

# AUDIT OF STRATEGY AND EXECUTION - TEMPLATE



**CLIENT**

**RESPONDENT**

**ANONYMOUS?**

**Clive Harrison:**  
Refer to Lafley and  
Martin "Playing to Win"

AGREE ← → DISAGREE

## THE STRATEGY ITSELF

1 2 3 4 5

- 1 The strategy is well-articulated and clear
- 2 The strategy starts with a "Winning Aspiration"
- 3 The strategy clearly indicates where we will play:
- 4 *Target Markets*
- 5 *Products/Services*
- 6 The strategy contains a value proposition
- 7 The strategy is demonstrably better than competitors
- 8 The strategy is inspirational
- 9 The strategy is consistent with the external environment:
- 10 *Current*
- 11 *Future (Forecast)*

**Clive Harrison:**  
Strongly agree

**Clive Harrison:**  
Agree somewhat

**Clive Harrison:**  
Could cross reference  
Barney VRIO model

**Clive Harrison:**  
Refer to Hubbard  
definition of Strategic  
Capability - similar to  
Sustainable Competitive  
Advantage - "SCA"

## STRATEGIC CAPABILITY

- 12 The organisation has the strategic capability now
- 13 The organisation can acquire the necessary capabilities
- 14 The strategy delivers an enduring strategic advantage

## COMMUNICATION-ALIGNMENT-"BUY-IN"

- 15 I can articulate the strategy
- 16 I understand the strategy
- 17 I accept the strategy
- 18 Leaders can articulate the strategy
- 19 Leaders clearly understand the strategy
- 20 Leaders clearly accept the strategy
- 21 Managers can articulate the strategy
- 22 Managers clearly understand the strategy
- 23 Managers clearly accept the strategy
- 24 Employees can articulate the strategy
- 25 Employees clearly understand the strategy
- 26 Employees clearly accept the strategy

## EXECUTION

- 27 The strategy is used to guide business choices and decisions by:
- 28 *Leaders*
- 29 *Managers*
- 30 *Employees*
- 31 All organisational actions are consistent with the strategy
- 32 The strategy is consistent with organisational values and culture
- 33 The strategy specifies the roles and accountabilities for execution
- 34 The strategy specifies the performance metrics for execution
- 35 The strategy provides for feedback loops and dynamic response