

Q1 How managers develop their company's strategy?

Ans-1 The decades since Peter Drucker first urged executives to manage by objectives, companies have stepped up his famous "letter to the post" with ever more elaborate and time-consuming processes for setting goals. The result is usually a profusion of measures and targets finally approved six months into the year they are supposed to cover, that add only to the confusion about what really matters to the business.

(i) This article is about how to answer that question. In the following pages you will read about a process I call strategy budgeting, a technique derived from the military.

(i) Through it, managers and their subordinates can move together from the uncertainty surrounding seemingly complex goals and performance measures to clarity about just which objectives each person needs to focus on, in what order of priority.

(ii) The briefing also helps managers set parameters for two variables that are the bedrock of high performance: the extent to which people in an organization act in line with the "leader's" intentions, and how much freedom they have to take independent action.

In essence, the briefing turns lofty strategic goals into a clear blueprint for execution.

iv In what follows I'll walk you through the five-step bridging process illustrating it with a ~~an~~ fictional example stitched together from my own

~~exp~~ experiences as a consultant and a teacher. To conclude I'll explain how to roll the process up, down, and across your organization.