



accenture

**What your strategy needs but is missing:
Activation at scale**



What your strategy needs but is missing: Activation at scale

Picture how amazing your organization could be – how everyone, from top to bottom, truly gets the burning platform for an evolving strategy, what the strategy is, its impact on business results, and how each person contributes to your collective success. Sound impossible? **Think again!**

Does your organization have a challenge activating its strategy?

70%
of employees don't consider themselves actively engaged
Source: Gallup

90%
of all strategies aren't well executed
Source: Robert Kaplan and David Norton

Cost to U.S. economy:
\$1.9 trillion
in lost productivity
Source: Gallup



Do these challenges look familiar?

Select to watch video

Challenges and barriers to effectively activating a strategy occur at all levels of the business



At the Senior Leader Level:

- Leaders are often not aligned on strategy, priorities, or supporting behaviors. Senior leaders create too much noise and deliver too many disconnected initiatives to the business, causing confusion from the top.
- Leaders don't take ownership for the whole business. As a result, they create silos across business units and functions.



At the Manager Level:

- There is a manager capability gap. Managers are the linchpin when activating a strategy, and they aren't leading or coaching as needed.
- Managers need to understand the why, the what, and the how of the strategy or else they can't successfully translate it for their people and teams. This can negatively impact employee engagement, which has a direct correlation to business results.



At the Front Line/Individual Contributor Level:

- Leaders don't have a true understanding of the realities facing their front line or how to create opportunities that make sense to their employees. Operational decisions have made the frontline's job harder, negatively affecting business results.
- Organizations aren't investing in their front line as they do their external brand. Labor is treated as an expense, not an investment.

How we help

In more than 35 years of partnering with the world's largest businesses, Root, a part of Accenture, has helped Fortune 500 and Global 2000 companies put people at the center of their strategies.

Root has created a proven process, methodology, and tools that consistently achieve clarity, ownership, and results. Root's experience tells us that the most successful organizations:



Create leadership clarity and conviction for the future state strategic direction



Activate the strategy across the entire enterprise



Identify high performer's success routines and scale to the broader enterprise



Sustain the strategic effort over time



Activating a strategy and bringing it to life across the enterprise

Senior leaders need to align on the current state and define the desired future state. To do this, it's paramount to examine what is happening externally in the marketplace and internally in the business and use this knowledge to make strategic decisions the front line can execute.

Once you have consensus about your strategic priorities as an organization, you can design and augment processes with the front line in mind – eliminating the silos between functions and business units.

How we help:

- Align on the current realities of the business and develop a narrative starting with the big picture that helps the whole organization better understand the marketplace and case for change. Then, detail the strategy and desired future state and the role people play in the process.
- Address the barriers between functions by making operational, process, or behavior changes, and ensure each function prioritizes what's important to the business.
- Share what's working, be transparent about organizational challenges, and reinforce best practices for moving forward.



Managers need to act as the lynchpin to the strategy

Does your business understand what the best managers do to engage their teams and drive results? Help your managers succeed by investing in the areas that drive their performance and allow them to build leadership capabilities.

Successful managers

- Understand the strategy and how they can contribute
- Connect their team to that strategy to drive results

These are not capabilities you can expect managers to know intuitively. You must lead discussions and provide examples of what this looks like for them to emulate, practice, and fine tune. Inspiring your managers to act as owners empowers them to make good decisions that support the strategic priorities of your business.



Individual contributors are key to the successful activation of a strategy

It's imperative to connect everyone in the business to the strategy and let them know they can personally make a difference, no matter their title, shift, or location. Consistency is key. As new initiatives are handed down to the front line, leaders must help them prioritize where they should focus their efforts. Delivering an authentic experience in which the individual embodies the strategy can make the biggest impact on business results.



About Accenture

Accenture is a leading global professional services company that helps the world's leading businesses, governments and other organizations build their digital core, optimize their operations, accelerate revenue growth and enhance citizen services—creating tangible value at speed and scale. We are a talent- and innovation-led company with approximately 733,000 people serving clients in more than 120 countries.

Technology is at the core of change today, and we are one of the world's leaders in helping drive that change, with strong ecosystem relationships. We combine our strength in technology and leadership in cloud, data and AI with unmatched industry experience, functional expertise and global delivery capability. We are uniquely able to deliver tangible outcomes because of our broad range of services, solutions and assets across Strategy & Consulting, Technology, Operations, Industry X and Song. These capabilities, together with our culture of shared success and commitment to creating 360° value, enable us to help our clients reinvent and build trusted, lasting relationships. We measure our success by the 360° value we create for our clients, each other, our shareholders, partners and communities.

Visit us at www.accenture.com

Accenture Strategy Alignment and Activation

The Accenture Strategy Alignment and Activation team engages, motivates, and inspires people to drive transformation and accelerate strategy activation at scale through a combination of unique methods, storytelling, and interactive experiences. These capabilities allow both leaders and the organization to better understand the why, what, and how of business change and how each person contributes to the wider strategy.

Disclaimer: The material in this document reflects information available at the point in time at which this document was prepared as indicated by the date provided on the front page, however the global situation is rapidly evolving and the position may change. This content is provided for general information purposes only, does not take into account the reader's specific circumstances, and is not intended to be used in place of consultation with our professional advisors. Accenture disclaims, to the fullest extent permitted by applicable law, any and all liability for the accuracy and completeness of the information in this document and for any acts or omissions made based on such information. Accenture does not provide legal, regulatory, audit, or tax advice. Readers are responsible for obtaining such advice from their own legal counsel or other licensed professionals. This document refers to marks owned by third parties. All such third-party marks are the property of their respective owners. No sponsorship, endorsement or approval of this content by the owners of such marks is intended, expressed or implied.