



# HOW DO I TURN VISION INTO STRATEGY AND STRATEGY INTO ACTION?

by John Johnson

This time of year, many firms look to map out priorities for the coming year, but fall into the trap of acting first and thinking later.

We have studied the most successful pharma companies to discover key themes on why they are so good at converting their aspirations into a vision, their vision into a strategy and their strategy into actions.

What's more, they make those actions seem exciting, meaningful and worthwhile not just to the individuals performing the actions but also the wider organization. So how do you as a leader in your organization make the work ahead more meaningful?

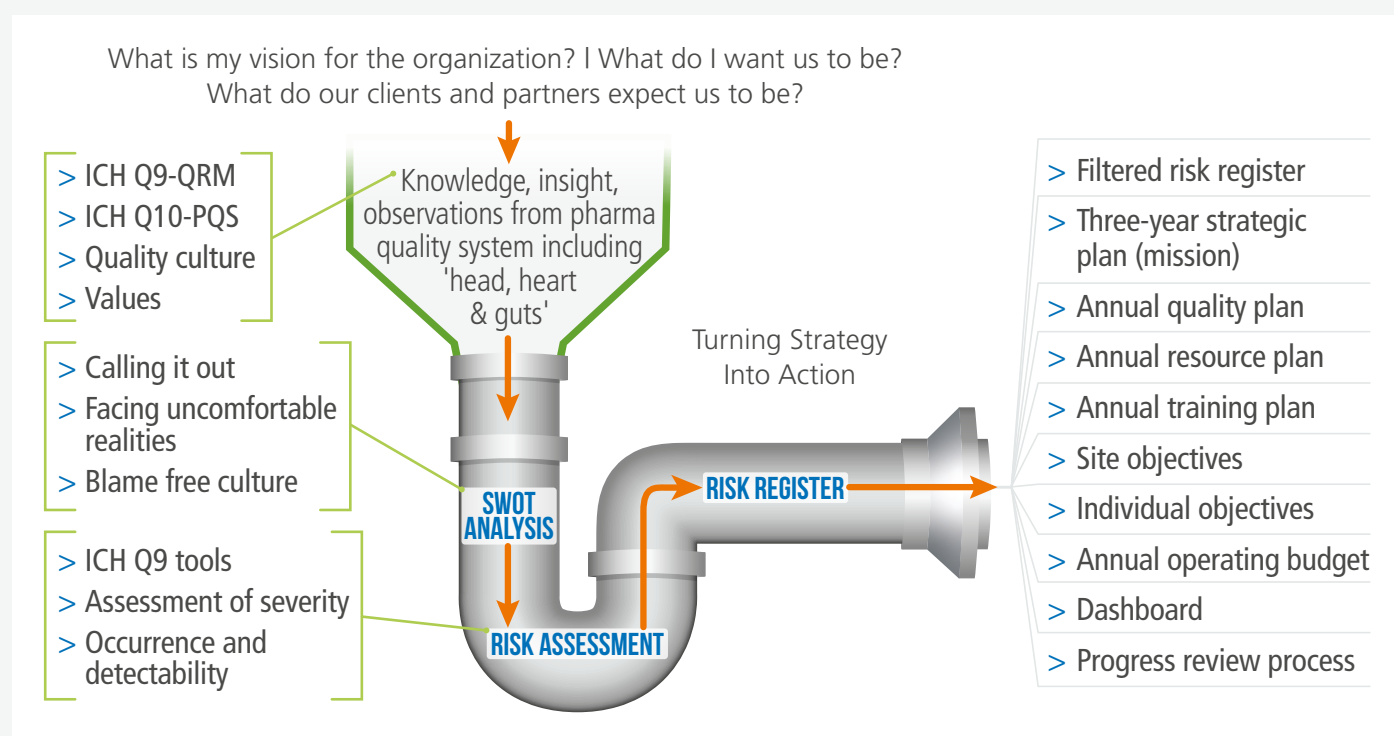
The first step is to define carefully and succinctly what you want to be remembered for and what would characterize your team as the best it can be. Research what similar groups aspire to, but define your own vision.

The next step is to define your values and how you want others to see you.

This requires seeing the world as **it really is**, which can be difficult. This is why a well-structured, objective pharmaceutical quality system is so important. As shown below, GMP can define the key processes but don't forget the effect of culture and mindset. Being able to call out what is unacceptable (and to back it up with fact rather than opinion) is critical.

It's then easy to apply ICH Q9 to the known risks and to set a priority score that drives the organization's long-term strategy, which then defines short-term goals and individual objectives.

So how do you know how well your organization rates? How many outputs from this process are in place, meaningful, unambiguous and engaging to you? How many of those outputs are actively driving change and improving business performance?



If enthusiasm and engagement is in short supply, it's time to be concerned. If you need some guidance on how to do this, NSF experts will be happy to help you get the most from your team and its available resources.

Roald Dahl's 'My Uncle Oswald'

*"I began to realize how important it was to be an enthusiast in life. He taught me that if you are interested in something, no matter what it is, go at it at full speed ahead. Embrace it with both arms, hug it, love it, and above all become passionate about it. Lukewarm is no good. Hot is no good either. White hot and passionate is the only thing to be."*

## ABOUT THE AUTHOR



John Johnson is passionate about helping organizations foresee and overcome the barriers to sustainable long-term growth. He brings 28 years' experience across a range of companies in the pharmaceutical and healthcare industry.

He has worked in small, medium and large pharma biotech companies across the product lifecycle for a wide range of dosage forms.

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