

URL: <https://stvp.stanford.edu/clips/when-strategy-hits-the-road>

To match high-level planning with coordinated execution, says Meebo co-founder Elaine Wherry, directors and VPs need to speak the same language.



Transcript

- The other thing I want to point out here is that for directors, where they are really trying to figure out exactly like, the director role, it's where the strategy hits the road, and they are responsible for taking these high level initiatives and turning them, and articulating them into a feasible plan.. And the number one problem that I see directors have is this feeling of, they're always complaining about a crazy VP, they're like the crazy VP came to me and the crazy VP said this huge, major initiative that we cannot do, and I felt like in that moment I only had two choices.. I could either say no and look weak, or I could say yes, but I knew that we were going to ultimately fail.. And so it's like which one do you choose in that moment? But the truth is that what was really happening is the VP and the director were not using the same language.. The VP, totally rational person.. He wants the company to do well, but when Emily was going to him and saying this is really, really complex, the VP wasn't hearing this is going to throw off all of our strategy.. So what she needed to do was say hey, listen, I understand this is really important, and if you want this to be successful, you want us to hit our numbers, then maybe we need to talk about whether something needs to go.. I need more budget, I need more people, I need whatever, and be able to have a conversation at the VP's level...