

OUTLIERS BUSINESS STRATEGY CENTRE™

# Strategy Execution Toolkit™

Turn strategy into delivered results

COO / Strategy Office / PMO · Flagship Edition 2026

*Publication-ready resource for the Outliers Resource Library*

## 1. Full Guide

Most strategies fail in execution, not formulation. This toolkit closes the strategy-to-results gap with initiative translation, ownership, KPI and milestone tracking, governance cadence and course-correction.

### Operating lifecycle

1. Translate — strategy into initiatives with owners
2. Plan — milestones, KPIs and dependencies
3. Track — progress against milestones and KPIs
4. Govern — regular execution cadence and escalation
5. Correct — act on variance and re-prioritise

### Maturity model

L1 Initial	L2 Developing	L3 Defined	L4 Managed	L5 Optimised
Ad hoc / reactive	Some structure	Standardised	Managed & measured	Adaptive & advantage-creating

### Key components

- Initiative translation
- Ownership & accountability
- KPI & milestone tracking
- Execution governance
- Resource & dependency management
- Course-correction

## 2. Templates

### Strategy execution playbook

How to set up and run disciplined execution.

### Initiative charter template

Define scope, owner, benefits, milestones and KPIs per initiative.

### Initiative tracker

Track initiative value, priority, stage and status (working XLSX supplied separately).

### Execution governance pack

Cadence, roles, escalation and decision rights.

### Strategic KPI library

Reusable KPIs to measure execution (working XLSX supplied separately).

## 3. Sample Output

*Illustrative initiative health (from the Strategy Execution Tracker):*

Initiative	Milestone %	Health (RAG)
Launch new product line	38%	Red
Customer success programme	56%	Red
Process automation	10%	Red
AI enablement programme	0%	Red

## 4. Checklists

- Strategy translated into clear initiatives
- Each initiative has an accountable owner
- KPIs and milestones defined per initiative
- Progress tracked on a regular cadence
- Dependencies and resources managed
- Variance triggers course-correction
- Execution reported to the executive and board

### Governance Structure

Execution is governed through a regular delivery cadence under executive and board oversight:

Layer	Role
Board	Approves strategy and capital; oversees value creation and strategic risk
Strategy / Executive Committee	Owens strategy, prioritises, governs execution
Strategy office / PMO	Runs the cycle, tracks initiatives, maintains the system
Business-unit leaders	Own strategy and delivery in their units
Initiative owners	Deliver initiatives to plan, KPIs and milestones

### Reporting Example

Standard report: executive summary · progress vs target (RAG) · key metrics · risks & decisions.

Metric	Current	Target	RAG	Action
Initiatives on track	20%	≥85%	Red	Reset plans; add capacity
Milestone hit rate	30%	≥90%	Red	Recover schedule
At-risk initiatives	4	0	Red	Escalate & re-prioritise
Owners assigned	100%	100%	Green	Maintain

### Board Reporting Section

*Illustrative one-page board summary (replace with live data):*

Item	Status	Commentary
Execution health	Red	Early-stage portfolio; delivery behind plan
Cause	Amber	Capacity and late starts
Action	Amber	Re-prioritise and strengthen PMO
Decisions sought	—	Approve additional delivery capacity

### Notes & Disclaimer

*This toolkit is a professional management resource. Calibrate frameworks, scoring, KPIs and governance to your organisation, sector and strategy. Targets and thresholds are illustrative and should be set by leadership.*