

Execution - The discipline of getting the right things done

Get Ready for 2010

Are you ready for the coming year and whatever it may bring?

At Managerial Design, we've spent the past several months helping leaders develop objectives and priorities for 2010 and some of the questions they've all been struggling with are:

- Is the recession over? Is it over for us?
- What assumptions should we make about our business environment in 2010?
- What level of growth can we plan for? Where will the growth occur and when?
- Is this the time to take strategic risks?
- Do I have the right leadership team to get things done? Are my employees aligned and committed?
- How do I create an environment of enthusiasm after all the depressing news and in the midst of so many uncertainties?

In fact, the immediate challenge for all leaders is how to build organizational alignment.

Does each of your employees from the top down have a clear and agreed-upon understanding of his role in delivering your organization's strategy? Not many CEOs can answer yes honestly. Instead the common answer is either: "I don't know" or "Probably not."

Organizational alignment is not achieved easily and certainly not in one meeting or even in one day. It requires a systematic approach that involves everyone and allows candid and potentially difficult discussions around what needs to be done and who needs to make it happen;

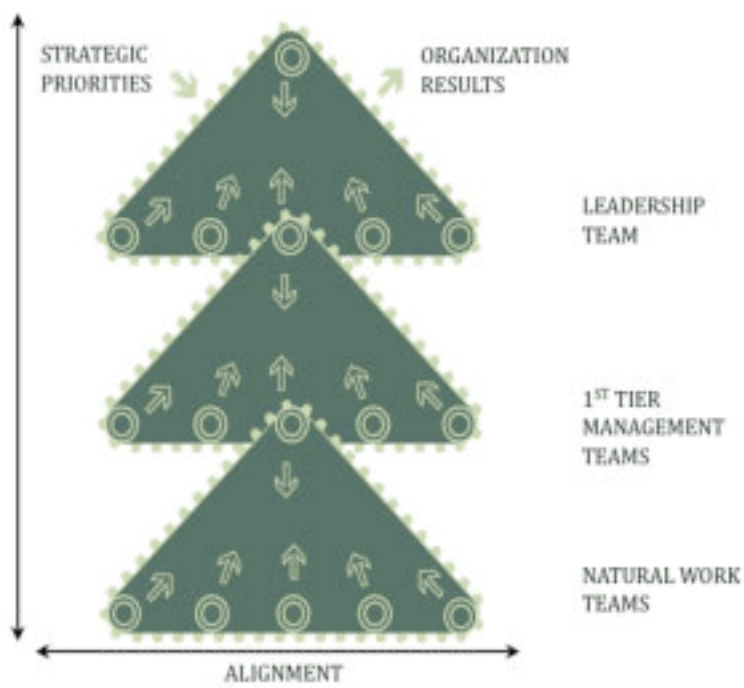
In today's business environment, speed and effectiveness of implementation are what will differentiate the winners in 2010. Companies that have a robust process to get the right people working on the right things at the right time generates positive results faster, and builds the organizational confidence to continue to invest in the right things and to take risks.

At Managerial Design, we help you work better to execute business strategies and improve results through the design and implementation of key management practices and processes within your organization.

an approach which will achieve full commitment and support from everyone. Having everyone onside to get it done is now more important than ever; passive or non-existent signals of support aren't good enough.

After every member of the leadership team accepts accountability for the objectives and change initiatives that are in the business plan, turn your attention to aligning the whole organization using this same systematic process.

If each employee has a well-defined role, clear responsibilities and measurable objectives and if they each feel motivated, committed and rewarded, everyone will "fly in formation." Everyone will be doing the right things at the right time to support your 2010 business plan.



An aligned organization is cohesive, efficient and effective.

With organizational alignment, you will have increased accountability, more efficient workflows and processes, and the flexibility to respond to market changes and new opportunities quickly. And, having everyone aware of their contribution to the organization's success will become a key success factor in a situation where there's been a major restructuring or downsizing.

Getting organizational alignment quickly can help you achieve your goals for 2010, but it will require a disciplined and deliberate process that must be followed at every level of the organization. For more information on organization alignment, [click here](#).

If you'd like to find out how other organizations are dealing with these issues, please contact Stephanie Campbell at scampbell@managerialdesign.com or 1-888-683-2020 and she will put you in touch with other leaders who can share some of the challenges and successes they faced managing their organizational alignment problems.

ORGANIZATIONAL ALIGNMENT @ WORK

Case Study: An international company with revenue of over \$1 Billion and 5,000 employees worldwide.

Business Problem: Like other organizations in today's challenging economic environment, the recent focus for our client has been on stabilizing the business and reducing costs. As a result, the company experienced very limited growth and sought help to develop a growth strategy for the next three years.

Solution: With a short turn-around time of three weeks, Managerial Design organized and facilitated a two-day Strategic Growth Conference which was attended by the company's top international leaders. The leaders participated in a well-executed and highly-involved consensus building process that resulted in alignment around the company's key strategic initiatives.

Results: "What I really liked was the way you took a minimalist briefing and turned it into a smooth running successful meeting of 40 people - no mean feat! We got the result we needed and you made it look effortless," stated the COO.

MANAGERIAL DESIGN NEWS

Managerial Design celebrates its 35th anniversary this year. Since Doug Emerson founded the firm in 1974, he has delivered his management consulting expertise on five continents, in virtually every industry and for organizations of all sizes. His knowledge of what works and what doesn't go far beyond traditional business acumen. Managerial Design's continued success is a result of Doug's unbridled passion and courage.

We're also pleased to announce some new additions to our Toronto office:

- Stephanie Campbell, Business Development Analyst
- Jessica Harrison, Associate
- Brita Lerohl, Client Manager
- Izabela Nanushi, Business Analyst
- Dan Poole, Senior Associate

We hope you found this edition of the Managerial Design Newsletter useful. If you'd like to see a special topic or issue covered in a future newsletter or if there's a management problem we can help you and your team with, please don't hesitate to contact us at 1-888-683-2020 or scampbell@managerialdesign.com.