

**APM Governance Interest Network webinar:  
Question and Answers**

Detailed answers to questions received during the live webinar 'How to deliver strategy through projects with integrated governance',  
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Q1 Does your organisation have a clear purpose, vision and strategy?

Conclusions from me: <b>Item</b>	<b>BIG Components to minimise the issue:</b>
<p><b>Clear, but needs better communication:</b> Many organisations have a defined strategy, but it's not effectively communicated or cascaded to all levels.</p>	<p>Strategy Information Model            Strategy Operating Model            Organisation Structure            Governance            Accountability            Information &amp; Data            Business Support &amp; Assurance            Leadership</p>
<p><b>Lack of clarity or outdated:</b> Some respondents indicated no clear strategy or that the strategy is outdated and not actively used.</p>	<p>Governance            Accountability            Information &amp; Data            Business Support &amp; Assurance            Leadership</p>
<p><b>Multiple/conflicting strategies:</b> In some cases, organisations struggle with having too many or conflicting strategies, leading to confusion.</p>	<p>Governance            Accountability            Information &amp; Data            Business Support &amp; Assurance            Leadership</p>
<p><b>Ongoing improvement:</b> A few organisations are working on developing or refining their strategies to improve communication and alignment across the business.</p>	<p>Strategy Operating Model            Governance            Accountability            Business Support &amp; Assurance            Leadership</p>
<p><b>Operational challenges:</b> Financial difficulties, operational priorities, or a focus on survival can impact the effectiveness of strategy implementation.</p>	<p>Business Support &amp; Assurance            Leadership</p>

Question 2 - Does your organisation have a clear cascade of objectives to sub objectives?

Issue	Comment	BIG Components to minimise the issue:
Lack of Clarity and Understanding	No clear understanding of objectives at different levels, especially at higher levels; confusion about relevance to individual roles.	Strategy Information Model Strategy Operating Model Organisation Structure Governance Accountability Information & Data Business Support & Assurance Leadership
Inconsistent Communication	Poor communication leads to misalignment; high-level objectives are well-defined, but sub-objectives lack detail.	Strategy Information Model Governance Accountability
Absence of Cascading Mechanisms	No formal cascade process; teams struggle to align with broader objectives; lack of accountability affects effectiveness.	Organisation Structure Governance Accountability Business Support & Assurance
Competing and Conflicting Objectives	Existence of competing objectives creates confusion; conflicting priorities reduce focus on key goals.	Strategy Operating Model Organisation Structure Governance Accountability
Siloed Operations	Silos prevent understanding of overarching goals; teams work in isolation rather than collaboratively.	Strategy Operating Model Organisation Structure Governance
Overlooked Workloads and Responsibilities	Objectives set without clear workloads; ambiguity in execution and responsibilities; disconnect between objectives and actual work.	Strategy Operating Model Organisation Structure Governance
Insufficient Leadership Support	Lack of guidance from senior leadership; absence of senior accountability hampers alignment with higher-level goals.	Business Support & Assurance Leadership

Resource Constraints	Financial and resource limitations hinder effective implementation of cascading objectives.	Governance Accountability
Reactive vs. Proactive Approach	Reactive decision-making; lack of strategic direction leads to panic-driven rather than systematic progress.	Strategy Operating Model Organisation Structure Governance Accountability

Question 3 - In your organisation, are objectives prioritised?

### Challenges with Prioritisation of Objectives

**1. Conflicting Priorities:**

- Many responses indicate that priorities often conflict with each other, leading to confusion and ineffective decision-making. This is exacerbated by differing team focuses and senior leadership priorities.

**2. Lack of Clear Guidelines:**

- There is often no formal process for prioritisation, making it difficult to determine which objectives should take precedence. Responses suggest that many organisations lack a transparent prioritisation framework.

**3. Resource Constraints:**

- Limited resources, including time and funding, often hinder the effective prioritisation of objectives. Organisations may struggle to allocate sufficient resources to their highest priorities.

**4. Reactive Approach:**

- Many responses highlight a reactive approach to prioritisation, where objectives are set in response to immediate pressures rather than a strategic plan. This can lead to firefighting rather than long-term planning.

**5. Leadership Issues:**

- The responses reveal that leadership often prioritises objectives based on who shouts the loudest, leading to a lack of accountability and strategic focus. This can create a culture of competition rather than collaboration.

**6. Political Dynamics:**

- The prioritisation process can be heavily influenced by internal politics, making it difficult to achieve consensus on what objectives should be prioritised. This can lead to stagnation and a lack of clear direction.

**7. Poor Communication:**

- In many organisations, the communication of priorities is not effective. Teams may not be aware of the overarching objectives, leading to misalignment and inefficiencies.

**8. Inconsistent Implementation:**

- Even when priorities are established, they may not be implemented consistently across the organisation.

This inconsistency can lead to confusion and misaligned efforts.

**9. Focus on Short-Term Goals:**

- Organisations may be overly focused on immediate goals at the expense of long-term strategic objectives. This short-term mindset can undermine the ability to prioritise effectively.

**10. Lack of Empowerment:**

- Employees often feel they are not empowered to make decisions about prioritisation. This lack of agency can lead to disengagement and reduced effectiveness in achieving objectives.

**Summary**

These challenges highlight the complexities organisations face when trying to establish a clear and effective prioritisation of objectives. Addressing these issues requires strong leadership, clear communication, and a commitment to strategic planning and resource allocation.

Question 4 - Does your organisation's objectives include key results to give a measure of progress?

Issue	Comment	BIG Components to minimise the issue:
Lack of Clarity on Objectives	Many respondents indicated that the overall objectives were not clearly defined, which complicates the process of establishing key results that effectively measure progress.	Strategy Information Model Strategy Operating Model Organisation Structure Governance Accountability Information & Data Business Support & Assurance Leadership
Difficulties in Quantifying Key Results	Respondents mentioned challenges in quantifying results and establishing clear metrics. This can lead to confusion about what constitutes progress and how it is measured.	Accountability Information & Data Business Support & Assurance
Overemphasis on Metrics	There is a concern that an overfocus on metrics may lead to a tick-box approach rather than genuinely assessing progress and impact.	Governance Accountability Information & Data Business Support & Assurance

Resource Constraints	Limited resources, including time and funding, hinder the effective measurement of key results. Respondents noted that tight resourcing affects the ability to track and measure progress.	Information & Data Business Support & Assurance Leadership
Resistance to Change	Some individuals are resistant to adopting key results as a measure, preferring traditional methods or lacking the necessary training to understand new frameworks.	Business Support & Assurance Leadership
Aligning Key Results Across Departments	Respondents highlighted the difficulty of ensuring that key results are aligned across different departments, leading to inconsistency in how progress is measured organisation-wide.	Governance Accountability Information & Data Business Support & Assurance
Changing Priorities	Frequent changes in organisational priorities can disrupt the focus on key results, making it hard to maintain a consistent measure of progress over time.	Strategy Operating Model Governance Accountability Information & Data Business Support & Assurance
Data Quality Issues	The effectiveness of key results relies heavily on the quality of the data collected. Concerns about data integrity can undermine confidence in the measurement process.	Accountability Information & Data Business Support & Assurance
Inflexibility in Measurement Frameworks	Some organisations struggle with rigid measurement frameworks that do not allow for adaptability or flexibility, limiting the ability to respond to changing circumstances.	Information & Data Business Support & Assurance
Cultural Misalignment	A lack of alignment between organisational culture and the use of key results can lead to confusion or reluctance to adopt new measurement approaches, impacting overall effectiveness.	Strategy Operating Model Organisation Structure Governance Accountability Information & Data

Question 5 - Does your Organisation have a technology backbone for Objectives, beyond a cloud of documents?

Issue	Comment	BIG Components to minimise the issue:
Lack of Integration	Many organisations struggle with fragmented systems that do not communicate effectively, resulting in a lack of cohesive data and insights.	Strategy Information Model Strategy Operating Model Organisation Structure Governance Accountability Information & Data Business Support & Assurance Leadership
Ineffective or Unused Tools	Some responses indicate that the existing tools, while present, are not effective or underutilised, leading to suboptimal outcomes and inefficiencies.	Information & Data Business Support & Assurance Leadership
Manual Processes	Numerous organisations still rely on manual tracking and reporting methods, which can lead to errors, delays, and increased workloads.	Governance Accountability Information & Data Business Support & Assurance Leadership
Data Quality and Reliability Issues	Concerns about the quality and reliability of data are prevalent, with responses indicating that data may not be accurate or consistent.	Governance Accountability Information & Data Business Support & Assurance Leadership
Siloed Information	Many organisations report having data housed in silos, making it difficult to get a comprehensive view of objectives and progress.	Governance Accountability Information & Data Business Support & Assurance Leadership
Firefighting Culture	Some responses highlight a reactive approach to objectives, where organisations are constantly "putting out fires" rather than proactively managing their goals.	Governance Accountability Leadership

Limited Visibility	There is often a lack of visibility into how objectives align with overall strategy, leading to confusion about priorities and resource allocation.	Governance Accountability Information & Data
Insufficient Strategic Planning	Several organisations indicate that there is no clear technology strategy, which can hinder effective implementation of tools and systems for managing objectives.	Information & Data Business Support & Assurance Leadership
Change Resistance	Organisations may face resistance to adopting new technologies or processes, even if the current methods are ineffective.	Business Support & Assurance Leadership
Inconsistent Reporting Methods	A variety of reporting methods are in use, which can complicate tracking progress and aligning objectives across teams and departments.	Information & Data Business Support & Assurance Leadership

### Summary

These challenges reflect a complex landscape where organisations are struggling to establish a robust technological foundation for managing objectives effectively. Addressing these issues could help improve alignment, efficiency, and overall performance in achieving strategic goals.

### Audience questions overall Conclusion:

The event highlighted several recurring challenges that organisations face in strategic planning and execution, particularly around governance, data integration, prioritisation of objectives, and empowerment. While many organisations are aware of these issues, there remains a gap between strategy and execution, often due to cultural factors, siloed information, inconsistent processes, and lack of effective tools. However, there was a strong interest in adopting frameworks like BIG to address these gaps and a general optimism that with the right focus on governance and technology, organisations can improve their strategic outcomes.