



# Strategic Alignment

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**Chip Hurlburt, President & CEO**  
National Heritage Academies





# NHA @ a glance

## 1995

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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

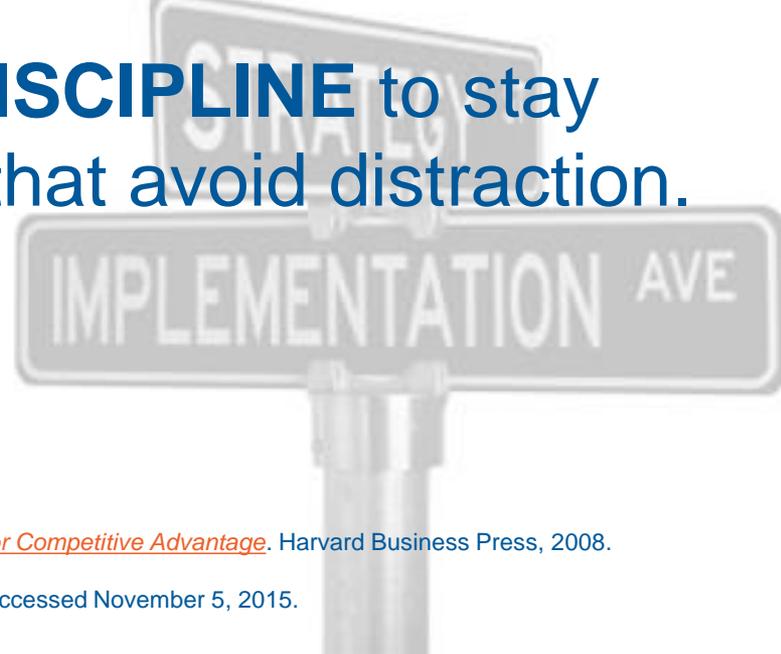
- The goal is **not a great strategy**.  
The goal is **great results**.
  - Strategy is the path we choose to **bridge** from today to our desired future state.
  - Strategy defines not only what we choose **TO DO**, but also what we choose **NOT TO DO**.
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#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

**90%** of strategies fail due to poor execution<sup>1</sup>.

**70%** of CEO failures result from poor execution of a good strategy<sup>2</sup>.

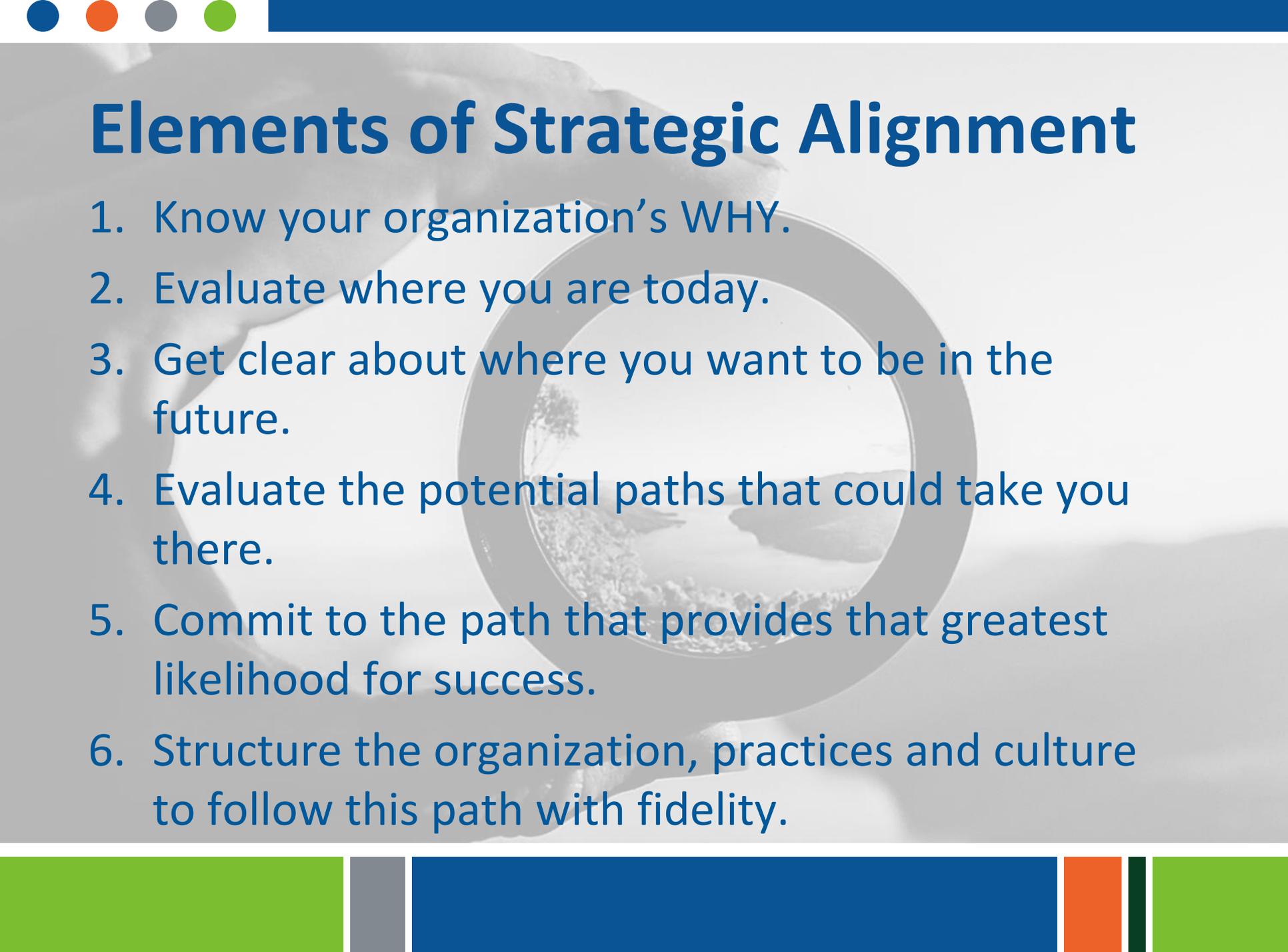
- Strategy without execution is ineffective at best.
- Strategic alignment is the **DISCIPLINE** to stay focused and make choices that avoid distraction.
- Structure follows strategy.



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

<sup>2</sup> 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](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 centered over the text, and the landscape visible through it shows a path leading towards a horizon with trees and hills.

# 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
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# How to Find Strategic Alignment

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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.
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