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*Newsletter Issue #35  
Time to Test Your Strategy?*



**THE HUMAN FACTOR, Inc.**  
enabling strategic agility...

### Keynote Presentations



Holly's keynote presentations shatter the leadership myths and misconceptions that prevent most companies and individuals from achieving their goals. She is a

polished and engaging speaker who will provide participants with practical tools to create immediate and lasting change.

Most speakers aim for applause. Holly aims for getting you the results you need to win today. [Contact us](#) to learn more about how she can support your next event, meeting or production with the right content and approach. For more information on Holly's award winning success as a speaker and to view her most popular topics, [visit our site](#).



Holly was recently invited by Forbes.com to become a recurring blog contributor for the [ForbesWoman "Work in Progress" blog](#). Since Forbes is one of the most trusted and well-known names in business journalism, this is quite an

### Time to Test Your Strategy?



If you have an interest in strategy, I highly recommend subscribing to the "McKinsey Quarterly" e-newsletter. It doesn't cost anything and the well-researched articles keep you up to date on the latest in strategic planning trends

and thought leadership. The research tends to be conducted with and geared toward larger company CEOs and executives. But the information has real application for anyone trying to lead a business of any size through today's uncertain markets.

The January edition contains a great article, entitled "Have you Tested Your Strategy Lately?" that outlines 10 tests for evaluating your strategy. It also provides some very interesting feedback from senior executives who rated how their strategies match up against the tests.

In its survey of 2,100 executives, McKinsey reports that 65% said their strategies passed three or fewer of the tests listed in the article. Twenty-five percent said their strategies passed four to six of the tests and only 10% said that their strategies passed seven to 10.

The article acknowledges that there's no magic number for how many tests your strategy should pass. Passing most of them doesn't guarantee success. And passing only a few doesn't mean your strategy is doomed to failure. But applying the tests to your strategy accomplishes two very important goals. One, it provides a framework and a measuring stick for several key strategy metrics that often get overlooked. Two, it serves as an excellent starting point for raising the level of discussion around your firm's strategy.

Too often, once a strategy gets written the discussion

honor. [Click here](#) to read Holly's latest article and find out more about "Work in Progress".

## Is it time for a Strategic Planning Makeover?



Holly has published an incredible resource for all leaders and managers who want to ensure their business can stay competitive and maintain the agility to keep up with today's volatile markets. [Click here](#) to access this **free** white paper and learn how to develop critical new skills and ways of thinking to keep you and your organization moving in the right direction.



Mark your calendar and [register now](#) for the 2011 Women's Leadership Conference Online. Holly Green is one of six inspiring speakers chosen to present powerful information and profound insights that will make a lasting, positive impact on your life. Join professional women from around the world and learn from other leaders, entrepreneurs and successful business women who have gone beyond boundaries to be successful. This amazing opportunity only costs \$99 for six practical, idea-packed sessions and begins Thursday, March 3rd so [register today](#).

tends to taper off as people go back to business as usual. Applying these tests to your strategy helps to keep the plan alive and relevant while bringing up several key points that might otherwise never see the light of day.

All 10 of the tests are sure to generate worthwhile discussion. But four in particular align with topics that I frequently address:

1. **Does your strategy put you ahead of trends?**
2. **Does your strategy embrace uncertainty?**
3. **Is your strategy contaminated by bias?**
4. **Have you translated your strategy into an action plan?**

In today's markets, you may not get the chance for a do-over if your strategy misses the mark. Putting your strategy to these tests will definitely improve your chances of getting it right the first time. [Click here](#) to read more about these four key tests and how to apply them to test your strategy.

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Answer to last edition's *Who said this?*

"There is one quality that one must possess to win, and that is definiteness of purpose, the knowledge of what one wants, and a burning desire to possess it."

### Napoleon Hill

author and advisor to President Franklin D. Roosevelt

This issue's *Who said this?* "All learning begins when our comfortable ideas turn out to be inadequate."

Find out who in the next newsletter.



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The *Core Management and Leadership* course is designed around the book *More Than a Minute: How to Be an Effective Leader and Manager in Today's Changing World*, written by the course instructor, Holly Green. It focuses on practical management tools that you and your company can really use.

Contact (619) 594-0787 and use Priority Code GP132 when registering.



Are you twittering? ...have any friends on Facebook? ...Linked In yet? ...gotten on Plaxo? ...are you getting the More Than a Minute weekly blogs? Social media is powerful and a great opportunity to do more than ever before with fewer dollars.

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