

IMPLEMENT **AGILITY**™

You have your strategy... And now?

Driver 4/8 – Accountability

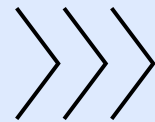
Marco Mancesti



Accountability means being answerable to someone, or a group, for decisions, outcomes or results.

Especially large companies, have an impact that goes far beyond their market (remember for example the “Deepwater Horizon” disaster).

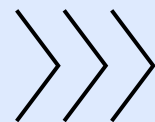
So, when these entities set their strategy, they are accountable to society, and humanity.



So... who's accountable
for the strategy ?



The CEO / leadership team propose
the “strategy story” to the Board.
Then upon approval, they explain it
to the organization for execution

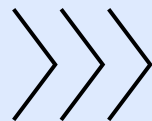


Still, who's accountable ?



Whilst it sounds logical that the CEO and its leadership team are accountable for the strategy that they have themselves decided, who else?

Well, the Board is responsible too, not for execution, but for the choice.

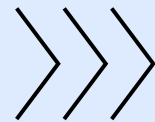


For the choice ?

What does it mean?



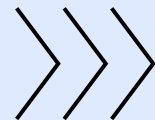
Well, we've seen that a strategy is based on a vision, a mission, translated into performance indicators. All these are choices. This also means that the presence, or absence, of a clear contribution to sustainability, to society, is also a choice from the Board and top management.



Are the Board, the CEO and
the leadership team alone in accountability ?



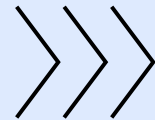
If the top team does a good job at explaining, cascading the strategy, and at delegating its execution, other people will **also** be accountable for pieces of it. But they will have to know...
that they are accountable!



Why is **accountability** important for
Implement **agility** ?



Without clear accountability, not only the strategy, but more importantly the vision, remain an exercise of style in a drawer. Accountability is not only for the execution, but also for changing a strategy when alterations of the context makes it obsolete or worse, dangerous.



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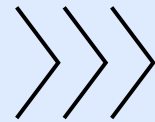
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Driver 5/8 – Ownership



“Owning” means:

Fully embracing and committing to something, making it part of oneself.



What is the difference between
ownership and accountability?



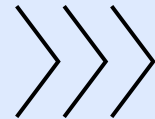
Well, ownership is something very special,

It is about adherence, engagement,

it touches on the emotions.

Contrary to accountability, ownership can't be

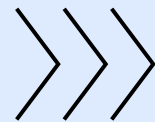
imposed or enforced; it must be “earned”.



Must be “earned” ...
What does this mean ?



The strategy should tell a story, one that everyone can understand and feel part of. The words used in the organization's vision, mission and strategy should “vibrate”, express something that is important for employees, use words people use.



Great!
That's it?

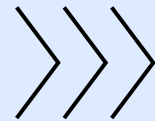


The CEO, the top team must make sure that everyone in the organization has an answer to:

What does it mean for me ?

How do my actions contribute to the strategy?

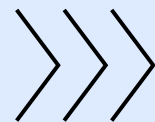
Does my company care for society?



Why is **ownership** important for
Implement **agility** ?



Because on the road to the vision, there will be lots of obstacles, lots of change. And this is usually painful. Only shared ownership provides the energy required. If employees do not “own” the vision, the strategy, why would they be proactive, why would they even care ?



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Stay tuned! Coming soon...

Driver 6 – Governance

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