

ICA @ NEWS

January 2016



As we look back upon the past year, we would like to acknowledge those who have helped us shape our business. We wish you all the best in 2016 and beyond.

Why Strategic Plans Fail in Execution

How many times have you engaged in an extensive strategic planning process only to never see the plan again, or to see it falter or fail in the implementation activities? You are not alone. Many plans fail to be achieved because of weak links in the execution stage.

A March 2015 [Harvard Business Review](#) article, *Why Strategy Execution Unravels - And What To Do About It*, indicates that there are five myths which represent key impediments to successful strategy execution:

- 1) "Execution" equals "alignment". Although most managers agree that their objectives are well aligned with their resources and the company's strategies, very few actually trust that they can rely on their colleagues from other functional areas. This lack of trust and coordination leads to conflict, duplicative efforts, delayed deliverables, and missed opportunities.
- 2) "Execution means sticking to the plan": No plan can anticipate every event that might help or hinder a company. Agility is critical to execution, but it must fit within strategic boundaries. A plan can neither be too rigid and risk failing to adapt, nor too flexible and risk losing its focus.
- 3) "Communication equals understanding": Although nearly all managers agree that they believe leadership communicates its strategy frequently enough, very few can actually communicate those strategies accurately. Effective communication needs to be measured not by frequency, but by quality - that means providing the right context and consistent, digestible communications.
- 4) "Performance culture drives execution": Successful strategy execution often requires skills such as team work, adaptability, trying new things, and coordination - skills which are frequently absent or underrepresented in performance reviews. By finding ways to reward and recognize these skills, companies begin to reward execution behaviors.
- 5) "Execution should be driven from the top": When a leadership member sees a problem occurring several layers below them in the organizational hierarchy, it can be tempting to jump in and offer solutions. However, this undermines managers' authority, and encourages problems to be elevated to higher up in the organization than they need to be. The best course of action is to encourage distributed leadership, with problems being solved by those immediately involved.

Execution Best Practices

We observe that the best practices of organizations which are most successful at executing their plans for managing resources and focusing high mission performance have the following things in place:



- Clarity of mission and vision and personal connection to the multi-year strategy by all organization members.
- Visibility and involvement of top leadership in the plan formulation and management.
- Single point accountability in a designated Plan Manager with adequate supporting infrastructure for coordination and status monitoring.
- Accountability down to the individual level for plan completion tied to the performance management and reward system.
- Goals, objectives or milestones assigned to cross-cutting teams to promote and measure shared accountability for success.
- Quarterly reviews to measure progress, address issues, recalibrate timeframes.
- Visible celebration and recognition of accomplishments at the individual, team and organization levels.
- Regular communications on and visibility of the plan to all participants.
- Annual plan updates to make adjustments or affirm direction and strategies.

Lynne Carbone & Associates, Inc. customizes strategic and annual plan execution systems to best support each organization. Contact David Bidwell at 301-986-0033 or dbidwell@lynnecarbone.com for information on how we might fortify your planning infrastructure and operating practices.

[Back to top.](#)

NOAA-Wide 5-Year Blank Purchase Agreement (BPA)



NOAA clients may continue to utilize the LCA BPA through September 2018 for a variety of consulting services, including:

- Strategic and Annual Planning
- Organizational Assessment
- Organization Change and Change Management
- Strategy Development and Issue Management
- Conference and Workshop Design and Facilitation
- Leadership Development and Executive Coaching
- Organization and Team Development and Training
- Environmental Science and Policy
- Training and Mini-Workshop Series
- Meeting Facilitation
- Executive Management Consultation
- Leadership Coaching and Support
- Diversity Training
- Technical and Specialty Consulting Services

The contracting process is straight-forward, requiring NOAA clients to contact the new COTR, Sherri Watkins at Sherri.Watkins@NOAA.gov (301-713-3196 x 147) to develop a statement of work, and when approved, commit funding. Because LCA has already competed for this contract award, the process is streamlined and time efficient for the Line Offices.

If you would like to find out more about the contract or would like to enlist LCA services, please contact Lynne Carbone at LCarbone@LynneCarbone.com or call our office at 301-986-0033.

[Back to top.](#)

GSA MOBIS Renewal for 2016-2020

LCA is pleased to announce that on September 30, 2015, we were again awarded a 5-year renewal of our MOBIS contract **#GS-10F00961**. Federal agencies may access the contract through FedBizOpps or by calling Lynne Carbone directly.



[Back to top.](#)

LCA Team News

Laurie Allen

Highlighted in a previous newsletter, Laurie Allen a long-time NOAA employee has joined LCA as an Associate offering our clients a number of unique scientific, policy, organization and management specialties. We are delighted to share that Laurie Allen, after 22 years of public service, mostly with NOAA and the last 5 years with USGS, has moved into the private sector as an independent consultant. She has honored us by joining the firm as an Associate and offers a depth of knowledge experiences, and competencies which are a good fit for many of the NOAA Line Offices. She is a certified facilitator and has extensive experience managing meetings with all levels of attendees.



Laurie's unique capabilities which have already been utilized by a number of LCA's clients and include:

- Policy Analysis, e.g. background research, public comments, surveys
- Issue Resolution, e.g. data collection, analysis, option definition, report formulation
- Science program development, e.g. strategy, planning, communications, partnerships
- Technical writing e.g. Environmental/Biological Assessments, background research/ data analysis for publications, science and policy communications
- Strategic and annual planning

She has recently worked with us on a strategic planning for NWS/NCEP, strategic planning with the Capitol Visitor Center and an analysis of inputs to support a decision on the future integration functions housed in the current PPI. She recently organized and conducted a meeting on west coast sea otter management with the US Navy, FWS and Monterey Bay Aquarium.

Ms. Allen's professionalism, strong analytical capabilities, partnership building focus and deep knowledge of how government programs work (or don't) have been a huge asset to our team and benefited several of our client organizations.

David Bidwell

Congratulations to David Bidwell who was married to his long-term sweetheart, Katy Hamlin on the eighth of August in Maine. We wish them a lifetime of health and happiness together.



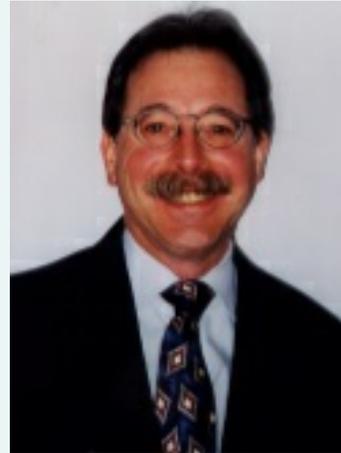
Rebecca Christoff

The latest addition to the LCA full-time team is Rebecca Christoff who joined the firm at the end of August as Program and Administrative Associate. Rebecca earned a B.S. in Biology from George Mason University and came to us highly recommended by close friend, Dr. Joseph Geraci. Ms. Christoff performed research, data analysis and document editing for Dr. Geraci. Her work at LCA will focus on program design, customized program materials development, data analysis, on-site computer support and office management.



Philip Heller

Philip Heller is a Seattle based, 20+ year Associate of LCA. We are delighted that in the last year he has been coming East to provide outstanding consulting support to many of our clients engaged in Executive Coaching and Teambuilding. Let us know if you are interested in hearing more about Dr. Heller's expertise and track record.



[Back to top.](#)

[Join Our Mailing List!](#)

Lynne Carbone & Associates, Inc.
7910 Woodmont Avenue, Suite 1140
Bethesda, Maryland 20814

Phone: 301-986-0033
Fax: 301-986-0034
Email: LCarbone@LynneCarbone.com