

December 2012 Edition

PRINT PDF VERSION



HAPPY HOLIDAYS!

## Who is the Chief Execution Officer?

One would think the answer to this question should be fairly simple. However, the sad reality is that most organizations really do not understand what the title and responsibilities of a Chief Execution Officer involves. In our experience, the problem stems from the fact that most Chief Executive Officers and leadership teams don't have the skills required, the processes in place, nor the understanding of the effort necessary to methodically translate strategy into execution to get the result they want.

Stephen Covey attributes this failure to the fact that business schools do not teach strategy execution. They teach all aspects of strategic planning, but there are no courses about how to execute strategy. Perhaps this is one reason why 70% to 80% of businesses fail to fully implement their strategy.

To address this problem, we need to instill on our current and future leaders that translating strategy to the types of activities that will achieve the corporation's vision is the responsibility of the Chief Executive Officer and his leadership team.

A Harvard Business Review Blog recently attempted to tackle this issue in an article entitled, "How Smart Leaders Translate Strategy into Execution." In a study based on over 150 case studies, researchers identified three steps that led to CEOs successfully transitioning their style of management to become successful Chief Execution Officers.

**Lead the Leadership Team:** Forming a leadership team that has completely bought into the strategy is the most important step. The HBR study found that, "Consensus on and commitment to the strategy provides a litmus test for determining who on the leadership team should stay and who should go." These are tough decisions, but essential. We call this the "rule of thirds." One third of the leadership team will be committed to the strategy, one third will be against it (preferring the status quo), and one third will wait to see who wins. Don't allow the status quo to win.

**Share the Story:** Too often the Chief Executive Officer and his leadership team keep the strategy a closely held secret. The successful Chief Execution Officers understand that even people who perform non-strategic roles in the company should be told the strategy story so that they become engaged and find ways to contribute to the success of the strategy.

**Provide A System of Strategic Performance Feedback:** People like to see the results of their efforts. They like to see the improved performance, and that the company is achieving its strategic plan goals. HBR found that, "People like to be able to see their individual roles in making a difference." An important responsibility of the Chief Execution Officers is to focus the organization on a few key strategic measures and to keep these measures in front of everyone.

There is so much more to successfully translate strategy to execution. We have highlighted only three important steps to become a successful Chief Execution Officer. Albu Consulting is dedicated to helping our clients translate their strategies to execution so that they achieve all their goals, and realize the full value of their strategic plan. We are always interested in learning from you our readers, so please share with us your thoughts and experiences.



Dick Albu

LinkedIn



Rob Krist

LinkedIn

*"Albu Consulting's wealth of experience and contacts throughout the business community has proven to be an invaluable asset to our growth, both professionally and personally. Their commitment to our company is nothing short of fantastic. I would recommend Albu Consulting to anyone looking to profitably grow their business."*

**John Ragozzino, Ragozzino Foods**

---

## AlbuInfo

Albu consulting is a strategy consulting firm focused on engaging and energizing leadership teams to formulate robust business strategies and follow through on execution of key strategic initiatives. Our mission is to help our clients achieve and strive to exceed all their business objectives. We do this by establishing strategy management as an organizational competency and part of everyone's day-to-day responsibility. We work collaboratively with goal driven, proactive CEOs of middle market companies that are open to new ideas and passionate about increasing the value of their businesses today and tomorrow.

To learn more, call us for a free consultation. For more information about Albu Consulting, visit our website at <http://www.albuconsulting.com/>.

---

Dick Albu, *President*  
[RALbu@albuconsulting.com](mailto:RALbu@albuconsulting.com)

Rob Krist, *Managing Director*  
[RK rist@albuconsulting.com](mailto:RK rist@albuconsulting.com)

Albu Consulting LLC  
1177 High Ridge Road Stamford, CT 06905  
Tel: 203/321-2147  
Website: <http://www.albuconsulting.com/>