

Think BIG: Building the Fabric between Strategy and Delivery

Exploring why the connection between strategy and project delivery is often poor, and what can be done about it.

Contents

- Introduction – who am I?
- Context – strategy delivery is difficult
- Insights from the field
- Think BIG – strategy delivery more than just projects
- Links



Who am I?

Chairman



Thought leader on Business Integrated Governance (BIG).

Co Founder



David has dedicated his career to helping organisations bridge the gap between strategy formulation and delivery.

Founder



His innovative approach integrates governance principles with practical implementation, enabling businesses to achieve their strategic priorities effectively.

Co Founder



David Dunning

David.Dunning@big-cic.org

+44 (0) 7767803540

www.linkedin.com/in/davidjdunning/

Figure 15 Strategic Cycle in BIG

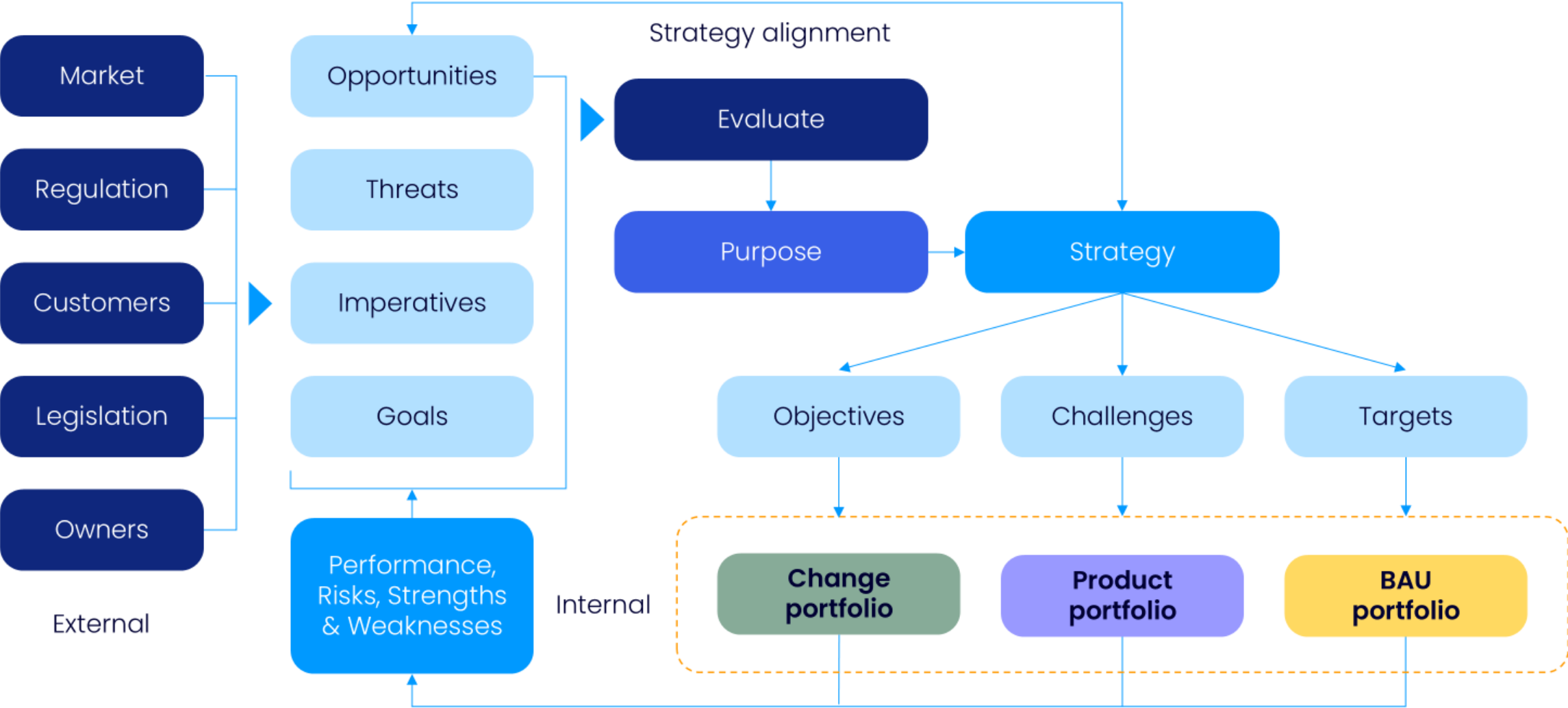
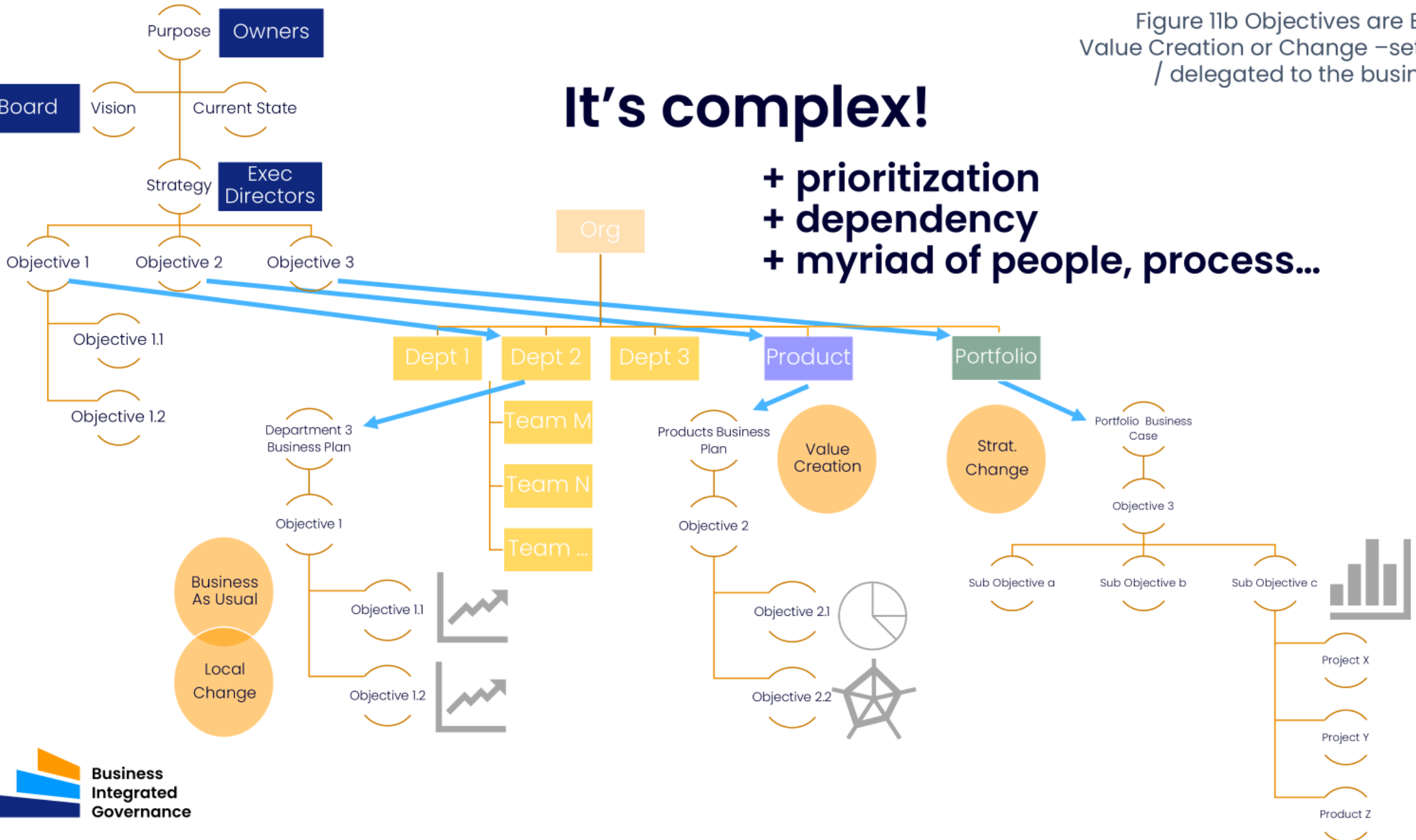


Figure 11b Objectives are BAU, Value Creation or Change – set up / delegated to the business

It's complex!

- + prioritization
- + dependency
- + myriad of people, process...



It's difficult!

50% of well formulated strategies fail to deliver expected results because of **poor execution**.

Harvard Business Review

Two-thirds to three-quarters of large organizations **struggle to implement their strategies**.

Harvard Business review

Executional Excellence is the number one **challenge** facing global corporate leaders.

Harvard Business Review

82% of Fortune 500 CEO's feel their organization is effective at strategic planning. Only **14% indicated they are effective at implementing the strategy**.

Forbes Magazine

The NARC* suggests that 70% of its respondents rated strategy development and execution oversight as highly important or important board **improvements** strategy.

BIG BoK

Strategy Delivery spans....

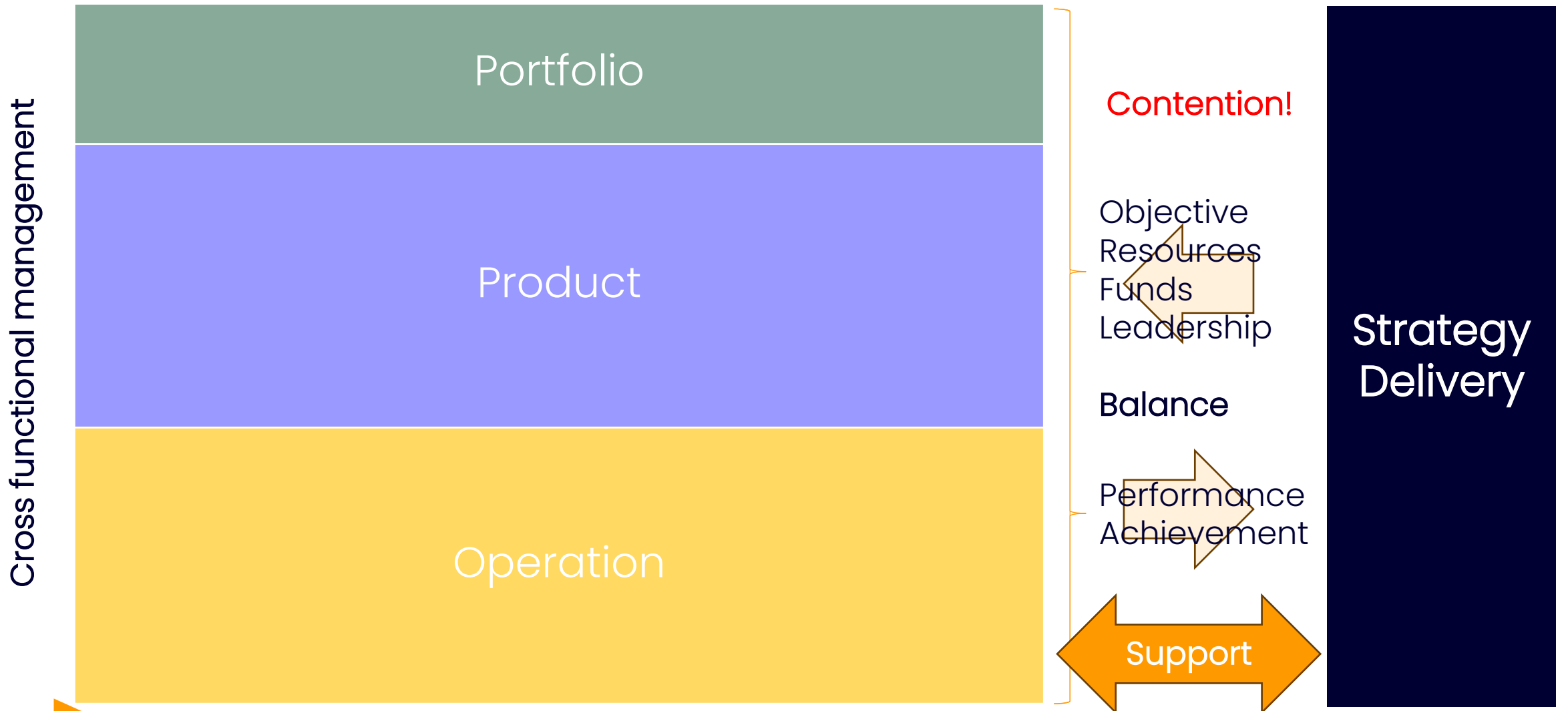
Operation

Product

Portfolio

...not just projects

Getting from Strategy to Delivery



Shocking Insights from the Field

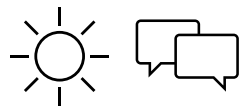
APM PMO Conference
July '24:

No one identified the support for connection of strategy and delivery

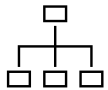
[Link to APM PMO Conference](#)



Strategy to Delivery Challenges?



Clarity & Communication



Cascading & Accountability



Prioritization & Enablement



Control, Agility, Integration



Information & Data



The Path Forwards

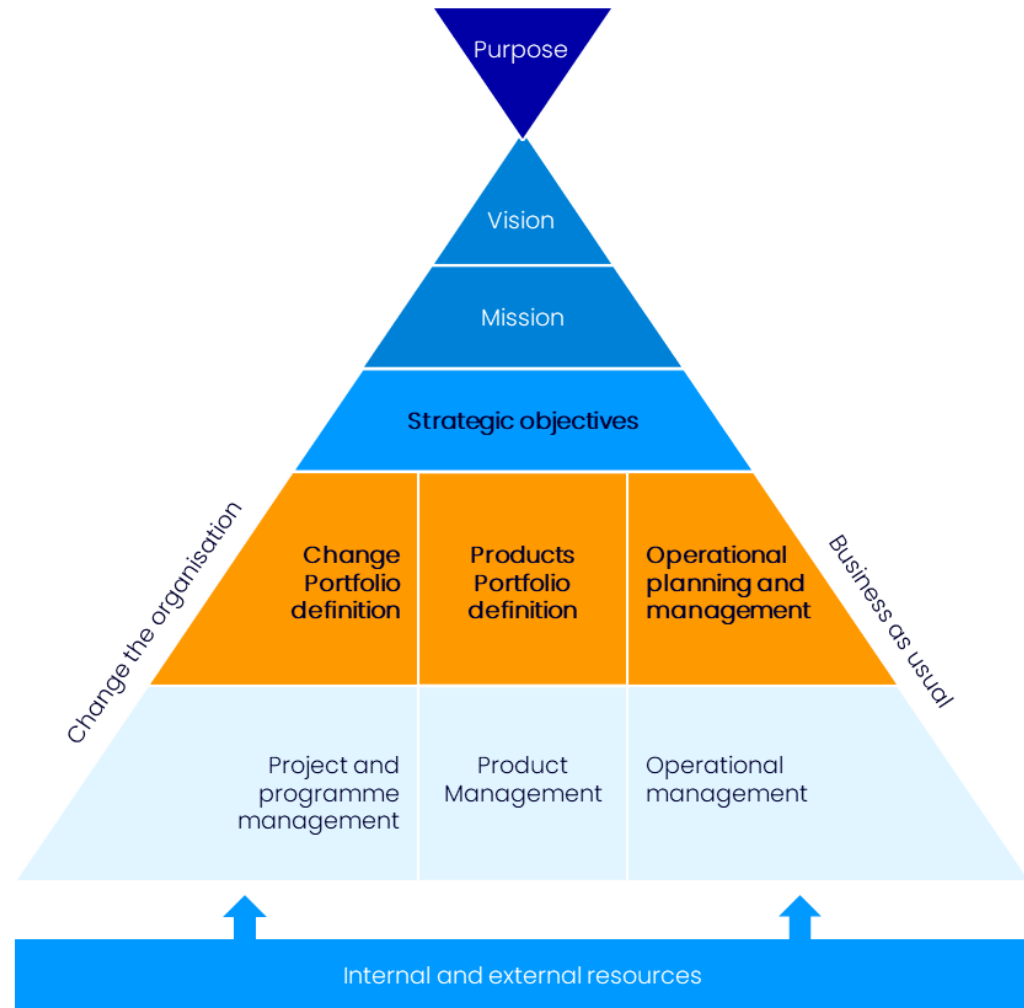
Improve project delivery – NOT THE ONLY FACTOR?

Build a strong connective fabric
between strategy and all forms of
delivery and from strategy to delivery
and back again

Think BIG. Think integrated.

What is Business Integrated Governance?

- Integration from purpose to vision to strategy and delivery
- BAU, Value Creation, Change
- Concepts, Principles, Components, Lifecycle, enabling people, process, tools



David Dunning



David.Dunning@deepteam.co.uk

WWW.DEEPTEAM.CO.UK

+44 (0) 7767803540

www.linkedin.com/in/davidjdunning/

What next?

Find out more – www.big-cic.org.uk

BIG CIC LinkedIn Group –
www.linkedin.com/groups/13651399/

Become a Member – www.big-cic.org.uk/membership/

Conference / event reports / video

<https://deepteam.co.uk/connecting-pmo-with-the-business>

<https://big-cic.org.uk/blog/connecting-project-strategy-management-through-integrated-governance-awareness/>



That's all folks

Context

Figure 15 Strategic Cycle in BIG

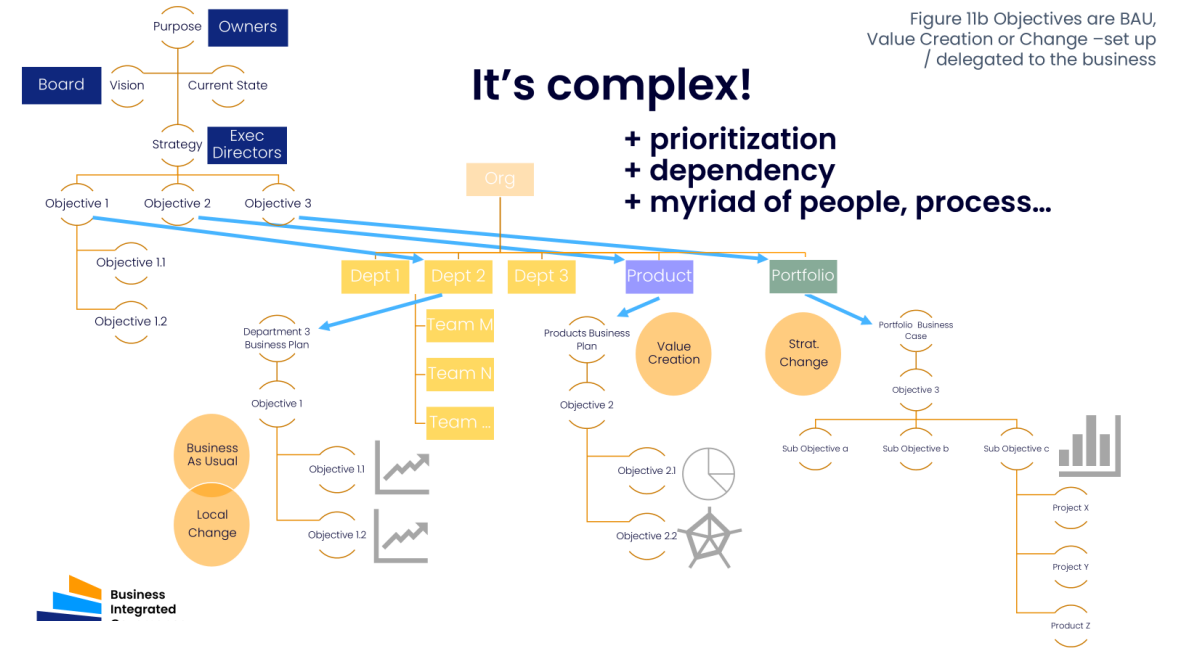
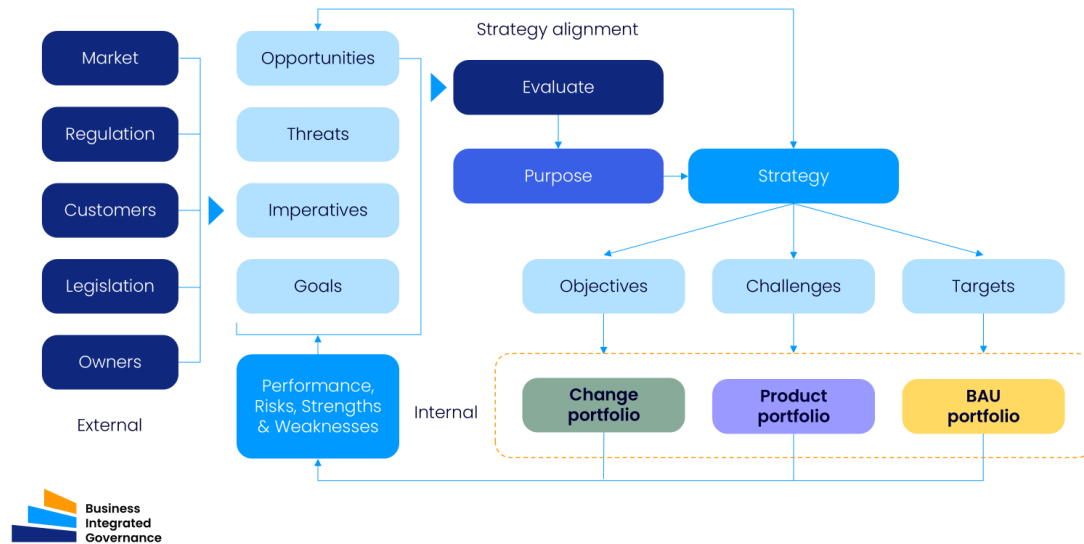


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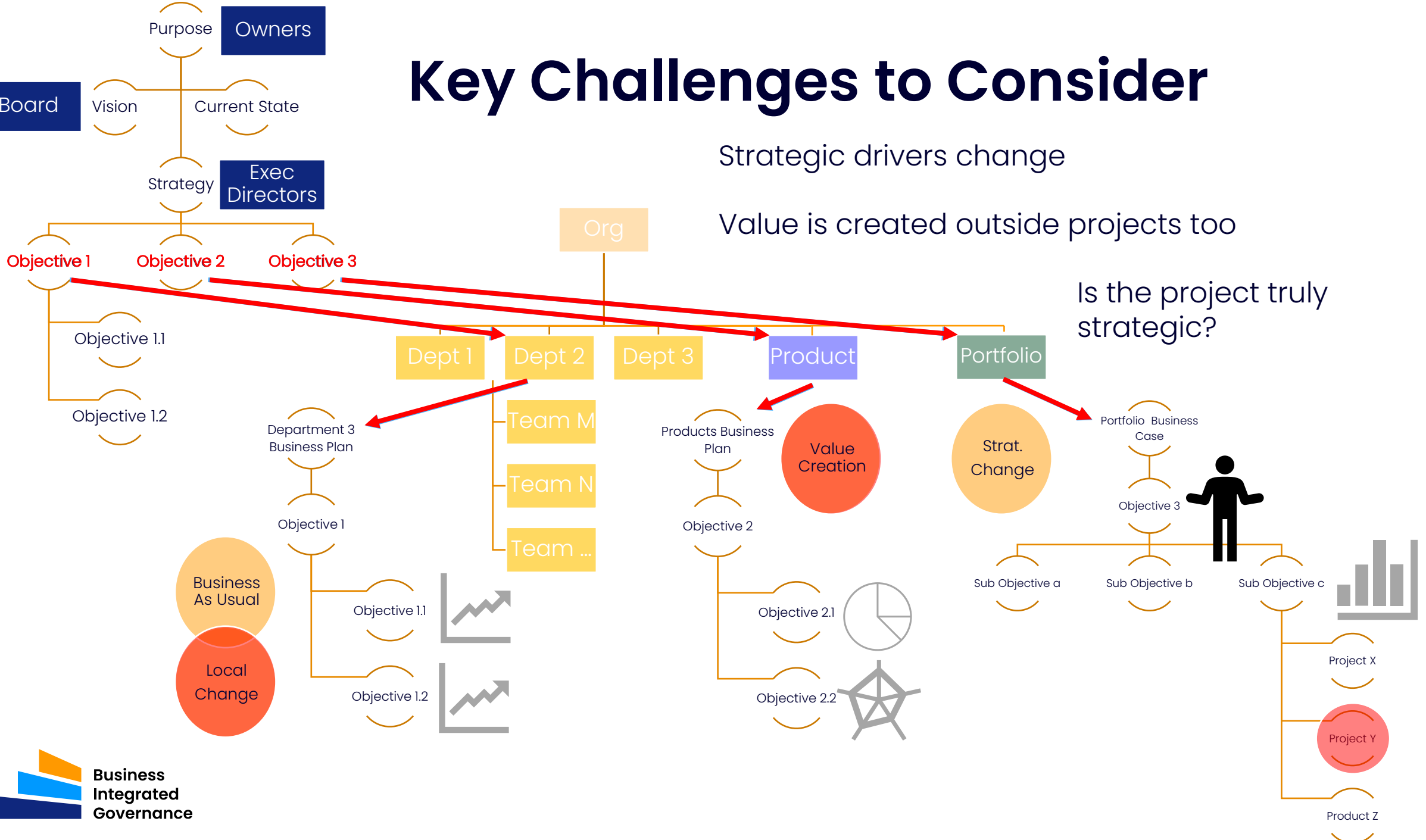
* US based National Association of Corporate Directors (NARC)

Key Challenges to Consider

Strategic drivers change

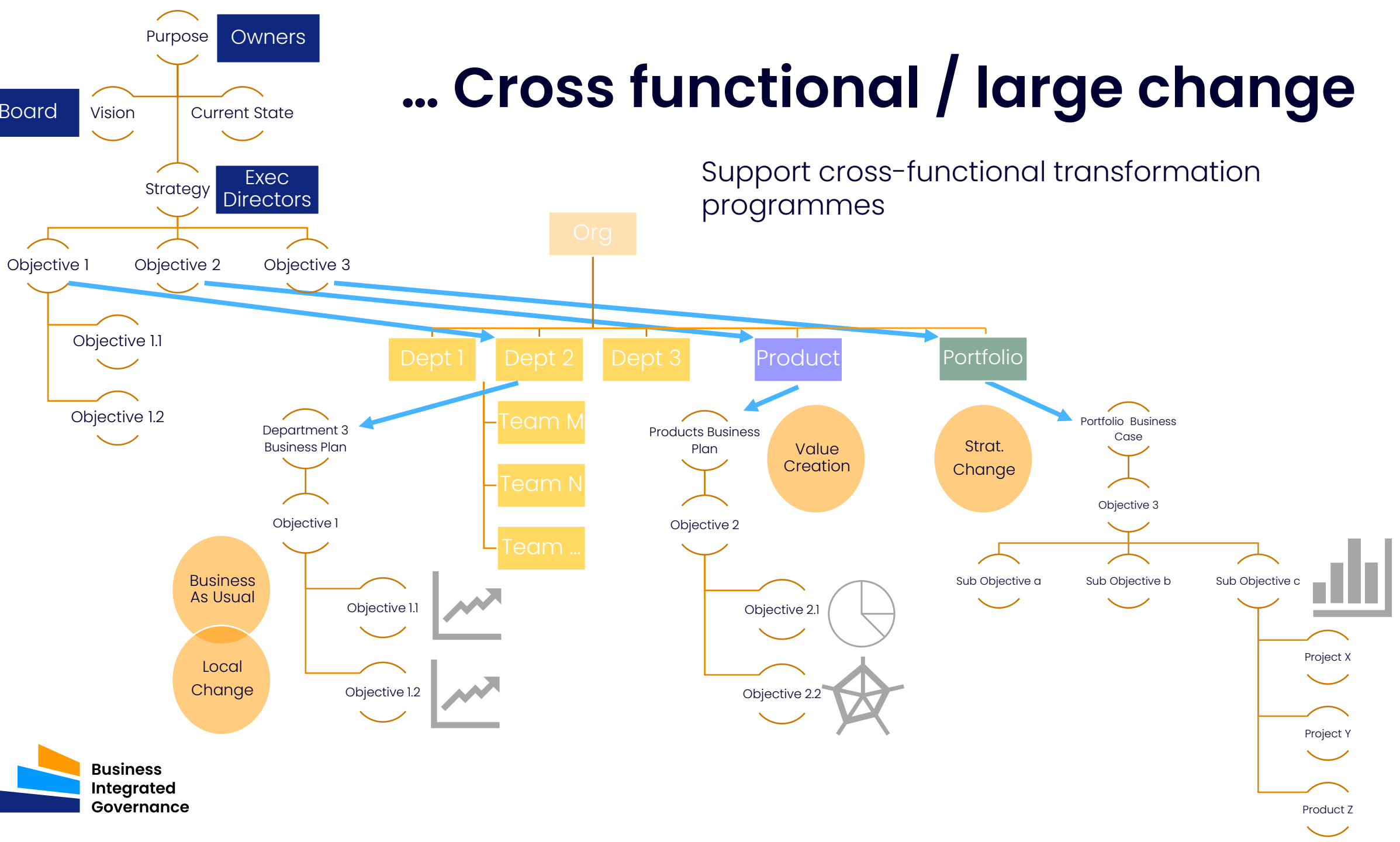
Value is created outside projects too

Is the project truly strategic?



... Cross functional / large change

Support cross-functional transformation programmes



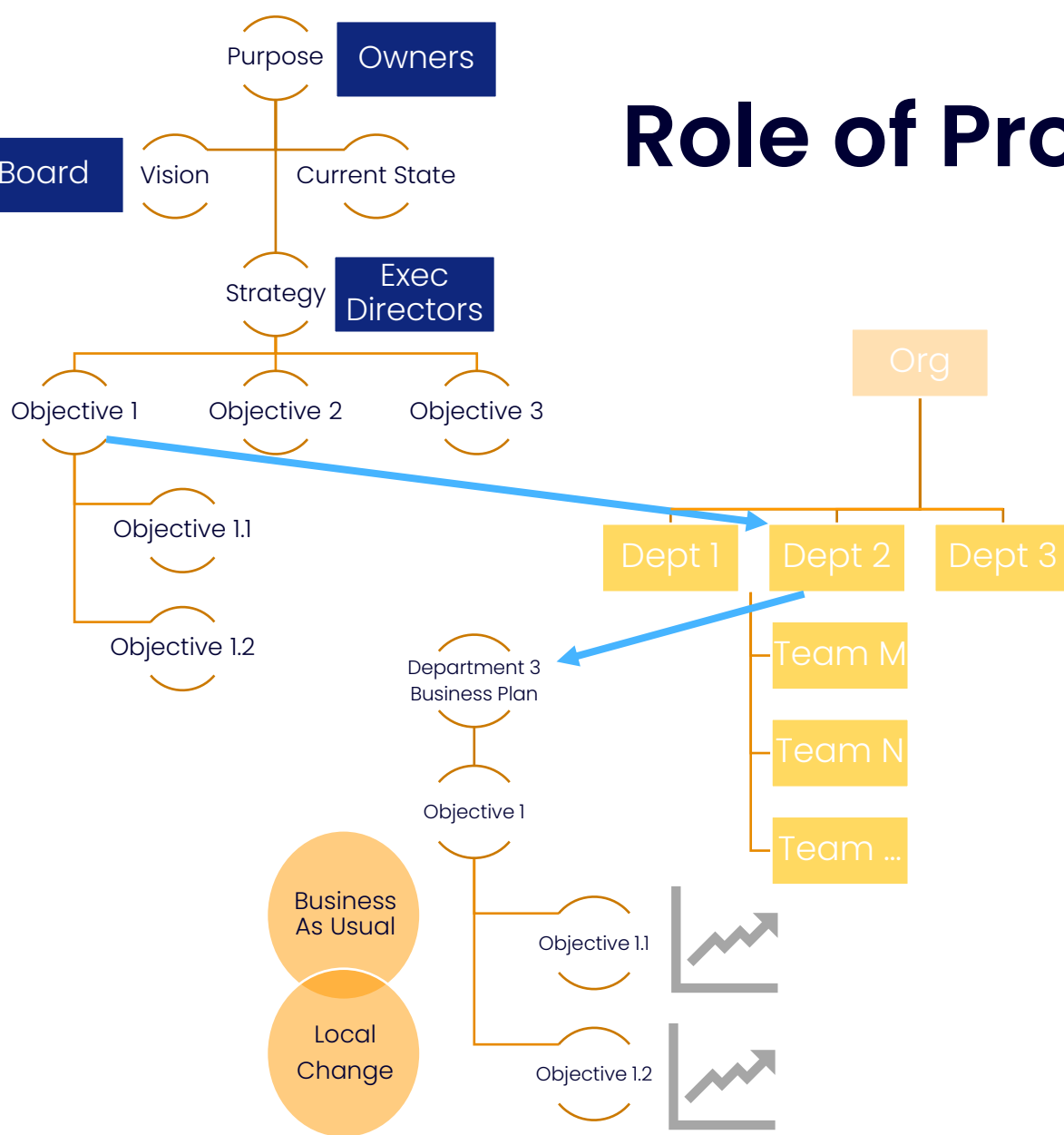
Role of Projects in Operations

Operational units deliver through projects

Larger changes require programmes or portfolios

PMO ensures governance and standards

Tactical Projects try to find Strategic alignment to build business case



... Products / Assets

Products are focused groups or cross functional teams

Lifecycle of development, change and delivery

Projects may or may not be used

