

*BLUE OCEAN  
STRATEGY  
CHAPTERS 7&8*

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An abstract 3D graphic consisting of several overlapping, wavy, ribbon-like shapes in shades of gray. The shapes flow from the left side of the frame towards the right, creating a sense of movement and depth. The background is a light gray gradient with faint geometric lines.

CHAPTER 7

*OVERCOMING  
ORGANIZATIONAL  
HURDLES*

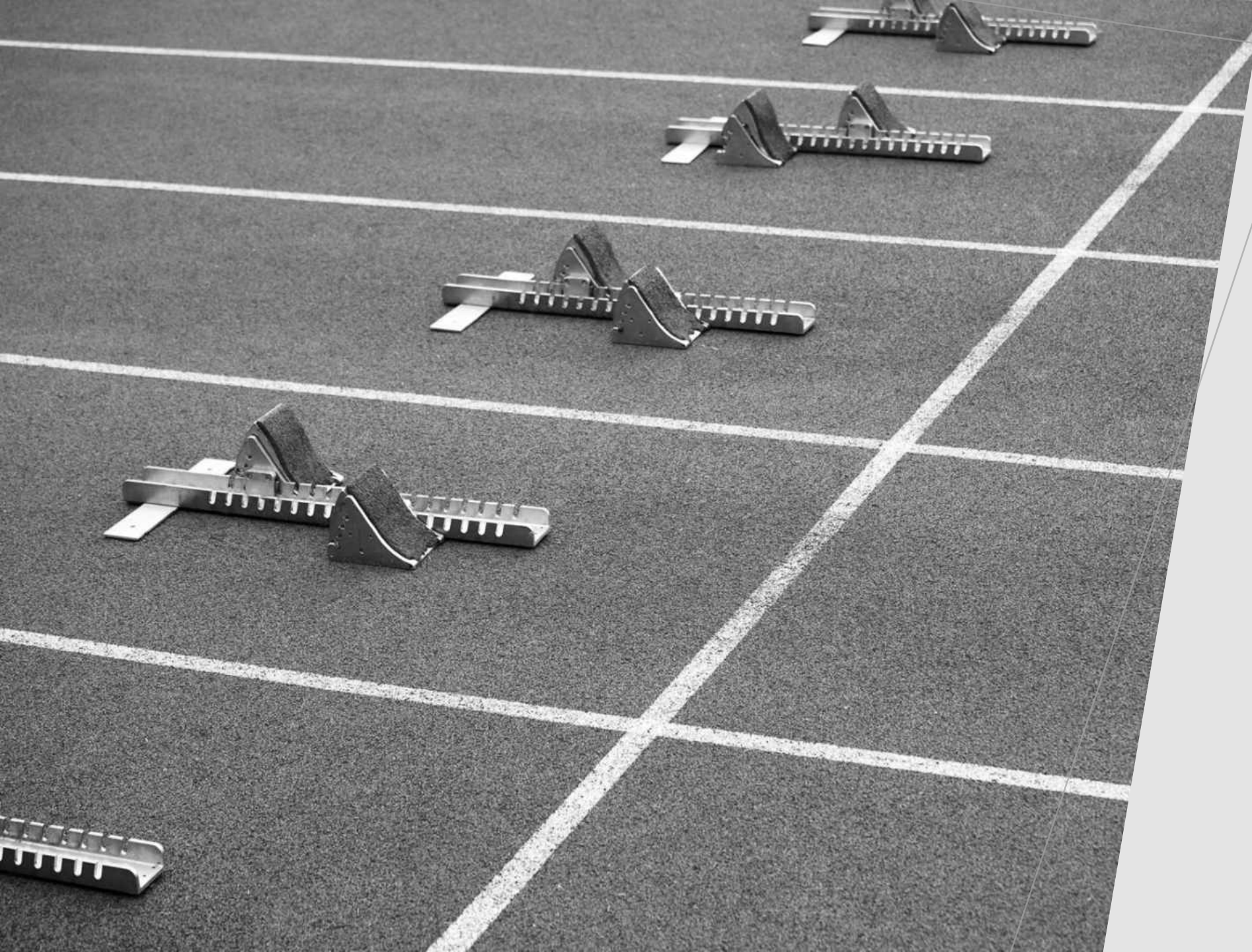
# *EXECUTIVE SUMMARY*

1. Organizational challenges inherent to strategy execution
2. Four key hurdles we must overcome
3. Developing *tipping point leadership*
4. Leveraging key influence factors



## *EXECUTION IS A GREAT CHALLENGE*

<https://www.youtube.com/watch?v=ahH2WdrovPg&list=PL7B1E1664C5352A75&index=2>



*4 HURDLES  
TO  
OVERCOME*

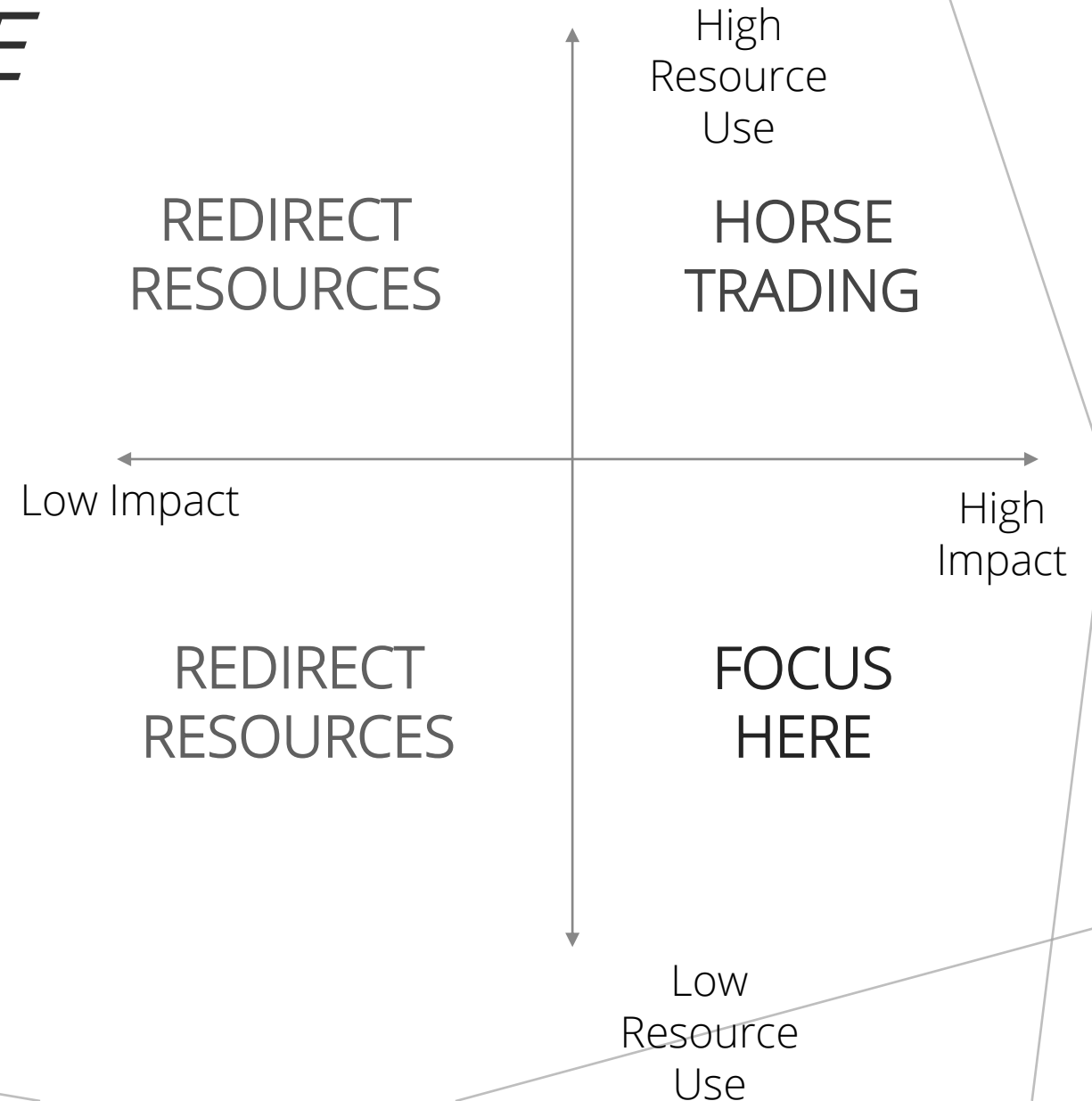


## *JUMPING THE COGNITIVE HURDLE*

- Why rock the boat?
- Messages communicated through numbers seldom stick with people0
- It is important for everyone tu understand the *harsh reality*
- *Two ways to address this:*
  - Coming face to face with the worst operational problems
  - Meet with disgruntled customers

# *JUMPING THE RESOURCE HURDLE*

- Resources *are always* limited
  - Do I trim ambitions and demoralize employees?
  - Do I fight for more resources and lose focus?
- Multiply the value of the resources at hand!!
  - Hot spots: What requires less but can impact more?
  - Cold spots: What requires more but can impact less?
  - Horse trading: Collaborate to find resources and help others with your excess





## *JUMPING THE MOTIVATIONAL HURDLE*

- How do we generate sustainable and meaningful actions towards the strategy?
- Focus on 3 key factors:
  - Kingpins: who are the *key organizational influencers* that can help us?
  - Fishbowl management: make results and progress visible to everyone.
  - Atomize to move everyone to action: how do *I* impact the strategy from *my position*? Are we winning? Will *my contribution* be recognized?

<https://www.youtube.com/watch?v=xaXij9Y-r3U&list=PL7B1E1664C5352A75&index=9>



# *KNOCK OVER THE POLITICAL HURDLE*



[https://www.youtube.com/watch?v=bINU\\_Pqu6Uw](https://www.youtube.com/watch?v=bINU_Pqu6Uw)

1. Leverage Angels: Who will help me drive the strategy?
2. Silence Devils: How can I add value to those who *think* they have most to lose?
3. Get a *consiglieri* to help you navigate office politics and who will have your back.