

Learning Block 1

7,000 words



S 1: Let's face it: Implementation is difficult. Most plans fail.

The Accelerator approach addresses the nine most common failure points in implementation.



S 2: Valuing the needs and challenges of others

The so-called "outward" mindset relates to people as individuals with their own needs, goals, and challenges, not as objects to be used or influenced for one's own ends (the "inward mindset"). This orientation applies equally to other business units, departments, and functions. Mindsets shift when leaders realize that they can be freely chosen and support each other by modeling new behaviors.



S 3: A willingness to engage in healthy debate

At their core, all great strategies derive from intense debates. Unfortunately, open debate doesn't happen frequently enough. [One study notes](#), "Corporate cultures rarely support the candid discussions needed for agility. Fewer than 1/3 of the managers surveyed say they can have open and honest discussions about the most difficult issues, while 1/3 say that many important issues are considered taboo."



S 4: Skillfully engaging the organization

Valuable strategic insights aren't limited to the leadership team and its consultants. One observer [notes](#), "Trying to run everything through a very busy and relatively small executive team inevitably leads to decisions being made too slowly, especially in a more rapidly moving world. Or top managers are forced to make quick decisions, the implications of which they inevitably do not fully understand." The key to engagement is understanding how to involve others, and around which issues. The Decision Dialogue process offers a powerful way to link and engage teams on strategy implementation.



S 5: Aligning around the question, “What is strategy?”

This alignment includes (1) understanding the sources of strategic positioning; (2) needing to make trade-offs and choosing what not to do; and (3) creating a “fit” in ways that the company’s activities interact and reinforce each other. This grounding will avoid five all too common mistakes about strategy development.
