



Strategic Alignment

Chip Hurlburt, President & CEO
National Heritage Academies





NHA @ a glance

1995

1 School

178 students

20 employees

1 state

2015

81 Schools

56,000 students

5,400 employees

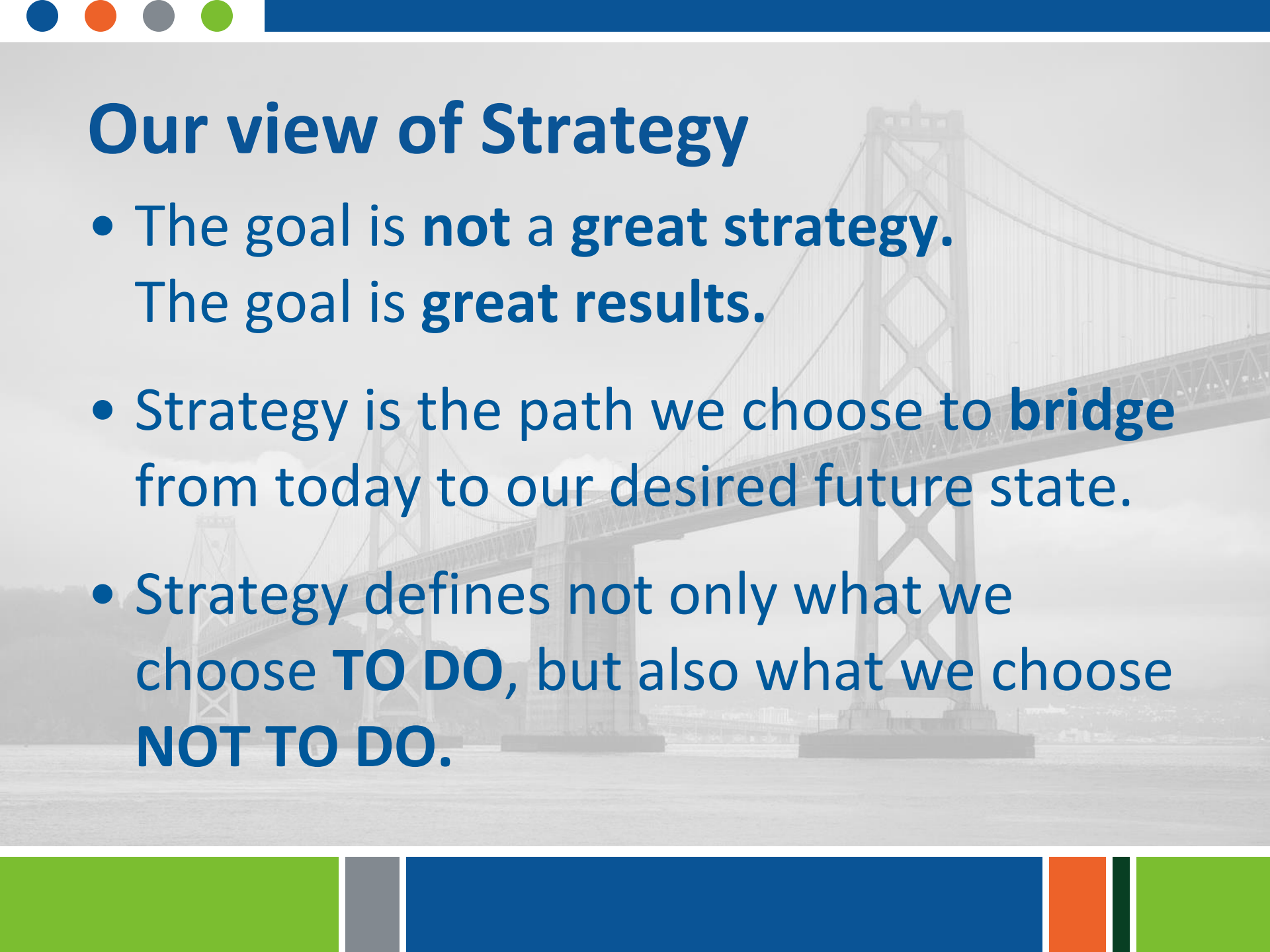

9 states

We didn't arrive here by accident . . .





Our view of Strategy

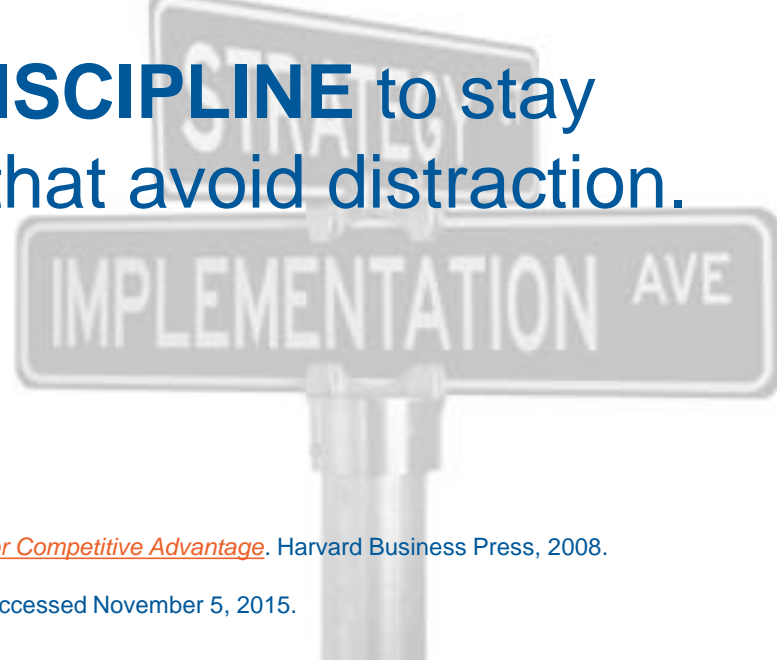
- The goal is **not a great strategy**.
The goal is **great results**.
 - Strategy is the path we choose to **bridge** from today to our desired future state.
 - Strategy defines not only what we choose **TO DO**, but also what we choose **NOT TO DO**.
- 
- 

Importance of Strategic Alignment

90% of strategies fail due to poor execution¹.

70% of CEO failures result from poor execution of a good strategy².

- Strategy without execution is ineffective at best.
- Strategic alignment is the **DISCIPLINE** to stay focused and make choices that avoid distraction.
- Structure follows strategy.



¹ Kaplan, Robert S., and David P. Norton. *Execution Premium: Linking Strategy to Operations for Competitive Advantage*. Harvard Business Press, 2008.

² Charan, Ram., and Geoffrey Colvin. "Why CEOs Fail." *Fortune*. June 21, 1999.

http://archive.fortune.com/magazines/fortune/fortune_archive/1999/06/21/261696/index.htm. Accessed November 5, 2015.

A hand holding a magnifying glass over a landscape, symbolizing strategic focus. The background is a light gray with a faint image of a hand holding a magnifying glass over a landscape. The magnifying glass is positioned over a path that leads towards a horizon with trees and a bright sky. The overall tone is professional and forward-looking.

Elements of Strategic Alignment

1. Know your organization's WHY.
2. Evaluate where you are today.
3. Get clear about where you want to be in the future.
4. Evaluate the potential paths that could take you there.
5. Commit to the path that provides that greatest likelihood for success.
6. Structure the organization, practices and culture to follow this path with fidelity.

Strategic Alignment in Action

What choices has our strategy driven us to make?

| DO | DO NOT |
|----------------------------------|---|
| Access the capital markets | Rely on philanthropy |
| Operate K-8 | Operate High Schools |
| Centralize shared functions | Replicate non-academic functions |
| Engage with boards of governance | Engage with operating boards |
| Use common curricular tools | Rely on site-based curriculum decisions |

Strategic alignment requires the **organizational discipline** to say, “No”.




The path not taken

Examples of strategic alignment . . .

- 1) Investment in the Dean model
 - 2) Rejecting opportunities for expansion
- 



How to Find Strategic Alignment

- 
1. Be clear about **why you exist & where you want to be** in the future.
 2. **Choose a path** that you can execute.
 3. **Structure your organization** to support the strategy.
 4. **Monitor your progress** to ensure alignment along the way.
- 