

ALIGN LEADERSHIP

WHAT IT IS

Outside of those within the OpEx function, there are key stakeholders within the organization's leadership who need to be aligned on the OpEx vision and strategy.

However, the definition of alignment must go beyond a leader's willingness to "sign off" on the OpEx vision and strategy. Alignment requires leaders to buy-in by actively participating in driving OpEx and by avoiding certain behaviors that undermine its effectiveness.

WHY IT'S IMPORTANT

Many OpEx implementations struggle to gain traction due to mis-alignment among key stakeholders, which generates skepticism and lack of buy-in.

This misalignment manifests between OpEx leaders and operations, functional, or business leaders over the nature or extent of the effort required to implement OpEx or the benefits to be achieved from it.

HOW TO SUCCEED

Perform Root Cause Analysis on Perceived Buy-In Issues

If leadership alignment and buy-in is an issue, it's important to avoid the temptation to assume that the root cause of the issue is universal. In reality, there are a number of possible reasons for there to be a lack of buy-in.

Conduct a Stakeholder Analysis

A stakeholder analysis is an exercise to understand which stakeholders are likely to affect or be affected by a particular action or set of actions in order to prepare a stakeholder engagement plan. It's a structured way to drive leadership alignment.

SAMPLE EXECUTION STEPS

- 1 Identify the key leadership stakeholders who need to buy-in to the OpEx vision and strategy.
- 2 Conduct a stakeholder analysis to better assess which stakeholders will have a high potential impact on the future success of OpEx in the organization as well as those stakeholders who are likely to be resistant to the OpEx vision and strategy.
- 3 Conduct a preliminary root cause analysis for those stakeholders who may be resistant and develop an engagement strategy for each such stakeholder.

SAMPLE ASSESSMENT

- 1 Have you identified all key leadership stakeholders who need to be aligned to the OpEx vision and strategy for the organization?
- 2 Have you conducted a stakeholder analysis to better assess which stakeholders will have a high potential impact on the future success of OpEx in the organization as well as those stakeholders who are likely to be resistant to the OpEx vision and strategy?
- 3 Have you analyzed the probable root causes of potential or known resistance to the OpEx vision and strategy?

Ready to start
your assessment?

Yes, give me access to
the interactive version.

Not yet. I'll explore more
content first.