

Beyond the Decision Point: Ensuring Good Ideas Yield Great Results

Research shows why quality decision-making and effective strategy implementation carry equal weight in maintaining your competitive edge.

Only 14% of executives feel confident in their organization's decision-making governance.¹

In other words, 86% of executives can't rely on their organization to make effective decisions quickly, based on accurate data, risk understanding, or business outcomes. It's a chief concern related to the systemic issue of strategy-implementation failure, covered in-depth with the latest research by Economist Impact, commissioned by Planview.

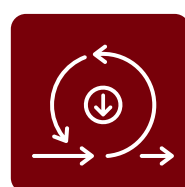
WHY IT MATTERS



Effective decision-making enables companies to respond quickly to changes in the business landscape, mitigate risks, and achieve faster time to market.



And yet, 85% of executives say their organization's **ability to adapt to change** falls short, signaling a dearth of agility in decision-making.¹



Insufficient agility prohibits leaders from making better decisions faster, as well as making their strategy reality – an effort that carries a failure rate of 60-90%.²

4 DECISION-MAKING SHORTFALLS

Economist Impact, commissioned by Planview, surveyed 600 executives to find out why organizations fall short of their strategic objectives.¹ The research revealed an overlap between the attributes of ineffective decision-making governance and the factors that influence failed strategy implementation.

MOST DECISIONS ARE MADE WITH INCOMPLETE OR INACCURATE DATA.

84%

of executives recognize the need to improve data-driven decision-making

MOST DECISION-MAKING IS NOT CONSISTENTLY TIED TO TRACEABLE OUTCOMES.

84%

of executives think their organization needs to improve accountability in goal-setting and performance-monitoring systems

MOST DECISIONS ARE MADE WITHOUT TRACKING THEM THROUGH TO IMPLEMENTATION.

86%

of executives think their organization needs to improve accountability in strategy implementation

MOST STRATEGIC DECISION-MAKING FAILS TO INVOLVE ALL KEY STAKEHOLDERS THROUGHOUT THE PROCESS.

over 80%

of executives acknowledged the need to enhance their companies' internal communication, cross-functional collaboration, and employee engagement

THE BIG PICTURE

Decisions need implementation like airplanes need runways.

Leaders that address the above shortfalls will transform the speed and quality of their company's decisions. But even the best decisions fail to launch without effective implementation. You need both.

The fact is: Strategy implementation failure prevents your company from matching a decision's performance to its true potential.

Leaders need to fix the flaws in their organization's strategy implementation to make decision-making a competitive advantage.



GO DEEPER

Uncover five recommendations for successful strategy implementation and gain expert analysis from Economist Impact, commissioned by Planview, with ***Bridging the Gap: Turning Strategy into Reality.***

[Get the Report](#)

Sources

1 Bridging the gap: turning strategy into reality. The survey, developed by Economist Impact and United Kingdom by Planview, was fielded across seven countries (Australia, France, Germany, New Zealand, Singapore, United States and the United Kingdom) and six industries (business & professional services, financial services, healthcare & life sciences, IT/technology, manufacturing, retail & FMCG). Most surveyed companies have annual revenues above US \$1 billion.

2 <https://hbswk.hbs.edu/item/creating-the-office-of-strategy-management>