# From Strategy to Value Realisation:

## 4 disciplines that turn organisational ambition into action

**A strategy delivers value when it changes decisions, directs effort, and improves business results.**

Defining strategic ambitions is rarely the hardest part. The real challenge is delivering them consistently across an organisation's functions. Initiatives compete for resources, teams pursue different priorities, and progress can be difficult to measure.

For organisations navigating growth and transformation in Saudi Arabia, this often comes down to how effectively strategic priorities are translated into everyday work. Four disciplines can help leaders establish that connection.



# Four disciplines that turn organisational ambition into action

## 1. Establish clear priorities and outcomes

Leaders need a shared understanding of what the organisation is trying to achieve and how success will be measured. When priorities are unclear, functions can pursue competing objectives and spread resources across too many initiatives. The challenge is not to create more priorities, but to make deliberate choices about where time, investment and effort will have the greatest impact.

These choices need to be expressed as measurable outcomes. Improving customer experience, for example, is an ambition. Reducing waiting times gives leaders a clearer basis for assessing progress.

Measures should help leaders understand whether the organisation is achieving the change it intended, rather than simply tracking completed activities. They also provide a basis for resolving competing demands and directing resources towards the work that matters most.



## 2. Translate strategy into action

Once priorities are agreed, leaders need to turn them into initiatives, milestones and deliverables. This includes identifying dependencies between teams and making clear how individual activities contribute to the intended outcomes.

Consider an organisation seeking to improve operational efficiency. Achieving this may require process redesign, technology improvements and changes to decision-making across several functions. If each initiative is managed independently, projects may be completed without delivering the overall business benefit. Coordinating the work helps expose dependencies and keep delivery focused on the targeted result.

This also requires choices about what to postpone or stop. Initiatives need to be prioritised according to their expected impact, available capacity and organisational readiness. Without these choices, strategic programmes can become an additional workload layered on top of business-as-usual responsibilities.



## 3. Make accountability work in practice

Delivery often slows when ownership is unclear or decisions cannot be made at the right level. Teams wait for approvals, responsibilities overlap, and issues remain unresolved because no one has the authority to address them.

Each strategic priority and major initiative needs an accountable owner who understands the expected outcomes and can coordinate the people involved. That responsibility must be supported by appropriate resources, capabilities and decision-making authority. Assigning ownership without providing these conditions is unlikely to improve delivery.

Performance measures also need to distinguish between progress and impact. Milestones indicate whether work is on schedule, while outcome measures show whether it is producing the intended benefit. Clear decision rights and escalation routes allow teams to resolve obstacles before they affect wider delivery. Accountability is therefore not simply about assigning names to initiatives. It is about creating the conditions in which people can take responsibility and make progress.



## 4. Use performance rhythm to keep delivery on track

Regular performance reviews help leaders identify emerging issues, assess results and make decisions before delays become more difficult to resolve.

The focus should be on progress against outcomes, key risks, dependencies and decisions requiring leadership attention. The frequency of reviews will depend on the pace and complexity of delivery. Teams may need frequent milestone reviews, while executive discussions focus on strategic outcomes, major risks and resource allocation.

For these reviews to be useful, they must lead to action. If an initiative is delayed because another function has not made a decision, leaders need to resolve the dependency. If the expected benefits are no longer achievable, they may need to reconsider the scope or redirect resources.

Performance information is valuable when it changes what leaders do next. Reviews should therefore provide a clear view of where intervention is needed and who is responsible for acting.

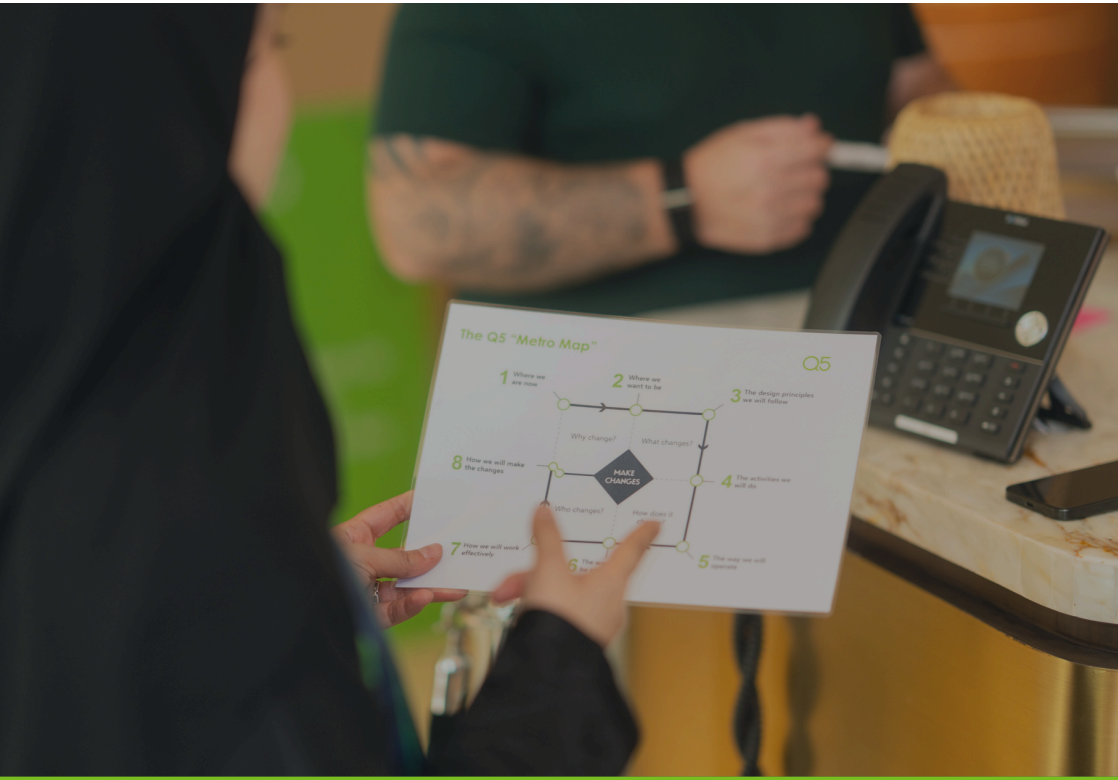


# From strategic ambition to results

A strategy's success depends on the decisions it informs and the results the organisation achieves. Delivering those results requires more than setting priorities and tracking initiatives; it requires an organisation that can turn strategic intent into coordinated action.

**At Q5, we work with organisations to translate strategic priorities into the operating models, governance and capabilities needed to deliver them.**

**Approaches such as the Q5 "Metro Map" can help connect strategic priorities with the activities an organisation needs to perform, informing how its operating model and organisation can support delivery.**



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## Get in touch



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