

Are you Executing your Strategy

If you're looking for a robust set of questions to kickstart a strategy discussion with senior leadership, a recent article in Harvard Business Review proposes a quick, high-level audit of your strategy, and the extent to which your company is executing the strategy. To help you, we've reproduced the summary exhibit below.

WAY TO PLAY	CAN WE STATE IT?	DO WE LIVE IT?
CAPABILITIES SYSTEM	<p>Are we clear about how we choose to create value in the marketplace?</p> <p>Can we articulate the three to six capabilities that describe what we do uniquely better than anyone else?</p> <p>Have we defined how they work together in a system?</p> <p>Do our strategy documents reflect this?</p>	<p>Are we investing in the capabilities that really matter to our way to play?</p> <p>Do all our businesses draw on this superior capabilities system?</p> <p>Do our organizational structure and operating model support and leverage it?</p> <p>Does our performance management system reinforce it?</p>
PRODUCT AND SERVICE FIT	<p>Have we specified our product and service "sweet spot"?</p> <p>Do we understand how to leverage the capabilities system in new or unexpected arenas?</p>	<p>Do most of the products and services we sell fit with our capabilities system?</p> <p>Are new products and acquisitions evaluated on the basis of their fit with the way to play and the capabilities system?</p>
COHERENCE	<p>Can everyone in the organization articulate our differentiating capabilities?</p> <p>Is our company's leadership reinforcing these capabilities?</p>	<p>Do we have a right to win in our chosen market?</p> <p>Do all of our decisions add to our coherence, or do some of them push us toward incoherence?</p>

The full length article can be found [here](#) (note – even if you do not have a subscription, you are allowed to view a certain number of articles a month free).