Implementing Flexible Strategy Game-card

Flexible strategy game-card provides a solution for performance management by integrating strategic interventions and resultant performance

Implementation of game-card is a step-by-step approach for identifying and interlinking strategic factors and aligning them with strategic actions

The central concerns in designing the game-card include identification of strategic factors and aligned strategic actions

It is important to device measures of strategic factors and to project their respective targets

A dynamic system of taking strategic actions assessing the resultant performance and adapting the actions via a feedback mechanism is to be designed

Performance measurement and management system should cover entire cycle of strategy formulation and implementation

Flexible strategy game-card provides a solution for performance management by integrating strategic interventions and resultant performance feedback. This incorporates two perspectives of performance, i.e. customer and enterprise perspectives, and is rooted into the duality theory as well as stakeholder theory. The game-card is based on the duality of strategic factors, viz. enterprise factors (involving all stakeholders), and customer factors (treating the prime stakeholder separately).

Implementation of strategy game-card requires a step-by-step approach for identifying and interlinking strategic factors and aligning them with strategic actions. The steps that can be used for practical implementation are:

- Categorize enterprise factors as situation-actor-process-performance factors as per game-card structure.
- Categorize customer factors as value in offerings and relationships.
- Develop hierarchical structure of strategic factors.
- Define measures, targets, and strategic direction of various factors.
- Align strategic direction with strategic actions.
- Execute strategic actions.
- Measure, review, and evolve as per the feedback.

There are two central concerns in designing the game-card: one, identifying strategic factors that measure the performance, and second, defining strategic actions that are aligned to these factors. For example, an organization is intending to minimize cost, and enhance quality of its products and services as strategic direction of factors of performance. Then, it is expected to also define strategic actions that would influence either cost, or quality, or both in the desired direction.

In addition to the identification of strategic factors, it is important to device measures, and to project their respective targets. Based on the targets at present and the projected ones, an organization may define the strategic direction in terms of 'raise', 'reduce' or 'maintain' respective factors of performance. This would help the organization to plan for change in a selective and manageable framework. If an organization intends to change all the factors of performance, the resultant strategy would be confusing and chaotic, and may have low possibility of success.

A performance measurement and review system is to be established to provide feedback as learning for refining the strategic actions or introducing new actions so as to achieve the intended performance levels. This would provide a dynamic system of taking strategic actions assessing the resultant performance and adapting the actions via a feedback mechanism. These actions will encompass both in terms of strategic interventions and operation/ process implementation.

Implementation of such a performance measurement and management system would cover the entire cycle of strategy formulation and implementation. This is crucial from the point of view of building execution into the strategy for higher performance.

Sushil
Editor-in-Chief