Current Issues in Strategy Implementation

* Strategic planning failures that hinder strategy implementation:
	+ Failures of substance
		- Inadequate attention to major strategic planning elements
	+ Failures of process
		- Poor handling of strategy implementation
			* Lack of participation error
			* Goal displacement error
* Corporate governance:
	+ System of control and performance monitoring of top management.
	+ Done by boards of directors and other major stakeholder representatives.
	+ Controversies regarding roles of inside directors and outside directors.
	+ Increasing emphasis on corporate governance in contemporary businesses.
* Strategic leadership
	+ The capability to inspire people to successfully engage in a process of continuous change, performance enhancement, and implementation of organizational strategies.
* Critical tasks of strategic leadership …
	+ Be a guardian of trade-offs.
	+ Create a sense of urgency.
	+ Ensure that everyone understands the strategy.
	+ Be a teacher.
	+ Be a great communicator.