are Tipping Towards Strategy



# What is Strategy Execution Done Right?

Clear  
(Non-Ambiguous)

Holistic

Transparent

Aligned

Continuous

Monitorable

Strategy as a map and

Connected and  
interdependent

Narrative

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Platform Enabled

**Alan Mulally  
and the Transformation of  
Ford Motor Co.**

# Alan Mulally: CEO of Ford from 2006–2014

When Mulally joined Ford in 2006, he was faced with the following:

- **\$2.5 billion** in net income resulting in a **1.4% profit margin**
- **A toxic and undercutting** executive culture
- **Different data sources** per team per audience
- Extreme regional operating **siloes**

“There are too many meetings. When do you have time to think about the customer?”

**Alan Mulally**  
CEO, Ford Motors

# The Beginning of Change

- **One weekly corporate-wide meeting**, the Business Plan Review (BPR):
  - consistent and mandatory
- **Focus kept on the big picture:**
  - Follow-up meetings for special issues
- Regular committment to **clear performance goals** .



# Alan Mulally's 10 Business Plan Review Rules

1. **People** first
2. **Everyone** is included
3. Compelling **vision**
4. Clear performance **goals**
5. One **plan**
6. Facts and **data**
7. Propose a **plan**, "find a way" attitude
8. Respect, listen, help, appreciate **each other**
9. Emotional resilience...trust the **process**
10. Have fun...enjoy the **journey** and each other

# Mullally's Next Steps: Alignment and Transparency

- Set **clear priority goals** across each division
- Initiated a **matrix organization structure**
- Embedded **leaders with solutions-expertise**
- **Divested investments** that weren't aligned with the core strategy
- Created a **monthly report card** to keep all stakeholders informed

“The data says, if you take these actions it'll work. Running a business is a design job. You need a point of view about the future, a really good plan to deliver that future, and then relentless implementation.”

**Alan Mulally**  
CEO, Ford Motors

# The Results

**\$6.6 billion** of profit in 2010

The most money the company had made in more than a decade, making Ford the most profitable automaker in the world at the time.

How can you get Strategy  
Execution **done well** at your  
organization?

## Phase 1:

# Building the Foundation for Strategy Executed Well

- Transparency
- Centralization of Data (NOT decision making)
- Information Integrity

## Outcomes

- Reduced planning time
- Broader leadership awareness of strategic initiatives



## Phase 2:

# Digitize and Improve Processes

- Digitize initiatives
- Digitize success criteria & KPIs
- Initiative mapping (vertically & horizontally)
- Adjust process and cadence
- Identify most important KPIs
- Connect strategy progress to key KPIs

## Outcome

- Ability to set goals based on current KPIs and identify initiatives that will impact goals



## Phase 3:

# Transformation

- Data- and context-informed strategy development
- Real-time monitoring
- Automated risk-flagging
- Company-wide prioritization
- Capital allocation-enabling
- Less strategy planning and prep meetings

## Outcomes

- Management by exception culture shift
- Enablement & mitigation culture shift

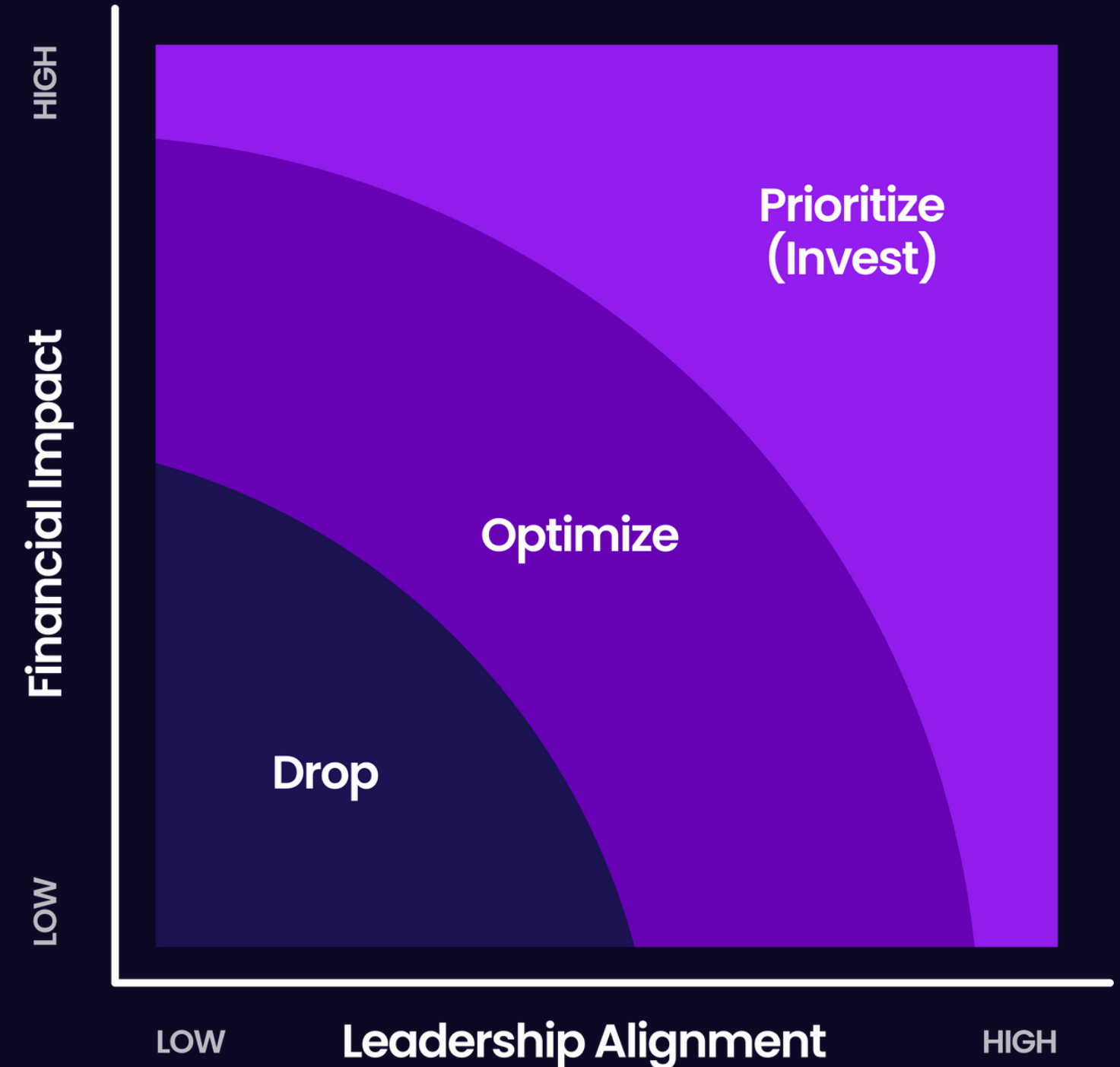


Now it's your turn:

# How Can You Evaluate Your Company's Maturity?

Ask your leadership team:

- If we had to drop 3 corporate initiatives tomorrow, what would they be?
- If we had to reallocate resources to accelerate only 3 initiatives tomorrow, what would they be?





**Q&A Time**