

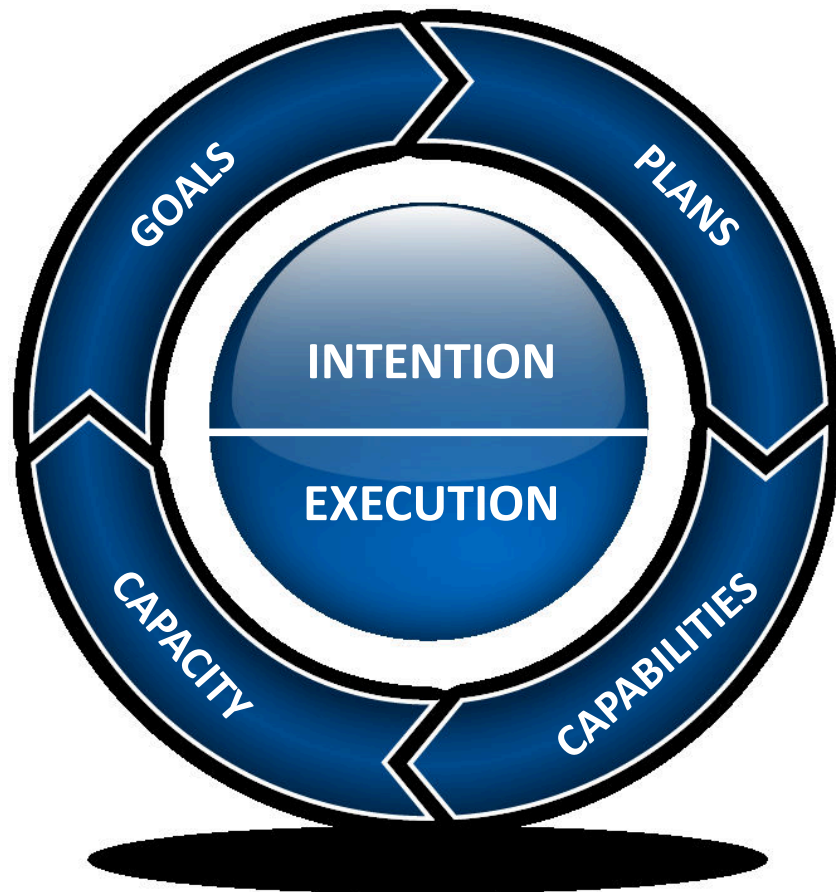
# Balancing Strategic Intention and Execution

A MindPrep Essentials Workbook



## It's a Balancing Act!

Strategic intention and execution must maintain a rough balance. Strategic intent without the ability to execute is meaningless. Execution capabilities that are not put to good use are wasted. Out-of-balance thinking is both foolish and dangerous.



As you consider the challenge of keeping Intention and Execution in balance keep four components in mind:

- **Goals:** What, specifically, are you trying to achieve?
- **Plans:** How will you go about achieving your goals?
- **Capabilities:** What skills, knowledge and know-how do you need to achieve your goals?
- **Capacity:** How much of each capability do you need to achieve these goals?

Have a meeting with your team to discuss the needed balance between your strategic intentions and your real ability to execute.

## Goals

Are our goals actually SMART (Specific, Measurable, Achievable, Relevant, and Time-based)? If not, why not?

Are our goals shared and understood? If not, why not? Ask others to explain the goal in their words.

Are our goals in line with the reality of your larger environment? Do they make sense to all involved?

## Plans

Does a real plan exist, or have we been talking around the issue? Grab some Post-it-Notes and prepare a milestone timeline.

Given all that is going on, is the plan realistic? What has higher priority?

If strategic success depends on multiple plans, are they integrated?

## Capabilities

Do we have the skills, technologies and know-how assumed in the plan?

Which capability is critical to success?

Are we developing the capabilities we need for the future?

## Capacity

Do we have enough of the critical capabilities or are we trying to succeed while striving for lower and lower costs?

What are ways we can add capacity in the short term?

What is the best way to maintain the right capacity in the long term?