# Article information:

Why Strategy Execution Unravels—and What to Do About It
<https://hbr.org/2015/03/why-strategy-execution-unravelsand-what-to-do-about-it>

# Article summary:

1. The challenge of executing strategy is a major obstacle for most companies, with two-thirds to three-quarters of large organizations struggling to implement their strategies.

2. The widely held belief that execution equals alignment is a myth, as most companies have sound processes for aligning activities with strategic goals. However, the failure to coordinate across units and build agility to adapt to changing market conditions undermines execution.

3. Effective strategy execution requires seizing opportunities that support the strategy while coordinating with other parts of the organization on an ongoing basis. Companies need to be agile and have effective processes for managing horizontal performance commitments and adapting to changing circumstances.

# Article rating:

Appears moderately imbalanced: The article provides some useful information, but is missing several important points or pieces of evidence that would be required to present the discussed topics in a balanced and reliable way. You are encouraged to seek a more balanced perspective on the presented issues by exploring the provided research topics and looking at different information sources.

# Article analysis:

该文章提出了五个关于战略执行的错误观念，并提供了更准确的视角来帮助管理者有效地执行战略。然而，该文章存在一些潜在偏见和片面报道。

首先，该文章没有考虑到公司内部文化和价值观对战略执行的影响。它只关注了协调和适应性等组织层面的因素，而忽略了员工行为和态度对战略执行的重要性。此外，该文章没有探讨如何建立一个支持战略执行的文化。

其次，该文章没有充分考虑到市场环境对战略执行的影响。它强调了协调和适应性等内部因素，但没有涉及外部因素如竞争、技术变革、政策变化等对战略执行的挑战。

第三，该文章未能提供足够的证据来支持其主张。例如，在谈论公司之间缺乏协调时，它只引用了一项研究结果，并未提供其他证据来支持这个结论。

最后，该文章可能存在一定程度上的偏袒。它强调了管理者需要灵活适应市场变化，并且认为创造性解决问题是良好的战略执行的表现。然而，它没有探讨这种灵活性可能带来的风险和负面影响。

综上所述，该文章提供了一些有价值的见解，但也存在一些潜在偏见和未考虑到的因素。管理者需要谨慎地评估其建议，并结合公司内部文化、市场环境和其他因素来制定有效的战略执行计划。

# Topics for further research:

* Internal culture and values
* External market environment
* Lack of evidence
* Potential bias
* Risks and negative impacts
* Effective strategy execution plan

# Report location:

<https://www.fullpicture.app/item/719c24f84599c18be3184ed76751678b>