# Execution
## *focus*

*The success of an organization depends on its ability to convert its plans into reality. One of the important component is ability of its leaders is to execute optimally. As a series of checklists, our effort is to cover 7 essential leadership responsibilities for implementation of strategy.*

## Leadership responsibility #2
# Contextual capability building

Every leader must see capability building as a strategic priority to optimally execute organisation and team goals.

The capabilities that companies need most have evolved, but methods of building them have not.

Context matters. Even though capability required to perform a particular task may seem similar in a given Industry, It can be starkly different. It could vary depending on the organisations location, culture, values, vendors, customers, market and so on...

In spite of the amount organisations invest on building capability, they continue to struggle to connect capability building programs with the day-to-day work of implementing strategy.

Our effort is to assist you in identifying contextual capabilities essential for strategy execution. The behavioural and technical capabilities required, we believe, have direct correlation to the functional capability required to complete the job on hand.

We have presented it as a checklist to make sure you address all aspects of contextual capability building.

The process of contextual capability involves functional analysis of operational requirements. Capabilities are identified based on the tasks required to be performed to achieve a goal or a strategy. Once the required capability inventory is defined, the most cost effective and efficient option to assess and build capability is sought.

## PHASE 1 – Identifying contextual capability requirement

### • Understanding goals and objectives

Goal clarity as a **directive** to building capabilities to optimally execute.

- ☐ I have <u>clear</u> understanding of the <u>organisation goals</u> (Specific Objectives).
- ☐ I have <u>clear</u> understanding of <u>my goals</u> (Specific Objective).
- ☐ I <u>enable</u> my immediate stakeholders and team members to align to team goals and <u>arrive at their individual</u> measurable goals (Performance criteria for team and individual performance).

### • Understanding customer needs (Internal and external)

Understanding and satisfying customer needs and expectations as a **directive** to building capability.

- ☐ I <u>objectively understand</u> the needs (Service levels, time lines, quality etc.) of <u>my customers.</u>
- ☐ I have made sure that all my immediate stakeholders and team members <u>objectively understand</u> their <u>customer needs</u> (Service levels, time lines, quality, etc.)

### • Objectively defining Initiatives (Strategies) to be pursued

Defining objectively key initiatives (towards <u>goal achievement while satisfying customer needs</u>) to be pursued as a **directive** to build capability.

- ☐ I am clear and understand objectively the key initiatives (Important things) that I need to do to <u>achieve my goals</u> and <u>satisfy customer needs</u> (Service levels / time lines, etc..)
- ☐ I encourage immediate stakeholders and team members to come up with key measurable initiatives that <u>they would peruse</u> to achieve their functional / organisational goals and <u>satisfy customer needs</u> (Service levels / time lines, etc)
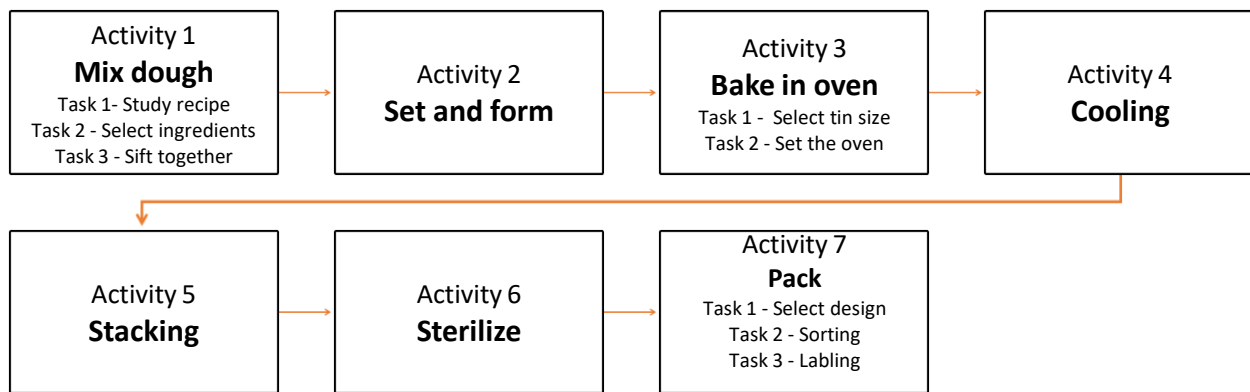
**The key is to link each strategic priority to the capabilities needed to execute that opportunity.**

- **Documenting activities/actions/process to execute key initiatives (Strategy).**
  Building capability to handle the task at hand. Creating and documenting the list of all activities/actions/process to complete on a day to day basis to execute the key initiatives.

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**Example:** If baking a cake is one of the key initiatives then the activities/actions/ process would look like this;

| Activity 1 **Mix dough** Task 1- Study recipe Task 2 - Select ingredients Task 3 - Sift together | → | Activity 2 **Set and form** | → | Activity 3 **Bake in oven** Task 1 - Select tin size Task 2 - Set the oven | → | Activity 4 **Cooling** |

| Activity 5 **Stacking** | → | Activity 6 **Sterilize** | → | Activity 7 **Pack** Task 1 - Select design Task 2 - Sorting Task 3 - Labling |

**\*** Capabilities are to be called out to execute each task efficiently

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- **Identification of contextual capabilities to execute tasks.**
  Capabilities are identified based on the tasks required to be performed to achieve a goal or a strategy.

  ☐ I have clearly understood and prepared the process required to execute each of my key initiative/s.

  ☐ I have made an inventory of capability requirement for each activity.

  ☐ I have compared and checked to see if we have the required capability to execute each activity effectively and efficiently.

  ☐ I have made an objective plan and list of activities that I will do to build capability.

  ☐ I encourage and enable my immediate team members to prepare and clearly understand the process required to execute their key initiative/s

  ☐ I encourage and enable my immediate team members to make an inventory of capability requirement for each of their activity.

  ☐ I encourage and enable my team members to compare and check to see if they have the required capability to execute each activity effectively.

  ☐ I encourage my key stake holders to make an objective plan and a list of activities that they will do to build their capability.

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- **Identifying capability to handle operational risks**

  Using the activity / process chart, Identify and build capability to mitigate operational risk that may hinder execution of activities and tasks.

  - ☐ I have made an <u>inventory</u> of possible <u>risks</u> that may <u>hinder</u> execution of my <u>activities and tasks</u>.
  - ☐ I have an <u>objective plan</u> to build the required capability to mitigate possible risks.
  - ☐ I <u>encourage</u> my key stakeholders and team members to <u>identify risks</u> that may come in the way of them achieving their key initiatives and tasks.
  - ☐ I <u>encourage</u> my key stake holders and support team members to make an <u>objective plan</u> to build the required capability to mitigate possible risks.

- **Identify collaborative capability requirements**

  Identify and build capability to work with collaborators to complete my tasks. Objectively establish what is expected of me and what I require from others. Building capability to collaborate and execute.

  - ☐ I have clearly and <u>objectively understood</u> what is <u>expected of me.</u> (What others in the chain need from me and at what time to complete their work). I have made an <u>inventory</u> of capability required and have a plan to develop them.
  - ☐ I have clearly and <u>objectively expressed</u> my <u>expectations</u> (What I need and at what time from the supply chain to complete my work). I have made an <u>inventory</u> of capability required and have a plan to develop them.
  - ☐ I have clearly and <u>objectively</u> expressed <u>my expectations</u> from all my <u>vendors and partners</u> (What I need and at what time from the supply chain to complete my work). I have made an <u>inventory</u> of capability required and have a plan to develop them.
  - ☐ I have clearly and <u>objectively</u> understood the work <u>expected of me</u> to support Vendors and partners. (What my Vendors and partners need and at what time for them to complete their work). I have made an <u>inventory</u> of capability required and have a plan to develop them.
  - ☐ I encourage my team members to <u>objectively identify</u> their <u>collaborative needs</u> and provide on-the-job support in building capabilities.

- **My responsibilities to build capability**

  Taking responsibility to assess and build capabilities captured in the inventories.

  - ☐ I conduct <u>bi-monthly / monthly re-evaluation</u> to check and re-align capability requirements.
  - ☐ I <u>enable capability development</u> of the team based on the inventory and periodically review.
  - ☐ I have <u>developed</u> the required capability to <u>reinforce our organisation values</u>.
  - ☐ I have developed the capability to <u>identify, interview and recruit</u> the right fit.
  - ☐ I have developed the capability to <u>enable performance</u> of individuals rather than just conduct performance review.