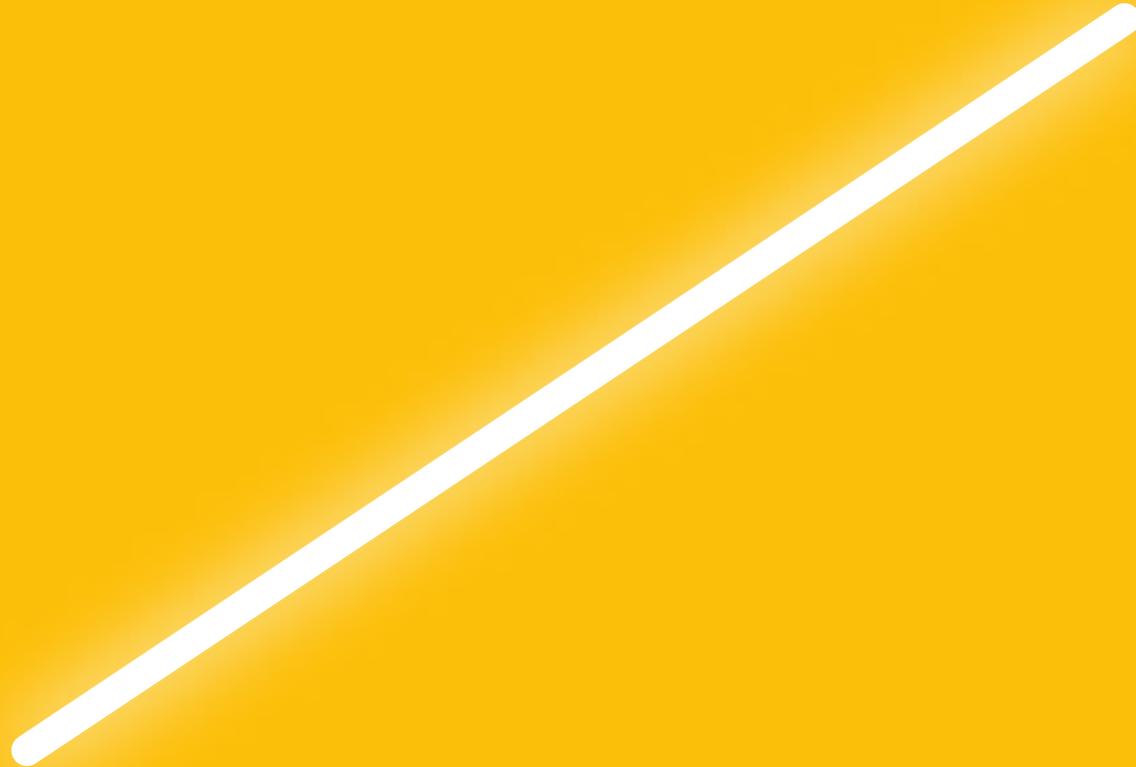# BRIGHTLINE™
## INITIATIVE

**Delivery**

**Design**

**Successfully Bridging the Gap
Between Strategy Design and Delivery**

**Only 1 in 10** organizations can deliver all of their strategic initiatives successfully!

## We are failing to explain how strategy is implemented

As executives try to determine how to implement their strategies, many turn to experts and different sources for frameworks, models, and approaches to help address gaps within their organizations. However, few of these sources reveal how strategy is translated into actions to deliver desired results.
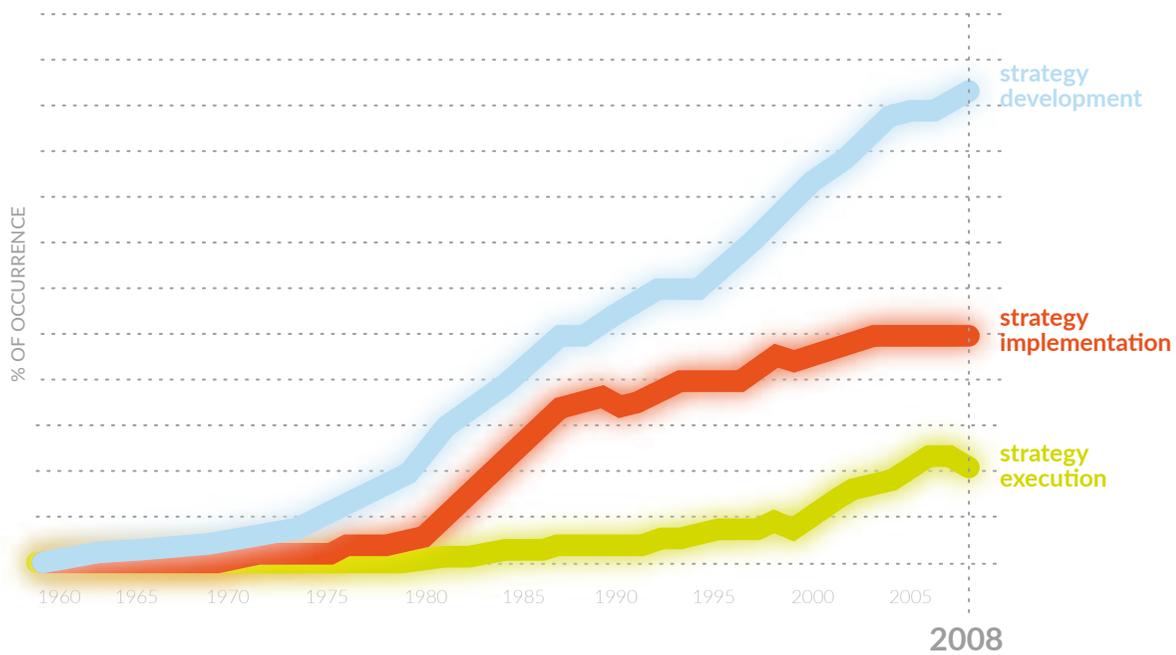
A quick search on Google with keywords such as "strategy development" returns thousands of articles, studies and reports. From academic research, to articles in business magazines, to reports produced by consulting firms, there is a plethora of resources that claim to have THE silver bullet for helping executive leaders effectively implement their strategies.

However, the majority of these solutions have a critical flaw – *they do not clearly address how strategy is implemented*.

Much of the academic and market research literature identifies issues consistent with findings from the Project Management Institute's research related to the Brightline Initiative. The issues are that organizations struggle to achieve their strategic objectives and do not see the link between strategy design and organizational delivery capabilities. These capabilities include strategic initiatives prioritization, program and project management, and change management, just to name a few.
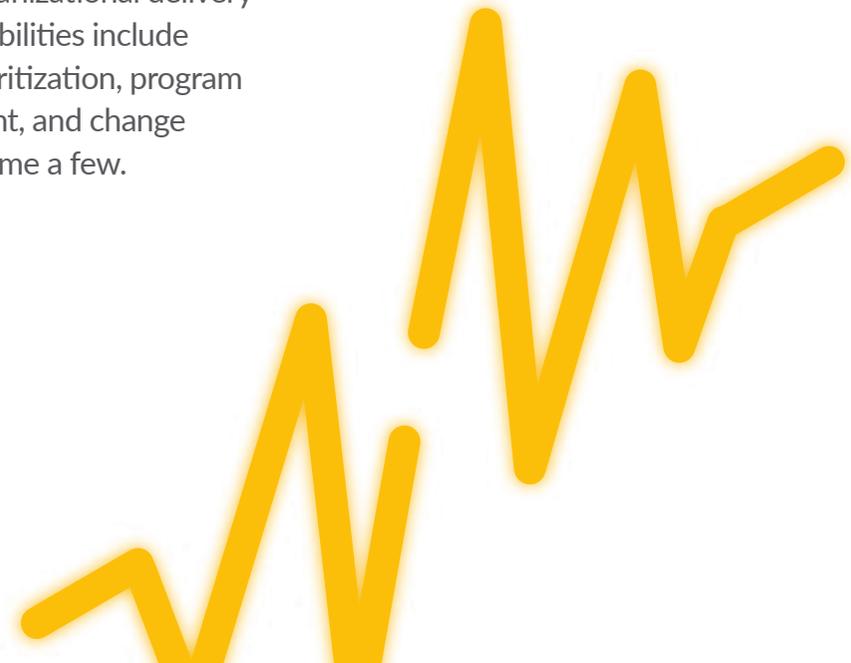
Historically, strategy development has received a much greater attention when compared to strategy implementation according to a Google Search*



**% OF OCCURRENCE**

strategy
development

strategy
implementation

strategy
execution

1960  1965  1970  1975  1980  1985  1990  1995  2000  2005

**2008**

**\*Figure 1**
Google Books Ngram Viewer Search. It shows the frequency of keywords (e.g., strategy development, strategy implementation, and strategy execution) as occurred in a collection of books over the selected years. In this example, from 1960 to 2008.

## There is a belief that execution just happens

A great strategy has no value if it is not implemented. According to a recent Brightline survey conducted by the Economist Intelligence Unit (EIU, 2017), senior executives frequently do not see the crucial contribution of strategy implementation and its inherent value. Recent studies have pointed out the need to shed light into the "implementation side" of strategy, and its importance to the organization success.

In 2013, a survey conducted by the EIU showed that at least 61% of the senior executive leaders admitted their organizations were struggling to bridge the strategy implementation gap. In

another survey, published in 2017, the results did not show any sign of improvements, and still, almost two-thirds (59%) of the respondents admitted that their organizations struggle to bridge the gap between strategy design and delivery (see Figure 2).

This scenario highlights the importance to develop guidelines and practices to support leaders to leverage their organizational delivery capabilities to successfully implement their organizations' strategic objectives.
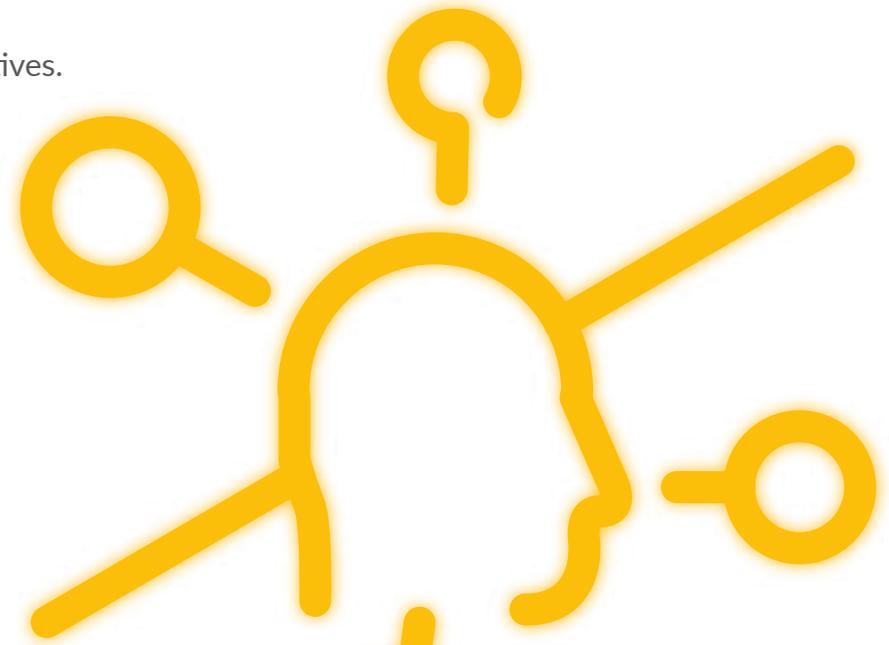
Strategy-Implementation Gap:
**NO sign of Improvements**

**2013**                **2017**
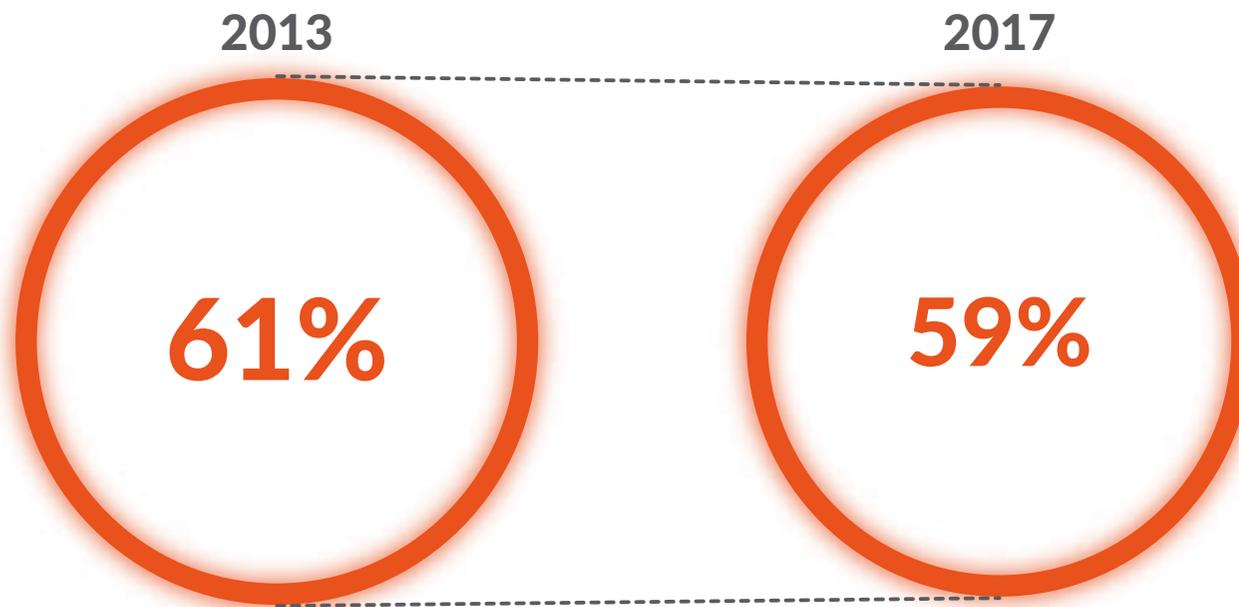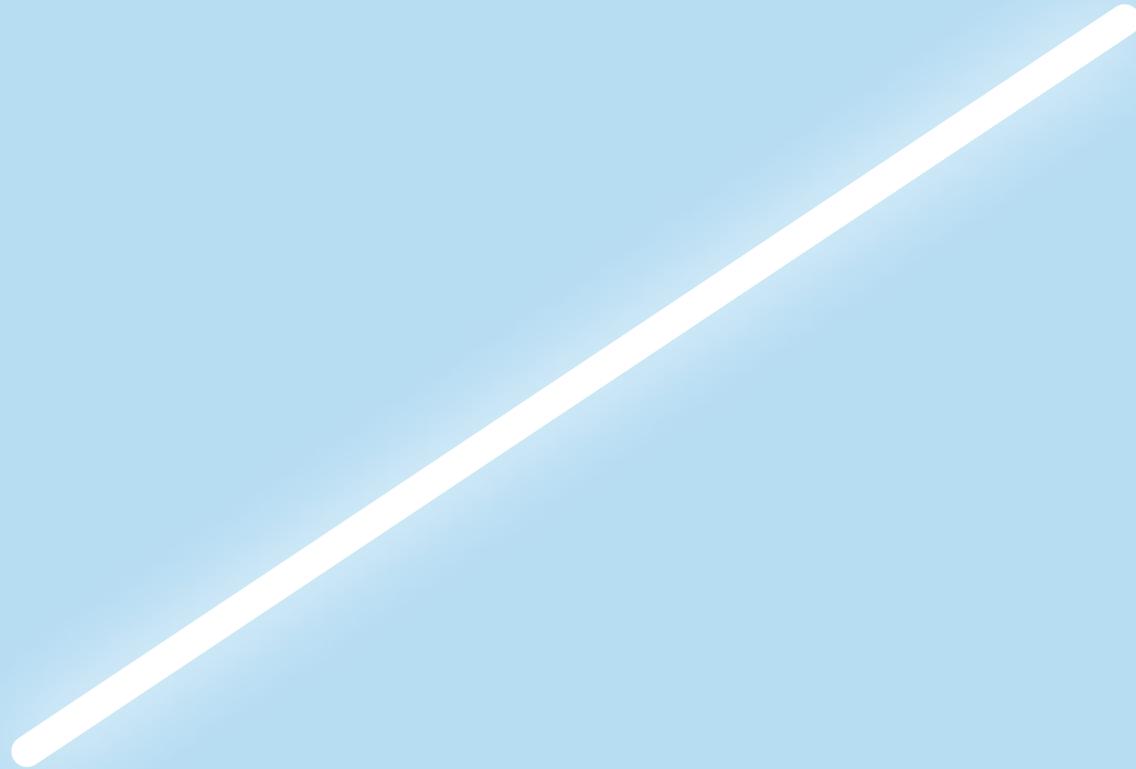
**61%**                 **59%**

**Figure 2**
Comparison of two studies conducted by the EIU (2013 and 2017) in which respondents admitted that their organizations often struggle to bridge the gap between strategy design and delivery.

Brightline?

What
is...

The Brightline™Initiative is a non-commercial coalition of leading global organizations dedicated to helping executives bridge the expensive and unproductive gap between strategy design and delivery. Brightline provides organizations with three key benefits that will improve their ability to deliver on strategic intent: Thought and Practice Leadership, Networking, and Capability Building.

Brightline will ultimately deliver insights and solutions that empower leaders to successfully transform their organization's vision into reality through strategic initiative management. Any professional who is responsible for the results or management of strategy delivery within their organization will benefit from Brightline.

**The Brightline Initiative's
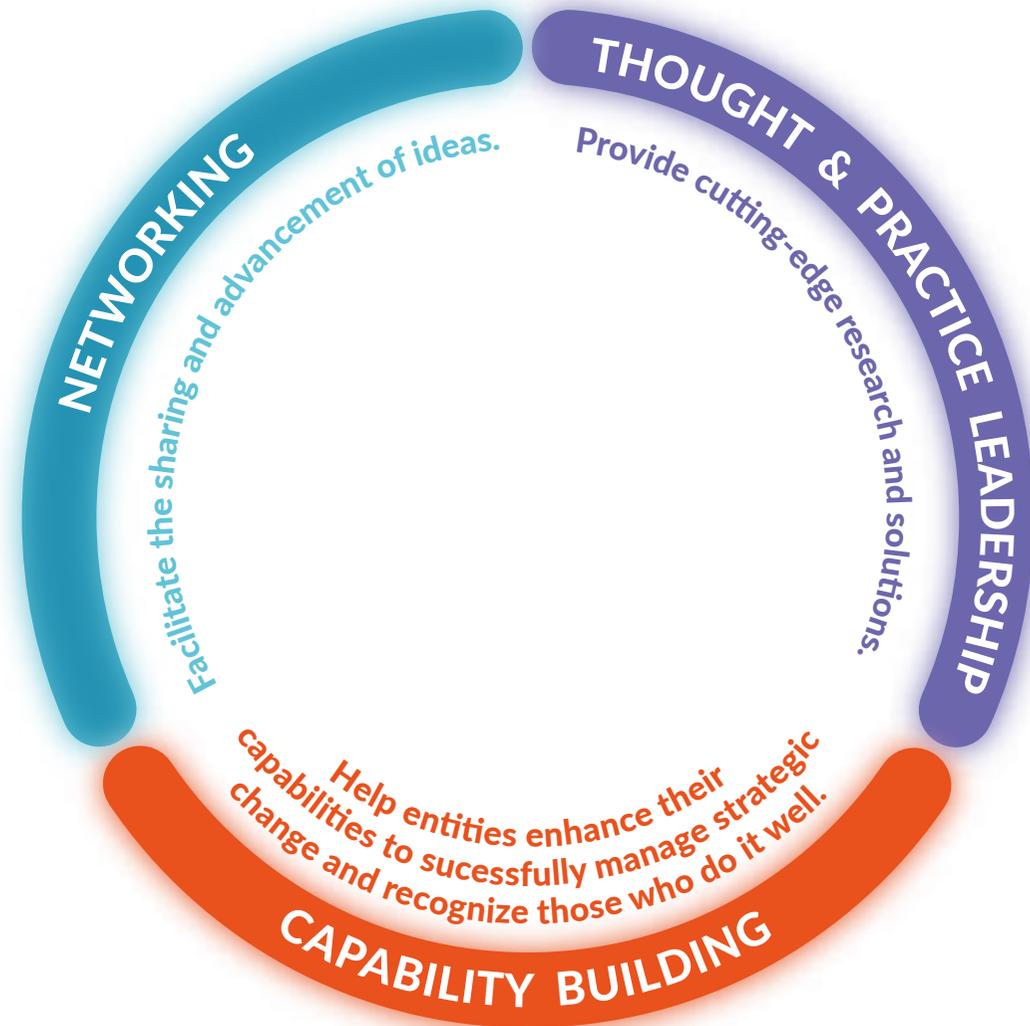3 Key Benefits**

**Networking**
Through networking opportunities,
executives can exchange experiences and
advance ideas and practices related to
strategic initiative management.

**Capability Building**
Through capability building offerings
– such as resource libraries, executive
education programs, assessments and
certifications, and publications –
organizations will have the chance to
further develop knowledge and expertise.

**Thought & Practice Leadership**
Brightline will give organizations the
cutting-edge research and solutions they
need to better implement their strategy.
The emphasis on 'practice' in addition to
'thought' complements the Brightline
Initiative's focus on bridging the gap
between formulating a strategy and
delivering it. 'Practice Leadership' may
include tools such as frameworks and
assessments that support executives in
delivering the strategy.

NETWORKING

Facilitate the sharing and advancement of ideas.

THOUGHT & PRACTICE LEADERSHIP

Provide cutting-edge research and solutions.

Help entities enhance their
capabilities to sucessfully manage strategic
change and recognize those who do it well.

CAPABILITY BUILDING

BRIGHTLINE
INITIATIVE'S

# 10

GUIDING
PRINCIPLES

**The Brightline Initiative's Guiding Principles to successfully bridge the gap between strategy design and delivery.**

1    **Acknowledge that strategy delivery is just as important as strategy design.**

2    **Accept that you're accountable for delivering the strategy you designed.**

3    **Dedicate and mobilize the right resources.**

4    **Leverage insight on customers and competitors.**

5    **Be bold, stay focused and keep it as simple as possible.**

6    **Promote team engagement and effective cross-business cooperation.**

7    **Demonstrate bias toward decision-making and own the decisions you make.**

8    **Check ongoing initiatives before committing to new ones.**

9    **Develop robust plans but allow for missteps — fail fast to learn fast.**

10    **Celebrate success and recognize those who have done good work.**

Coalition

The
Current
Brightline...
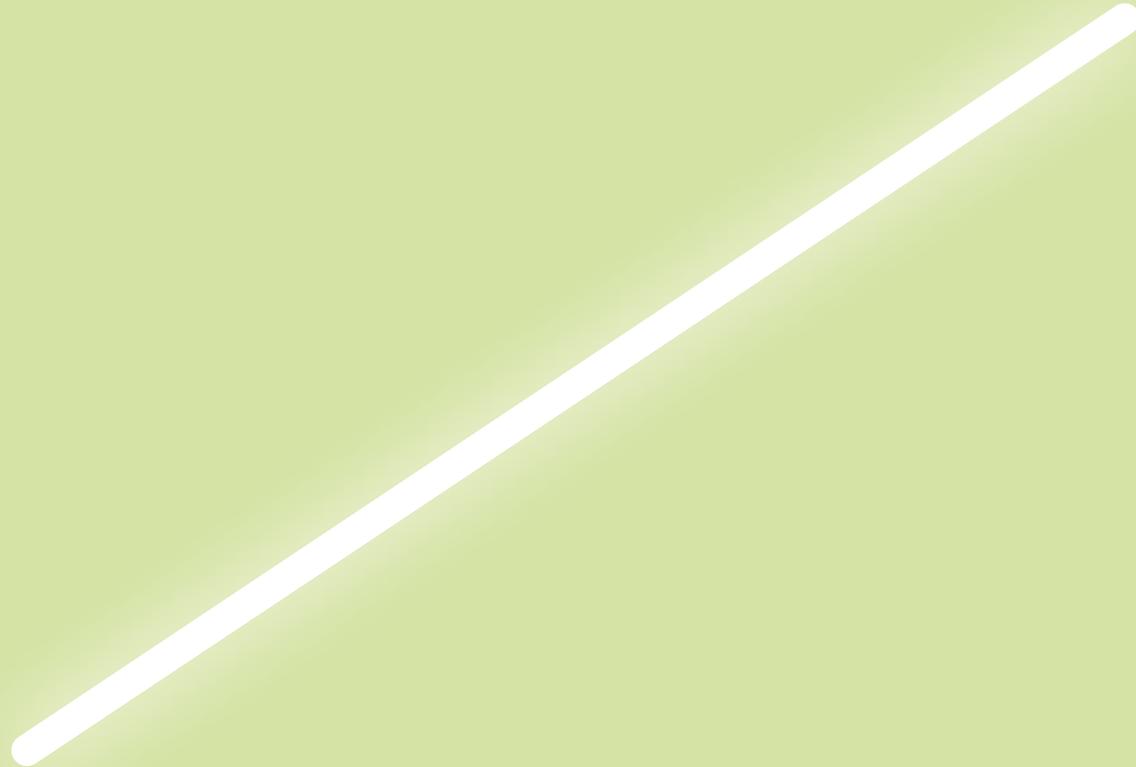
The Brightline Initiative is led by a coalition
of senior leaders representing influential
organizations from the business, government,
academic, and social sectors. The coalition members
collaborate to shape and define the initiative
objectives and products, contributing to the work
from diverse perspectives.

## Coalition Members

**PMI** is the premier professional association for project management, delivering value for more than 3 million professionals working in nearly every country in the world through global advocacy, collaboration, education and research.
Website: **pmi.org**

The **Boston Consulting Group (BCG)**, is a global management consulting firm and the world's leading advisor on business strategy.
Website: **bcg.com**

**Agile Alliance** is a nonprofit organization dedicated to promoting the concepts of Agile software development as outlined in the Agile Manifesto. Agile Alliance organizes and supports events to bring the Agile community together on a global scale.
Website: **agilealliance.org**

**Saudi Telecom (STC)** is the largest telecommunication service provider in the Middle East and North Africa based on its market value. It has about 100,000,000 customers worldwide to whom it provides high-technology knowledge-based innovative solutions.
Website: **stc.com.sa**

**Bristol-Myers Squibb** is global biopharmaceutical company whose mission is to discover, develop and deliver innovative medicines that help patients prevail over serious diseases.
Website: **bms.com**

**Lee Hecht Harrison** is the world's leading talent development and transition company.
Website: **lhh.com**

## Academic and Research Collaboration



The **University of Tokyo Global Teamwork Lab (GTL)** is an industry-university partnership for research, workshops, and education on teamwork across boundaries. The GLT research focuses on the underlying mechanisms and dynamics of performance under complexity.
Website: **gtl.k.u-tokyo.ac.jp**



The **Consortium for Engineering Program Excellence (CEPE) at MIT** is leading research grounded in model-based project design methods and workplace learning. Research topics include processes for the identification and evolution of strategic implementation targets by executive teams, and the relationship and methods of strategy implementation and organizational learning and capabilities development.
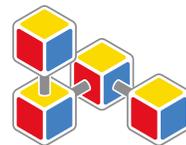Website: **cepe.mit.edu**



The **Technical University of Denmark (DTU)** is at the academic and multidisciplinary forefront of the technical and the natural sciences—with new initiatives in a number of demanding engineering disciplines, including sustainable energy technology and life science.
Website: **dtu.dk**



The **Blockchain Research Institute** is a knowledge network organized to study the strategic implications of blockchain. Our syndicated research program aims to fill a large gap in the global understanding of the second era of the internet and its impact on business, government, and society.
Website: **blockchainresearchinstitute.org**

# BRIGHTLINE™
## INITIATIVE

www.brightline.org