



PERFORMANCE DASHBOARD

THE MEASURE OF SUCCESS FOR LEADERS

BALANCE ATTENTION TO STRATEGY AND EXECUTION- PERFORMANCE MANAGEMENT.

What actually provides competitive success and what is difficult to copy is not so much knowing what to do, deciding on the “right strategy”, but instead having the ability to do it...to act on what you hear and believe is true. Richard Kovacevich, former chairman and CEO of Wells Fargo Bank, has argued that organizational culture and the ability to operate effectively - successful implementation – is much more important to organizational success than having the right strategy.

Balance Attention to Strategy AND Execution

Jeffrey Pfeffer and Robert Sutton, make reference in their book “Hard Facts” published by Harvard Business School Press... that it ought to be possible to be concerned with strategy and implementation/execution at the same time. It ought to be possible and desirable to not overemphasize doing the right strategy at the expense of being able to do things effectively. It’s in balancing investments of time, energy, attention, and other resources in both strategy and operational execution that better performance is to be found.

Andy Grove, former CEO and Chairman of Intel Corporation states the following:

"I don't think we should forget that there is more to running an enterprise, small or large, than strategy. The revolution in quality control, and the revolution in manufacturing techniques that has taken place in the last 15 years were all data driven... And the U.S. economy has benefited incredibly over the last 15 years without a change in strategy, just by seriously embracing the science of manufacturing and quality control. So strategy is important. Figuring out what to do is important. Doing them and doing them well is equally important."