

CANTON &
COMPANY

The Strategic Planning Paradox



Contents

- 1 Is this you?
- 2 What is the Strategic Planning Paradox?
- 3 How do we raise our Plan/Do ratio?
- 4 Adopting the 'growth-mindset'

Is this you?

A recent survey of 6,000 business leaders revealed:

- Only a third believe their company has a well-defined strategy
- Only a third believe their strategy will be ultimately successful
- Only 20% of the companies surveyed document strategic priorities
- Less than a third believe their organization has capabilities needed to execute their strategy
- 40% classify their organization's strategy and execution as "ADRIFT"

90% of strategic plans are never fully implemented

The Paradox

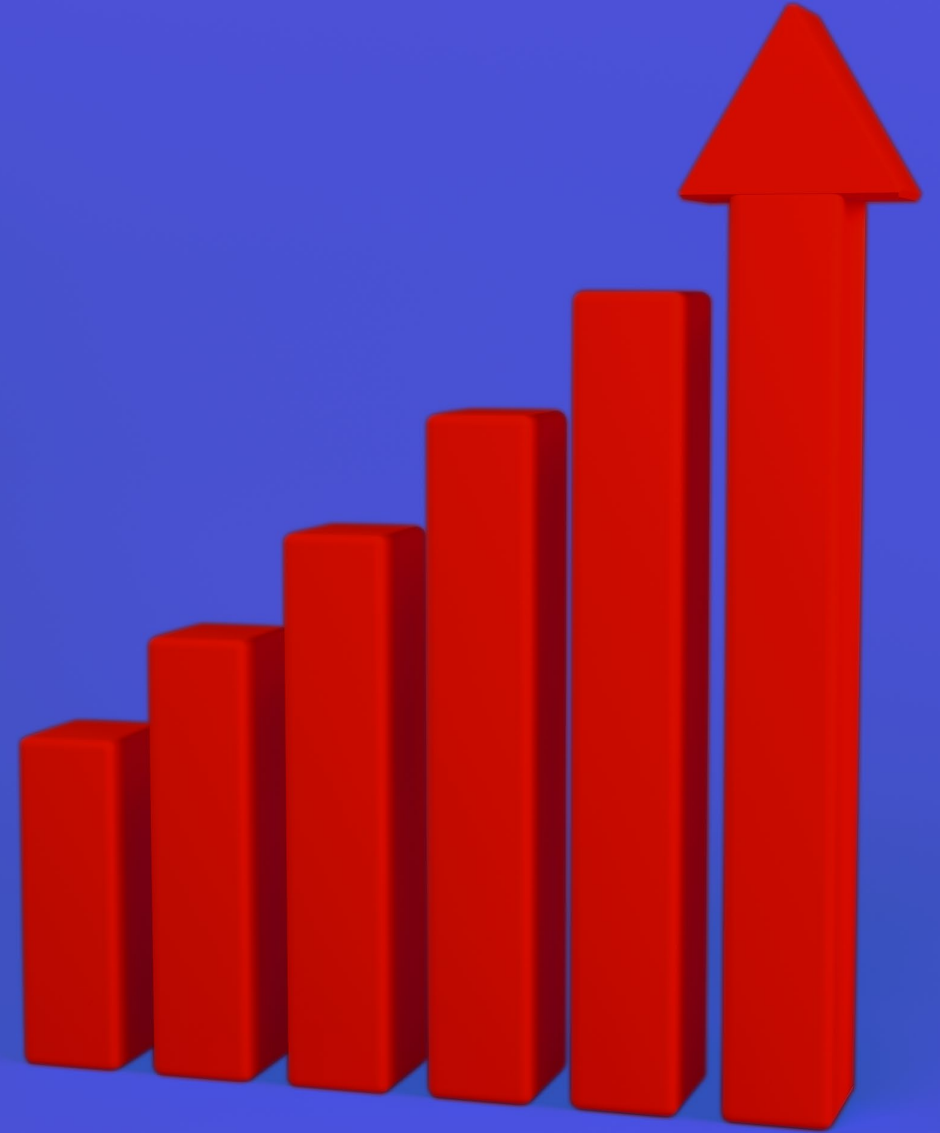
A lot of time, effort, and resources are poured into strategic planning on a regular basis, but many report lackluster results – and in some cases, the efforts drops.

Energy wanes, leaders lose traction,
teams lose confidence, and little gets
accomplished.

Therein lies the paradox. The most used strategy tool for leaders is hugely ineffective – and then the cycle starts all over again.

The Stakes are High

Organizations that successfully execute growth strategies increase profitability by **77%**.



The Plan/Do Ratio

Organizations routinely undertake strategic planning exercises with an eye toward identifying new initiatives that will make them better.

They also *routinely* don't reach success

- ✓ Failure to launch
- ✓ Trying to boil the ocean
- ✓ Lack of accountability
- ✓ Failure to execute



The Plan/Do Ratio

What the team commits to accomplishing vs what gets completed

Our Business Planning Cycle



Key success factors

- ✓ Align strategy with company vision, mission and values
- ✓ Clearly define priorities, with care to not try to accomplish too many
- ✓ Plan for successful activation, including identifying and allocating the resources needed to meet goals and objectives

✓ Prioritize ruthlessly, over and again

- ✓ Assign roles, responsibilities, and deadlines
- ✓ Communicate frequently and consistently with employees
- ✓ Fidelity to active planning process
- ✓ Measure, track, and report progress
- ✓ Feel comfortable to deviate from the plan, but with knowledge and understanding

Avoiding Pitfalls – Alignment

74%

of executives
admit their
strategies are not
well-translated
into concrete
actions.

79%

of executives
are concerned
their
organization
doesn't allocate
sufficient
resources to
implement their
strategy.

67%

**of integral
functions**
in most
organizations
aren't aligned
with corporate
strategy (that's a
lot of wasted
manpower).

74%

of executives
say their
organization's
strategy asks
employees to
focus on too
many priorities.

Avoiding Pitfalls – Transparency

95%

of employees
are unaware of
or don't
understand their
organization's
strategy at all.

4 in 5

executives
admit their
overall strategy
isn't well
understood
within their own
company.

67%

of employees
don't understand
how new growth
initiatives impact
their individual
work.

Avoiding Pitfalls – Measurement

- Don't confuse effort with results – it starts with measurement – measure outcomes and not activities
- Assessing successful achievement of goals or objectives should be quantifiable, based on reaching the goal



Avoiding Pitfalls – Accountability

- ✓ The natural progression of the planning cycle, from formulating strategy to executing that strategy, requires a smooth “hand-off” – from board approval to management responsibility.
- ✓ Good strategy execution begins with clear goals and scorekeeping (how we measure success), assignment to a leader, and tracking of progress in a highly visible way.
- ✓ All aspects of strategy execution should be open, transparent, and visible to all team members

Avoiding Pitfalls – Don't Fear Failure but Expect Bumps

Organizations must expect the unexpected, as the strategy execution path will inevitably include challenges and obstacles.

Nimbleness is an asset:

- A true-north vision communicated widely and often
- Empowered, autonomous-yet-connected teams
- Sprint-cycle decision making, learning, innovating, and adapting
- A focus on people and passion
- A solid people/process/technology framework that enables high performance

Canton's unique approach

We deploy a disciplined annual planning cycle that creates needed rigor.

Our Strategic Operations Plan framework ensures the right transition from Plan-to-Do - assignment, accountability, measurement, and assessment. This becomes the strategy execution playbook.

We leverage a growth-mindset to:

- Embrace challenges
- Develop a creative path forward
- Remain future-oriented



Canton & Company is the leading strategy, performance, and growth optimization firm focused exclusively on the healthcare industry. Guided by a dual commitment to accelerating the industry transition to a high-performing, market-based economy and creating sustainable success for its clients, Canton inspires change through pragmatic innovation, and an emphasis on consumer-centric, smart health market principals.

Canton connects clients with the right tools, partners, and talent for sustainable success.

Evaluate your strategic planning readiness

[Contact Us](#)