

Background



Cathy, ClientCo's Chief Financial Officer sought help in how best to manage strategic Key Performance Indicators (KPIs)



An initial discussion with Cathy revealed that the main issue was one of executive governance. ClientCo's Board of Directors had been given an extensive list of strategic KPIs which, when they were produced, were largely aspirational. Now, however, they were being used to measure strategic change in so many different ways, they were turning into a constraint rather than a facilitator of strategic success.

Our Brief



Goal Atlas was asked to review ClientCo's strategic KPIs in the context of the written (and approved) strategy document.



A key requirement was the facilitation of a constructive, evidence-based conversation between ClientCo's Senior Leadership and the Board of Directors.

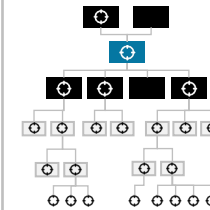


Goal Atlas proposed:

1. Strategy mapping of ClientCo's strategy and the KPIs defined in that strategy.
2. Stakeholder interviews with key individuals to analyse where progress has been made towards strategic goals and also where strategic initiatives have been attempted but failed.
3. A series of two workshops involving key members of both ClientCo's Senior Leadership and Board of Directors:
 - a. Workshop to define the current situation with ClientCo's strategic KPIs.
 - b. Workshop to define how best to move forward with ClientCo's strategic KPIs.

Our Work

We undertook this work over an 8-week period



Our map of ClientCo's strategy featured 18 key goals and 28 strategic KPIs: certain high-level strategic goals are measured in great detail, whereas one isn't measured at all.




Stakeholder interviews identified several instances of good strategic progress being measured effectively and several instances of KPIs being problematic and likely to get worse over time.




Workshop 1 quickly reached agreement that current strategic KPIs needed to be revised. Workshop 2 agreed to separate the strategy (a handful of core methods with KPIs that do not change) from the strategic plan (with goals and KPIs managed in an agile way).




How well is your strategy governed?




"We manage strategic risk intuitively – there's no structure or process"



"Our strategy is fixed but our circumstances are changing – how do we reconcile this?"



"Our strategy will probably succeed but by wrecking the culture we've worked so hard to build."



"Where's the line between the strategic responsibilities of the Board and the Leadership Team?"

Helping you govern your strategy better

- Holding the organisation to account for strategic success
- Ensuring strategic risk and opportunity are managed effectively
- Maintaining organizational agility and resilience without losing strategic focus

See how we work and how to engage with us

How we ensure strategy is governed effectively



Good governance of strategy covers both the relationship between the board and leadership and the relationship between leadership and the people and teams across the organisation.

Executive governance
Our **strategy governance charter** defines the decision-making surrounding:

- reviewing / re-writing strategy;
- responsibilities for producing strategy;
- the process of strategy sign-off and endorsement.

Working governance
We work with you to ensure:

- **Formalisation of authority**, including org design, RACIs, policies and standards, budget and targets.
- **Engagement and commitment**, including goal ownership, clarity of purpose and meaningful progress