



AHA TRANSFORMATION TALKS

STRATEGIES FOR REIMAGINING HEALTH CARE

Executing Your Strategy: Keys to Transformational Change

It's time to close the gap between strategy, planning and execution

Health care leaders have been working feverishly to recraft strategy to transform their organizations and compete in a landscape that morphs almost daily. Now comes the hard part: ensuring that the strategy is executed.

Strategy execution remains one of the most important facets of transformational change; yet many hospital, health system and other business leaders continue to have difficulty in this area. Without proper execution, even the best strategic plans will fail.

A survey of business leaders published in the Harvard Business Review* illustrates the challenge:



- **Only 16%** of top leaders were rated very effective at either strategy or execution.
- **Only 8%** were rated very effective at both.
- **63%** were rated neutral or worse on at least one dimension of strategy or execution.

* **Leinwand, Paul et al. "Only 8% of Leaders Are Good at Both Strategy and Execution," Harvard Business Review, Dec. 30, 2015.**

With an effective approach to strategy execution, operational leaders and strategists throughout the organization will know which actions to take and how to prioritize them, even in a dynamic environment like the one facing the health care field today. Leaders must ensure that individuals throughout the enterprise are, in some way, contributing to organizational goals and understand the rationale and value of these goals. Creating this understanding establishes purpose and inspires commitment and engagement.

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Simply communicating strategy without deeper context isn't sufficient to drive the engagement required to power efficient execution. To achieve the intended results, the organization's resources, especially those critical to execution and adoption, must understand, engage and be laser-focused on the highest-impact actions that will result in realization of the organization's desired and most important outcomes.

Leaders are responsible for the vital communications and committing the dedicated resources to achieve strategic intentions. Hesitancy to communicate transparently and commit resources sends a conflicting message about the priority of the goals and supporting initiatives.

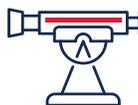
Achieving transformational change

True transformation depends on disciplined execution of a strategy that incorporates a strong focus on change management and is set on key priorities. It often requires reshaping the culture, either in whole or in part, which can compound the difficulty and challenge of achieving transformational results.

Organizational transformation goes beyond evolutionary change or continuous improvement and could involve such actions as:



Changing operating philosophies and values



Pursuing different markets and consumer access points.



Creating new products or services that are sharply different from current offerings.

Organizations that achieve true transformation share similar traits, including disciplined planning and execution proficiency, which are sustained throughout the transformation process.

To help your organization transform, visit the AHA Transformation Talks [resources page](#).

Discussion Questions:

1. **What are the keys to successful execution of transformational strategy and why do many organizations fall short of achieving true transformation?**
2. **What are the critical requirements to achieve mindset and culture change across an organization?**
3. **Who owns the responsibility for strategy development and execution?**
4. **How can rapid execution and change management be developed as organizational competencies?**
5. **What goals, metrics and priorities need to be in place to measure performance in transformational strategy execution?**