

Implementation Roadmapping

Overview

Translating good ideas into results is what it's all about. There are myriad strategies, but only one path to tangible results. Taking your strategy from the '30,000 foot' level to the '15,000 foot' level is something few companies do well. Sapience has developed a powerful and proven methodology to produce this 'execution discipline', tested and refined again and again, in numerous settings. What are the critical ingredients for successful implementation?

- Clearly articulated strategy that key stakeholders support
- A 'functioning' executive team with a shared commitment to the deliverables of the planning process
- A 'handful' (more than 5, less than 10) of implementation initiatives or 'roadmaps' that have measurable outcomes, executive team sponsors, and appropriate resources.
- A 'dashboard' of success metrics supported by a monitoring process
- An influencing and communication plan that engages stakeholders

Reasons to consider this process:

- More '#1 priorities' than there are resources or time to reasonably execute
- You have crafted a new strategy and need an implementation roadmap
- Reliance on an 'annual planning process' that has poor follow through
- Absence of scorecard metrics supported by periodic review
- Parochial, functional execution that is incompletely owned and authorized by the entire team

Approach and Framework

The Sapience Group *Implementation Roadmapping* methodology is a proven process for translating high level strategic intent to accountable execution reality. Key success factors for the methodology include:

- Measurable outcomes that are linked to strategic objectives and drive clear individual accountabilities.
- Realistic estimation of required resources that includes both traditional financial as well as leadership bandwidth for sponsorship and management of key initiatives.
- Sequentially dependent building-block steps that create a coherent plan that is greater than 'sum of the parts'
- Appropriate involvement by the right parties at the right stage of the implementation process
- A 'Balanced Scorecard' style dashboard supported by software tools that provide tracking capability

Method

Every strategy implementation has unique challenges, but there are universal contingencies in building an implementation plan that should always be held to. This sequence of process steps combines to create powerful implementation momentum and tools.

SWOT → GAPS → INITIATIVES → ROADMAPPING → DASHBOARD → CASCADING

The Sapience Group process forces the team to make implementation choices and then be crystal clear about what deliverables are required for those limited number of implementation pathways. The process generally requires a minimum of three, two-day offsite-events of direct executive face-time, plus initial setup and documentation time following completion. To be effective the process must be clearly sponsored by the leader of the executive team, whether CEO, division president or GM.

Expected Outcomes and Results

Tangible deliverables of the process include:

1. A ‘master roadmap’ consisting of 5-8 ‘initiative tracks’. Each of these cross-functional, enterprise level ‘initiative tracks’ will show detail for outcomes, success factors, milestones, resources required and have a leadership team champion.
2. A monitoring ‘dashboard’ with a handful of ‘critical dials’ that serve as the monthly reviewing mechanism for the leadership team.
3. A strategic communication plan to transmit the team’s implementation roadmap in such a way as to optimize involvement by successive levels of leadership and management not present during the actual crafting of the master roadmap.

The end-to-end process resulting in the deliverables described above, can be completed in as little as 60 days, given commitment by the executive team to a minimum of three two-day offsite events.

Next Steps

1. Consider integrating this powerful methodology to your current planning cycle. Ideally, before formal budgeting or board presentations.
2. Contact us for a no-strings, no-charge assessment of your current planning process. We will tailor a process for you that fits your unique timing and resource requirements, while leveraging the power of our proven tools methods for strategy implementation.

For further Information ABOUT SAPIENCE

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