



# Why Do Strategic Plans Fail?

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## THE PROBLEM

**79% OF BUSINESSES FAIL DUE TO A DISCONNECT BETWEEN STRATEGY AND OPERATIONS.** These two overarching and interrelated functions of every organization often operate in a vacuum.

Why does this matter? Organizational growth begins and ends with a shared perspective among strategy and operations, hence the StratOp process.

## THE SCENARIO

The team left a week of meetings with high hopes. They developed a plan to achieve profitability by the end of the year. Fast forward six months, and they see they're not only falling short, but also won't meet the goal. **Sound familiar?**

## THE REASON

**There's a gap between planning and achievement...**

READ ON FOR THE SOLUTION

## From Uncertainty to Alignment

We help you discover opportunity in today's changing markets and empower you to make big growth decisions for your organization.

[SHOW ME HOW](#)



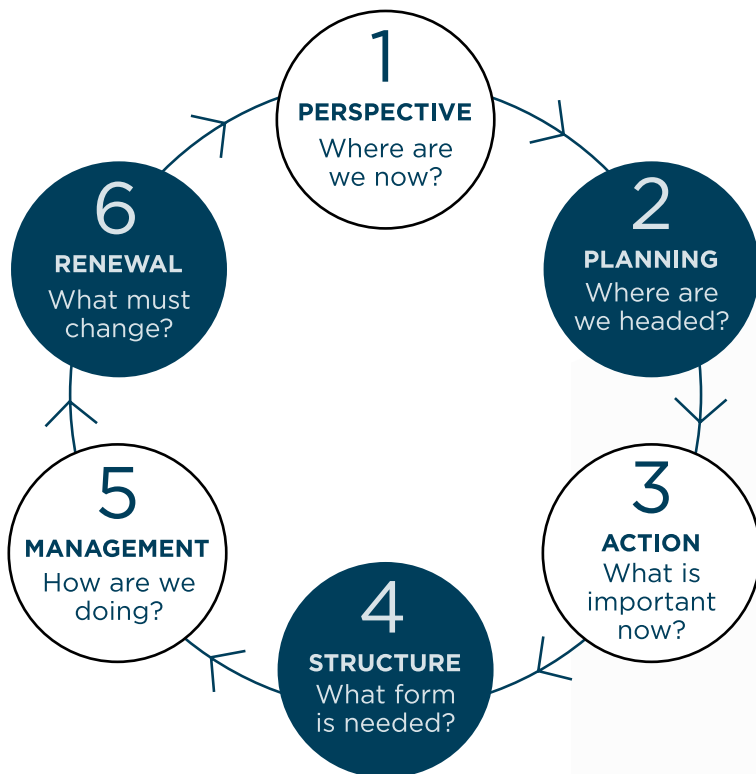
## THE SOLUTION

Close your gap between Strategy and Operations.  
With StratOp, a process developed to align operational initiatives with key performance indicators from the top-down, you will now have sustainable plans to drive success within all your teams.

### Why does the StratOp process prove successful?

StratOp forces an organization to gain perspective. Only after perspective building can a plan take shape and resources be aligned to achieve the plan. Regular assessments help realign initiatives and resources as businesses grow and change.

The StratOp Process is divided into 6 Stages, each addressing a core question of strategic planning:



## THE FOUNDER OF STRATOP

At the heart of the StratOp Process is its founder, Tom Paterson – collaborator with the Disney brothers, innovator of the ATM PIN technology, inventor of the DVD, praised by Peter Drucker as the “greatest process thinker in the world.” Tom Paterson created the StratOp process as he and Drucker lamented the fact that clients they worked with were not successfully implementing the plans they had created. The power is in the process—that is why the StratOp tools work for businesses, nonprofits, and faith organizations alike.



## StratOp Phase 1 | PERSPECTIVE

Every organization has its various teams, all with their own moving parts. Before building plans, there must be a shared perspective among each of your teams.

We like to refer to this first phase as climbing the “Mountain of Perspective.” The Perspective Phase (and, therefore, all subsequent phases on the StratOp Process) hinges on bringing everyone in your organization to the top of the same mountain to gain a shared perspective.

It’s only through this culmination that you can see a clear path forward, creating alignment.

ALIGNMENT  
AMONG YOUR  
TEAMS CREATES  
A CLEAR PATH  
TOWARD YOUR  
GOALS.



## StratOp Phase 2 | PLANNING

You started, so how do you get to where you want to go?

The Planning Phase of the StratOp Process utilizes your organization’s shared perspective to create the best route to realizing your vision. Often, strategies are derailed after unforeseen challenges break down the process. During this phase, your teams should recognize the best ways to navigate any challenges that arise.

When your teams have an aligned perspective and your vision is defined, work backwards from your main goals to create core strategies and tactics. Once these are defined, your organization should create a one-year dashboard to measure progress. When your teams are in perspective, the planning process is fast and fun.

PROPER PLANNING  
KEEPS EACH OF YOUR  
TEAMS ALIGNED.



## StratOp Phase 3 | ACTION

Time to set things in motion.

It's important to note that this Action Phase particularly concerns the framing of the action. That is, based on your priorities listed within your strategic plan, what needs to happen first?

### What's important right now?

If you see your priorities within the strategic plan as a line of dominoes, you can better avoid analysis paralysis. Which one needs to tip over first and begin the chain? By framing up this action with an organized priorities list, you operationalize the strategy.

NOW THAT THERE IS A  
A ROUTE TO YOUR VISION,  
YOU CAN CREATE ACTION  
STEPS TO REACH  
YOUR GOALS!



## WRITE IT DOWN

Research shows that those who set actionable tasks for their goals and initiate weekly progress reporting to their supportive peers tend to achieve 40% more than those who did not.<sup>3</sup> In short? Write it down. This study<sup>1</sup> and many others<sup>2</sup> have shown that written goals with actionable plans increase accountability among teams and individuals. By framing up this action in a tangible way, you can hold yourself accountable by simply reviewing your goals as you work toward them.

References:

[1 - GOALS RESEARCH SUMMARY](#)

[2 - SCIENCE SAYS 92 PERCENT OF PEOPLE DON'T ACHIEVE THEIR GOALS. HERE'S HOW THE OTHER 8 PERCENT DO](#)

[3 - 10 GOAL SETTING STATISTICS](#)

# StratOp Phase 4 | STRUCTURE

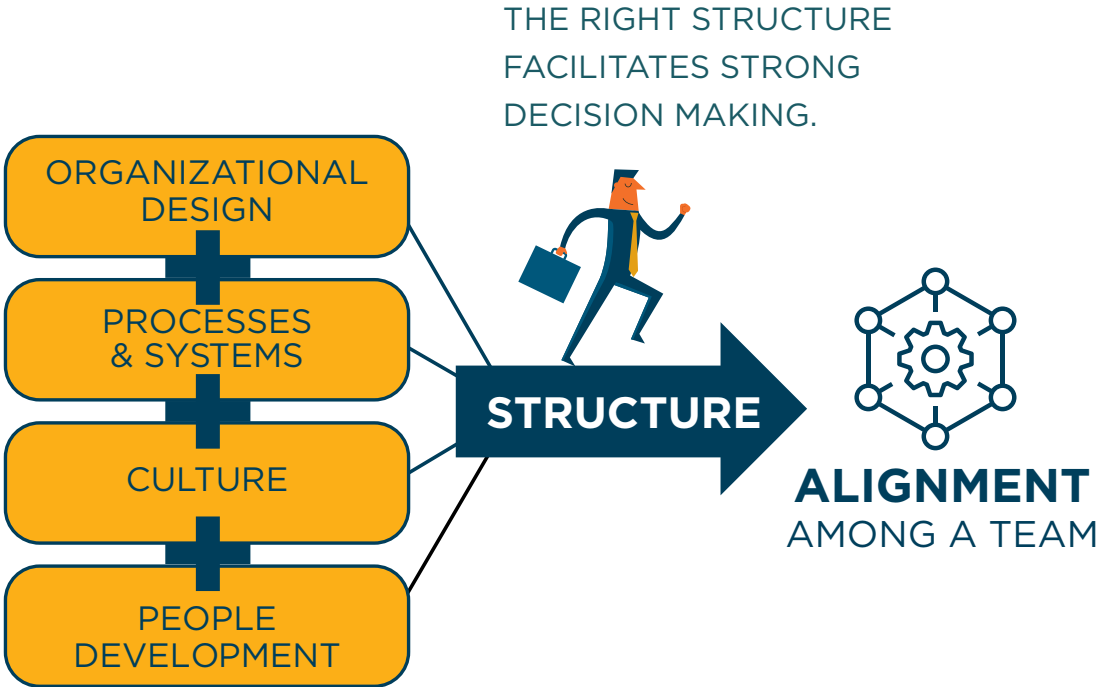
The Structure Phase ensures the right decisions in a timely and structured way.

Bringing organizational design, processes and systems, culture, and people development together creates structure and encourages further alignment among your teams.

During the Structure Phase, we are asking the question: “Will our current structure accomplish the strategic plan we just created?” This can be your org chart, reporting structure, culture, processes, a decision making choke point, etc. Form has to follow function.

If your strategy calls for a new product design or significant R&D work, your organizational structure has to support innovation and risk. If team morale and attrition are strategic priorities your organization structure has to support a people-first priority.

You should expect your strategies to change because customers, markets, and economies are always changing. Your organizational structure must to be evaluated regularly, and when needed, amended to accommodate change.



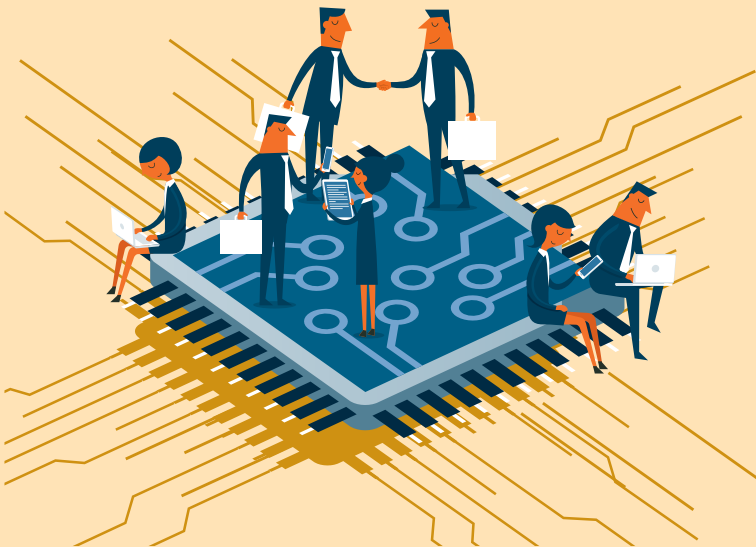
## StratOp Phase 5 | MANAGEMENT

The Management Phase helps you keep track of your teams' performance and strategic plan adherence. Meet regularly with your teams to discuss how your strategic plans are coming along according to your timelines. These meetings give every team in your organization room to pause.

This pause allows breathing room for your teams to refocus priorities and regain perspective. Here you can test assumptions that were made and optimize strategies using new information learned.

By evaluating recent performance, re-affirming goals, and examining the associated risks, you're operationalizing the original strategy. By answering important questions like "How are we doing today?" or "What do we need to do right now to get back on track?," you prevent your strategic plans from gathering dust. The Management Phase keeps your plans aligned and your goals within reach."

**Accountability matters.** The research goes on to show that you are 76% more likely to achieve your goals if you write action commitments and share weekly progress reports. Scheduled accountability is a gamechanger.



## StratOp Phase 6 | RENEWAL

Organizations are constantly evolving due to internal and external circumstances. Chances are that your organization looks drastically different now than it did a year ago. How do you keep up? Your strategic plans must evolve with you and your organization.

The Renewal phase allows you to dig into what happened over the past year.

In this phase, ask yourself, "what has changed?". Your organization shared a vision atop the Mountain of Perspective from which you developed strategic plans to meet your goals.

### Did you meet those goals?

Together, we'll revisit and rebuild our tools from the Perspective Phase to make sure we are all realigned and ready to move forward.

We will ask if we were pleased with the progress we made. If not, we will investigate why not and see what we can learn.



# STRATOP IS CUSTOMIZED TO YOUR ORGANIZATION

Every organization is different. Therefore, the StratOp Process isn't a one-size-fits-all approach. Our coaches and consultants have been trained and hand-selected to share this patented, exclusive, operational process with organizations, guiding them through each step successfully.

We custom-fit the StratOp process to your organization. A strategic plan should do more than sit on a shelf and collect dust. It should be the most sound, trustworthy, and accessible source of information for where the business is going and how to get there.



The Plan on a Page helps you answer the question, "How are we doing?" It allows your teams to evaluate all the current factors affecting progress to your goals and proactively re-prioritize.

**PLAN ON A PAGE**

**KELLY CONSULTING**

**Our Mission**  
We will be a catalyst for business growth, an advocate for businesses among our community partners, and a champion for better quality of life.

**Our Vision COC**  
Where We Stand  
• 517  
• \$426K annual budget  
• Score exceeds a 6.5/10 on effectiveness  
• Revenue rates are climbing  
• Brand is standing on its own and we are consistently representing our members and we remain the public that we had our business community.  
• We are above the politics.  
• Our members feel supported by us.  
• Our staff is committed to every thing.  
• Industry is strong as well. SMMA, Broom, Budgetwise.  
• Finance is strong as well. Building up going up. Overall investment is strong.  
• Relationship among industry leaders is strong due to Covid calls and collaboration.  
• Our downtown is strong due to Tourism drivers.

**Where We're Heading**  
• **Membership 2021**  
• **Build the office on the West side of Newton**  
• We are in **strong operational** standing for our members where they can have new things, best practices, a local skill share that positions us as a leader.  
• **Business revenue center** (BRC) Our members can use. Being in SMMA on the register.  
• "new" concept for members and prospects.  
• **Control the pace of the Center**  
• **Score and our client ratings**  
• **Country**  
• we have a **healthy budget** that supports the vision, builds reserves and a clear plan.  
• **State of Newton** has to transition to a larger regional conventional building market with a clear offering that is meaningful.  
• **Higher Chamber Champions level with a value offering that is meaningful.**

**How We'll Get There**  
• **Solidify** the Membership role  
• Gauge the interest in new side to determine need/BRC analysis  
• Wait side payment to help us determine need/opportunity  
• Multiple time for best practices, small business up and one for industry.  
• BRC to build out by 2022. Multiple floor plan and budgeting.  
• Figure out Newton Co succession/ESOP Lease  
• Non-dam revenue increase  
• to have a flexible contract 2nd line to Kate's membership admin

**Value Building Cycle**  
• Making Profit  
• Invest in People  
• Invest in People Looking for Growth  
• Innovation/Experiment  
• Reduce Risks/Manage Risks  
• Labor

**Core Values COC**  
• Positive Thinking, planning, acting, and executing together. We will generate a positive atmosphere with members, elected officials, influencers and our community.  
• Member First  
• Leadership Look before or get out of the way!

**Core Strategies COC**  
• We put our members first - always.  
• Small but consistent across the state.  
• Practice Best practices.  
• Continued positive relationship with ESMTA.  
• Membership value/financial energy of 1st side and national bank.  
• Expand that produce large non-dam revenue.  
• 1-3 side due time with prospects and an ambassador program that work.  
• Staffing to support the vision - facilities register, building, show up on.  
• Strong 1st Party web enable.  
• Times 1st Party Partnership to engage interest and go to work role.  
• Figure out Newton Co succession/ESOP Lease and plan accordingly.  
• Relationship build (BRC) with existing industry track and.  
• Increase Non-Dam Revenue  
• Evaluate Corporate membership plan  
• Offer Sponsorship  
• Create New Chamber Champions opportunities

**Strategic Dashboard COC**  
• **MEMBERSHIP**  
• **REVENUE**  
• **OPERATIONAL**  
• **FINANCIAL**

**Performance Model**  
• **PERFORMANCE DRIVER**  
• **PERFORMANCE DRIVER**

**Action Initiatives Profile COC**  
• **CORE VALUE**  
• **PLAN NAME**  
• **OBJECTIVE**  
• **DELIVERABLE (S)**  
• **LEADERSHIP**  
• **TODAY'S STATUS**

**Teamwork & Employee Experience**  
• **Innovation & Agility**  
• **Results & Discipline**  
• **Process & Precision**

**CONFIDENCE** ◆ **CLARITY** ◆ **ALIGNMENT** ◆ **RESULTS & DISCIPLINE**

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