

***BE DIFFERENT or be dead:* Your Business Survival Guide**

SECTION TWO: BE DIFFERENT Business Strategy

LEARNING POINTS

- Create a strategic game plan for your business by addressing three critical questions:
 - HOW BIG do you want to be?
 - WHO do you want to SERVE?
 - HOW are you going to compete and WIN?
- Develop detailed objectives and action plans that address how to implement the strategy.
- Prioritize the list of objectives to determine the critical few that will have the highest impact on strategy execution.
- Hold strategy owners accountable for their strategy deliverables.
- Assign a **strategy hawk** to lead the implementation process. You need a senior person to be in the faces of the people accountable for achieving the key objectives assigned to them.
- Use the workshop approach with the key owners of the strategy to develop it.
- Review the progress you are making on your strategy at least once a quarter.
- Focus. **Focus.** Focus. Determine the fewest number of things that will produce 80% of the strategy results and do them. Multi-tasking can be deadly.
- **Cut the Crap.** Eliminate all activity that does not work toward implementing your new strategy and reassign the people associated with the non-strategic projects. You don't have the time or resources to do anything else. *Managers of irrelevance* must go as well.
- Be anal about **EXECUTION**. Ninety percent of winning is what you do in the trenches, not how pretty your plan is.
- Plan on the **run**. The success of your strategy will be determined by how well your organization listens to its successes and failures on a day to day basis. Use this experience to tweak your strategy on the go.
- Be Different organizations are informed by strategy and driven by execution. The basic elements of this process are:
 - Build your strategic portfolio with **vertical integrity**. Start with a strategy for your overall organization and drive everything else from it.
 - Set the ratio of your **execution portfolio**: 20% of the action to achieve 80% of the strategic results.
 - Establish a **learning feedback loop** and modify your strategies on the results achieved.