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organizes and runs an annual strategy meeting and coaches the executive team on strategic options. But developing strategy should not be a one-time annual event. After all, performance measures such as those supplied by the Balanced Scorecard, provide continual evidence.

The OSM Strategy Planning unit can act as a filter for new ideas that come from within the organization. We've found the most planning units adapt fairly quickly to the continuous strategy.

The old strategy calendar

The problem with this approach is that the activities are carried out largely in isolation and without guidance from the enterprise's strategy. This partitioning of responsibilities creates the gulf between an organization's strategy and its process.

The new strategy calendar

The exhibit

"The New Strategy Calendar" illustrates the activities that properly constitute

