

# See If It Sticks

## A tool to measure strategy deployment

**MOST ORGANIZATIONS** deploy strategies top-down. However, managers often don't know if the approaches they use to deploy strategies are effective. The strategy deployment intention-perception matrix (SDIPM) is a tool to help management gauge how the workforce—the individuals

who are responsible for getting the work done—perceive and respond to organizational strategies.

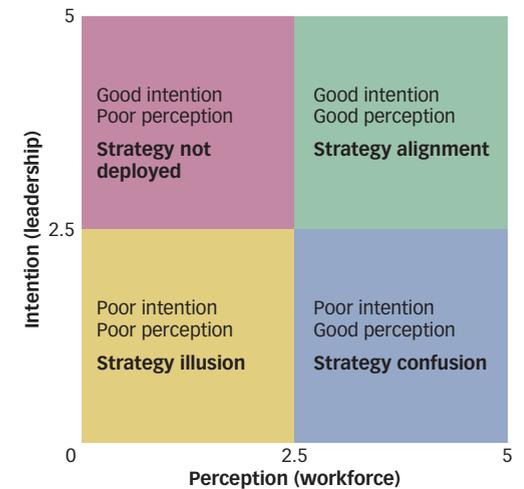
The SDIPM measures strategic intention—management's efforts in deploying strategies—and strategic perception—how employees understand and respond to strategic intention. To conduct this analysis, staff and leadership should answer a set of questions shown in Table 1 on a scale from one to five (low to high).

These questions are designed to clarify what leadership thinks it is doing and what is really happening at the operational level. This approach is akin to asking two different audiences the same question and cross referencing their answers.

After the questions are answered through an organizationwide survey or a series of interviews, an intersect point is plotted on the SDIPM, shown in Figure 1. The SDIPM is comprised of four quadrants:

1. Strategy not deployed (top-left) represents an organization in which efforts from leadership in deploying the strategy are evident, but the workforce's perception is poor.
2. Strategy illusion (bottom-left) reflects an organization that does not make efforts to properly deploy its strategy and its workforce does not perceive the strategy.
3. Strategy confusion (bottom-right) shows an organization is not effectively deploying its strategy, yet its workforce's perception ranks high. This could mean each employee in the organization may have his or her own

## Strategy deployment intention-perception matrix / FIGURE 1



understanding of a strategy that likely does not even formally exist.

4. Strategy alignment (top-right) is the category all organizations strive to be in. It indicates a strong top-down strategy deployment approach and a workforce that clearly understands the strategy.

The importance of aligning strategic intention and perception cannot be overstated. Employees who understand their organization's goals and objectives are more engaged in their daily activities because priorities are clearly defined. The organization benefits from mitigating confusion at the ground level and focusing everyone's efforts on what really matters. **QP**



RAMON PERDIGAO is a senior member of ASQ and a certified quality improvement associate. He earned an MBA from Athabasca University in Canada and works for a large steel manufacturer as a management systems manager.

## Questions / TABLE 1

Questions directed to leadership	
1.	Is there a defined strategy?
2.	If so, is the strategy formally expressed?
3.	Is the strategy formally communicated through different channels?
4.	Is the strategy expressed by visual means (boards, newsletters and journals)?
5.	Is the strategy a mandatory topic in management/staff meetings?
6.	Are there indicators to measure and support the strategy?
7.	Is there a logical deployment of indicators that support the strategy?
8.	Are the indicators that support the strategy specific, measurable, achievable, relevant and timely (SMART)?
9.	Are indicators that support the strategy included in workforce performance plans?
10.	Are strategic indicators frequently assessed for their performance?
Questions directed to employees	
1.	Is the workforce aware of the strategy?
2.	Can the workforce define the strategy?
3.	Does the workforce receive relevant strategic information?
4.	Do visual boards at the operational facility include the division's strategy?
5.	Does local management discuss the division's strategy with staff members?
6.	Does the workforce have indicators that relate to the strategy?
7.	Do the workforce's indicators contribute to strategic objectives?
8.	Are the workforce's indicators SMART?
9.	Does the workforce feel like its indicators are meaningful to the strategy?
10.	Does the workforce work on indicators improvement when not performing?