

Failure of the Formulation and Implementation of Strategic Planning in an Organization

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Abstract

This study helps to review and outline the primary factors for the strategic planning execution failure. The outcomes of their implementation and certain aspects of the formulation processes determine the failure of the strategies. According to the findings, the causes for strategic planning failure seems to be mostly from the formulation process with the most important issues and obstacles in the implementation process identified as operational, individual, planning consequences and managerial.

Keywords: Individual, Managerial, Organizational, Planning Consequences

1. Introduction

For many years research after research shows that most of the implementation of strategic planning fails. Most of strategic planning fail in the implementation stage. This is the issue of strategic planning implementation where all the repeated failure to make the change after seemingly feasible plans have been cultivated. This leads to a high failure rate to accomplish a successful strategic planning implementation remains an ongoing challenge for stakeholders with strategic planning implementation responsibilities around the globe (Wheelen, T. L., & Hunger, D. J., 2006).

Nevertheless, it is much importance to each organization to fully understand the strategic planning failure. Based on the research papers, can be concluded that some of the major reasons for strategic planning implementation failure that allow stakeholders to be an expert on one of the greatest management challenges and successfully implementing strategic planning. Conjointly, with these failure factors able to support stakeholders to prevent the common repeated reasons for strategic planning implementation failure and effectively carry out strategic planning within their organizations (Thorpe, E. R. & Morgan, R. E., 2007).

There are a few designed strategic planning are successfully realized in spite it is strategic planning importance to any organization. According to Harvard Business Review 2006, many surveys discloses that strategic planning implementation is a top precedence for stakeholders. Having saying that, less than 15 percent of organization around the world communicate that they are successful at strategic planning implementation. Several studies have stated implementation failures rates at 60 to 90 percent where organization often fail at strategic planning implementation (Kaplan & Norton, 2005).

The majority of strategies fail in the strategic planning implementation stage (Noble, 1999). A significant part of these failures can be detected because of the poor implementation. Greatest amount of these failures normally arise from elements that were under control (Nutt, 1999). After a comprehensive strategy or single strategy decision has been developed, significant difficulties are frequently experienced during the following strategic planning implementation process. An extensively shared experience is that all too often plans do not work out as planned. Majority of organization have a basic disconnect between the development of their strategic planning and the implementation of that strategic planning into beneficial action (Nutt, 1999; Kaplan, 1995). Frequent failure to make change after apparently viable plans have been established is the main problem for the strategic planning implementation. Therefore, strategic planning implementation is a conundrum and a root cause of vexation in many organizations (Noble, 1999).

The attainment of successful implementation persists as an ongoing challenge for stakeholders responsible for implementing strategic planning (Cravens, 1998). The strategic planning implementation is a many-sided and extremely complex organizational situation. The process tends to be disordered, vague and commonly comprises many departments in the organization (Schofield, 2004). The main part of this convoluted emergence from the social and political aspects of strategic planning implementation that should be taken into consideration. Personality dissimilarities, politics, communication issues and battles over power and leadership are just a few barriers that may weaken a strategic planning implementation (de Kluyve & Pearce, 2013).

In conclusion, the main purpose of strategic planning implementation is to make the strategic plan work and to reach the targeted performance or objectives. With the strategic planning implementation, the process that turns strategies and plans into actions in order to achieve strategy objectives and goals. The strategic planning provides an organization with the roadmap it needs to chase a specific strategy direction and set of performance goals, deliver customer value and be victorious. However, this is just a planning that does not ensure the desired performance is to achieve any more than having a roadmap guarantees the organization reaches the desired objectives.

2. Failure Of The Implementation Of Strategic Planning In An Organization

The strategic planning seldom fails but it is the implementation of the strategic plans that fail. The implementation of strategic planning may sound as easy as placing the plan and strategic into action. In fact, it is not all easy. An organization frequently fails to genuinely motivate their staffs to work with enthusiasm, corporation towards a strategic planning. There are various reasons as to why the strategic planning fails to be implemented. The issues of failure can be divided into four main categories such as organizational issues, planning consequences, individual issues and managerial issues. This paper will emphasize some of the major root causes reflected as the most popular in many of the research papers that lead to failure of the implementation of strategic planning.

3. Organizational Issues

A. Incompetent Organization Management

Inadequate capabilities of managers are a common cause of strategic planning implementation failure (Beer & Eisenstat, 2000). Without competent organizational members, implementation of a strategic planning successfully and effectively becomes very much difficult and can become impossible as well. Those organizational members with implementation responsibilities need to have sufficient skills and knowledge to implement the strategic planning. Ultimately, organizational members are the ones who have to perform the implementation activities to make the strategic planning successful. The most important factor in having competent management. Whereas top management is incompetent, the whole organization is influenced including the strategic planning implementation effort as well. Moreover, when employees have little confidence in the capability of management to perform the strategic planning then their dedication will be low. However, those incompetent members within a team will negatively affect the performance of other organizational members where the well-performing organizational members have their motivation decreased when they have to work with poor performing colleagues. Particularly, the existence of incompetent managers has a very high negative influence on the performance of subordinates. Successful organizational members tend to leave an organization when they have to work for an incompetent manager and feel their performance is not valued or even worked against (Feo, J. A. D. & Janssen, A., 2001).

B. Neglect of Political Interest

Politics and conflicts over power and leadership are just a few barriers that may weaken a strategic planning implementation effort. The strategic planning formulation and implementation automatically raise questions of power within an organization. The presence of conflicts and the use of an individual and group power has to be taken into attention and consideration (de Kluyver and Pearce, 2003). Every prospect of change confronts existing established positions that could lead to opposition to change. Resistance to change will lead to passivity against the strategic or even sabotage. Managers will overcome resistance to reform by involving potential opponents in decision-making, getting their interests or desires seriously and clearly communicating the new strategic plan and its benefits to them (Bergadaa, 1999).

C. An Organizational Culture Fear

The existing organizational culture can be a barrier to strategic planning implementation. An organization culture can be denoted by fear for making mistakes, responsibility, participation and opportunity. Once managers react in authoritarian and punitive ways, the employees may become unwilling to make mistakes and engage in learning behaviors. Therefore, employees may become created by organizations with high levels of

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centralization, concentration, formalization and firm rules where they may also become submissive and incompetent to be creative or practice initiative on the unusual occasions that it is motivated and compensated (Corboy, M. & O'Corrbui, D., 1999).

Nevertheless, to implement a strategic planning successfully a motivated and proactive organizational employees are must require who can show full involvement throughout the strategic planning formulation and implementation process without any influence. So as to participate, the organizational employees need to be brave enough to take the challenge and initiative to voice up their opinion, suggestion, not be timid, and petrify to make mistakes. Thus, an empowered and intrepid organization culture needs to allow the organizational employees to make mistakes without being punish or penalize for it. Once the organizational employees trust on the well-intentioned interpersonal risks will not be penalized, this encourage learning behavior (Birnbaum, B., 2009).

The organizational change can cultivate to a culture of fear as it always implies major unpredictability and can provoke intense emotions such as anxiety. As a new strategic can be accompanied by redundancy, organizational employees may recognize it as a threat to job security. The unsecured job related to a variation of negative feedback such as lower job satisfaction or contentment, lower organizational commitment, lower job engagement, increased psychological withdrawal, higher resistance to change, higher tendency to leave the organization, lower trust in management and withdrawal awareness and behaviors including lesser work effort, increased absenteeism and robbery or theft (Kevin, 2011).

Changing of the presence culture of an organization is a very much tough and time-consuming process. It may take years to effectively and successfully modify and change an existing organizational culture. Thus, changing habits that have been the same for a very long time is not easy as well (Maxwell J.A., 2004).

4. Planning Consequences

A. Lack of Strategic Vision

A successful strategic planning formulation and implementation started with developing a sound and clear strategic planning vision by top management. A strategic planning vision portrays the coveted future state of the organization. The strategic planning vision assists clarify the direction in which an organization is to travel. A clear and well-articulated strategic planning vision is a fundamental prerequisite for a productive and efficacious organizational alteration (Johnson, G., 1992).

Absence of a clear strategic planning vision organizational employees and other stakeholders' shortage of a clear direction for the new strategic. Managers and employees require knowing that they have to attain with respect to the strategic planning implementation. Thus, the strategic planning vision needs to be clearly described and well developed (Hussey, 1996). Moreover, the strategic planning vision required to be impressive and easy to express towards organizational employees, customers, shareholder and other relevant stakeholders. Simpler the strategic planning vision is the easier and clear it is to understand and perform for organizational employees. A clear and attractive strategic planning vision improves the confidence of employees in a victorious outcome of a strategic planning implementation effort (Kotter, 1995).

The most attractive new strategic planning vision may help to attract and merge organizational employees and excite them to improve their effort and interests. Hence, not only must the vision be clear, limpid, impressive and attractive but also it should be sensible, practical and achievable. A non-viable strategic planning vision decreases the motivation, engagement and commitment of organizational employees (Pisapia, J., & Robinson, D. J., 2010).

B. Lack of Strategic Planning

No implementation can save a strategic that is not realistic attainable and sound to begin with. A failure to think through the strategic planning makes it unfeasible to implement besides by chance or opportunity (Hussey, 1996). A non-viable strategic planning and opposing priorities are hurdles to strategic planning implementation (Beer & Eisenstat, 2000). Not only needs a strategic planning to be sound and viable but it needs to be clear also. Furthermore, the organizational employees who is responsible to implement the strategic planning require having a better understanding of the strategic planning. They need to understand what the objectives of the strategic planning implementation is and what the implications are for them as individuals. Thus, organizational employees need to know what to do to make the strategic planning achievement (Candido, C.J.F. & Santos, S.P., 2015). Due to this, a strategic planning needs to be simple, uncomplicated and focus on the vision of the strategic planning. When a strategic planning is clear and simple, it is much easier to understand for organizational employees. Despite that, managers and executives have a preference to keep the strategic

planning rather indefinite allowing them to prevent criticism when the strategic planning proven unproductive (Miller S, 1997).

C. Lack of Implementation Plan

After the development of strategic planning, it requires to be converted into a concrete and well worked out implementation plan. A strategic planning unable to be executed when it is not converted into operational terms. Indeed the excellence strategic planning is pointless when managers unable translate the strategic planning into operational reality (Kaplan, 1995). A lack of clear strategic planning objectives cause to strategic planning implementation failure. In the absence of concrete objectives and milestones, it is inconceivable to measure the progress of the strategic planning implementation. Thus, this causes managing and improving the strategic planning implementation unfeasible. Therefore, the implementation plan requires comprising a clear set of concrete, quantifiable and measurable objectives. Vague objectives leave room for differential explication and judgement and may thus contribute to strategic planning implementation failure (Bryson J, Bromiley P, 1993). Moreover, productive and constructive strategic planning implementation needs a clear implementation tasks, activities and responsibilities. The strategic planning implementation only can be effectual when there is a clear and mutual understanding of who does what, when at what cost. Imprecise strategic planning lead to imprecise strategic planning objectives (Allio, 2005).

D. Inadequate Planning and Control

Majority of strategic planning implementation fail because of a lack of monitoring and control. There is also a shortage of efficient planning and control structure. Without timely and precise management information, it is unfeasible to determine the progress of the strategic planning implementation effort. It is also very important to determine the effect of the implementation and to correct or modify the strategic planning or its implementation if it yields disappointment or unsatisfactory outcomes (De Kluyver and Pearce, 2003). During the strategic planning implementation, the strategic goals converted into operational goals with performance metrics need to be monitored to determine if the objectives are being accomplished. Without monitoring and assessment, it is not possible to reduce an errant strategic planning before losing or adverse impacts become too expensive or detrimental (Hrebiniak L G , 2006).

When objectives are not fulfilled, the responsible person must be kept liable. The goals of the strategic planning implementation are not being it is possible that the basic assumptions the strategy are defective and outdated. Majority of organizations have accountability issues which may be the outcome of a lack of planning, the lack of a functional management information system or the presence of cultural values which do not support holding persons particularly in high positions and liable (Kaplan & Norton, 2006).

5. Individual Issues

A. Lack of Commitment

One of the characteristics of a successful strategic planning implementation process is high levels of understanding, enthusiasm and support of the resulting plan. The most successful way to accomplish this is to construct into the process a kind of engagement and commitment opportunities such as involvement on the strategic planning committee, participation in information and data gathering and analysis, service on other planning committees and workgroups, focus groups, community partner dialogues and others (Alashloo et.al, 2005). Often, participation of many in the strategic planning process is prevented for fear that large number are uncontrollable. If specific roles and responsibilities are communicated and if meetings and tasks are carefully organized and structured, a significant number of individuals involved and committed will lead to an effective process. On the one part, it guarantee a wide range of views on critical issues, which are completely necessary for a creative thinking. As a practical matter, require a significant number of individuals' at all levels of the organization and community who are committed to fulfilling the vision and strategic goals outlined in the plan. In a thoughtful planning process, the strategic planning committee will determine the most successful ways of engaging both internal and external stakeholders (Dinçer et. al, 2006).

B. Lack of Understanding

When a strategic plan is applied, in which very little information is communicated to organizational members, where a few employees understand the rationale behind the new strategy and its implementation resulting in low degree of commitment and engagement. Strategic plans are also ambiguous and hypothetical from the point of view of employees. Strategic plans are often communicated using complex management concepts that most employees do not understand and are not involved in. They want to know how a strategic plan influences their day-to day work (Taslak, 2004).

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C. Lack of Confidence

Particularly when employees have encountered and experienced a variety of executives or managers who tried to change things and failed, they will have no faith on the newly appointed manager who wants to change things. If the new manager or executive tries to change things, the subordinates would still expect him to fail as well (Dobni, 2003).

D. Lack of Clarity

Numerous strategic plans layout the mission and vision of the organization along with main goals to achieve for the next three to five years, but the future vision is too broad for employees to truly realize what will be diverse until the vision is completely implemented. Remaining times, the goals are not clear enough for employees to know what action needs to be taken (Freedman, 2003).

E. Lack of Motivation and Personal Ownership

Most popular category is the motivation and personal ownership, which consists of responses, concentrated on the question "What is in it for me?". This is not to indicate that the employees are all a bunch of selfish, greedy, self-serving individuals but recent headings shows that there is some cases registered as well. It is really, why people are searching for the sense behind what they are doing and why they are required to do so. Mostly the employees do not understand the purpose, goal is minimized and vision is disappears. They do not have enthusiasm to make the vision happen. They always having a question in their mind "what is the benefit of doing so and how it will affect me?" (Beer & Eisenstant, 2000). More effort is required to assist employees understand how getting behind the organization's goals can support their personal goals. The I or me mentality that is widely spread today. The key point is that the employees must desire the outcome. Perhaps that lack is what causes lack of buy in from the entire group. Generally, the aptitude and initiative fails because the employees responsible for strategic planning implementation are not confident of its value (Dobni, 2003).

The usual symptoms of employees when there is no motivation and personal ownership towards strategic planning implementation is employee resistance such as lack or no sense of urgency, inability of individuals to consider strategic planning an important and exhilarating part of their job, lack of employees / management supports, lack of initiative at the lower levels of implementation which is the front lines, lack of ability to stimulate enthusiasm. In simple words, the strategic planning implementation will not succeed if there is no emotion or passion involved (Okumus, 2001).

F. Lack of Self-Discipline

In some cases where lack of self-discipline among the employees who involving in the strategic planning implementation process also causing the failure. They are not effectively address the shortcomings and committed towards to achieve the organizations goals (Taslak, 2004).

6. Managerial Issues

A. Lack of Management Commitment

When the management is not recognized to be committed or engaged to the strategic planning implementation, the organizational employees will not become committed either. The main reason for this issue can be that management has little impact on the formulation of the strategic planning and area worried to lose positions of power, priority and preference. This is particularly the case in majority organizations where the strategic planning is mostly imposed top down by politicians in the governing body (Alashloo et.al, 2005).

B. Lack of Alignment

With proper goal setting, teams and employees can be challenged with a lack of alignment that generally causes prioritization issues, collaboration and corporation conflict that can hinder the day-to day work to accomplish the strategic planning goal. The greatest cause of strategic planning misalignment is the nonstrategic work that employees are so used to doing. Many times nonstrategic objectives have been a priority, since they are routine and often the most easily attained (Thorpe & Morgan, 2007). To the extent that the resulting strategic plan shows a new path in some cases, a drastic departure from old ways of doing business organizations will find that many former governance structure pose unforeseen obstacles to implementation. New structures require to be established if implementation is to succeed. In order to ensure effectual implementation, current board of committee and workgroup structure require to be reviewed and checked in light of requirements of the strategic plan (Peng & Litteljohn, 2001).

C. Inability to Track Progress

Majority organizations are still utilizing spreadsheets to follow objectives. This can work between a manager and employee, hence these systems do not construct it easy to accumulate results or create transparency. Worst case where their use limits the capability to actual time manage the achievement of strategic planning goals. No measurements no leading indicators which is the paramount to strategic planning implementation. Without the measurement or inability to track the progress, then unable to manage the issues that derail a strategic planning implementation goal. The management need to set measurable goals, track and manage them having leading indicators such as analytics prompt the management discussions at all levels (Schaap, 2006). There should be routinely scheduled formal reviews of the new strategic planning and ensure the plan is implementing as designed and make any necessary tweaks. A strategy document will never states what is to be carried out from day to day and a way for employees to track their actual progress. Many of strategic planning sessions stop halfway with very little planning before goes into the implementation process which denoted as undeveloped intentions or focus. Mostly strategies stop at the conceptual phase instead of providing a very specific task to be done. Concept does not descended across the organization so that employees know how it applies, relates to them and their job. Furthermore, unable to break the strategies planning goals down into doable actions sounds like a lot of task perhaps ideas are easier to talk about than do (Dooley, et al. 2000).

D. Dislike Constraints of Any Kind

Highly important for managers to keep alternatives open to promote creativity and innovation. However, taken to the extreme the lack of any sensible constraints or limitations causes' uncertainty. Employees are uncertain of the strategic planning direction of the organization as they are consistently switching from one to another one. Eventually, the employees get dissatisfied and organizational productivity decreases. There is a factor of truth to this view especially as the scope of a manager's job rises. However, unrelenting crisis management is often a sign of inadequate planning (Shah, 2005).

E. Poor Communication

Poor communication tend to take several forms. It seems that certain groups like to establish strategic plans and conceal them under a rock. However, they do not do it purposely. The main reason for failure to communicate the vision and strategic objectives to stakeholders may mean that the creators of the strategic plan are not getting out sufficient information for others to understand what they are required to do with it (Hacker & Washington, 2004). New objectives are defined but not communicated across the organization as to how the new objectives should look and feel, what actions to take and the schedule as well. Poor communication with the team members responsible for decisions in implementation. Expectations and views are not expressed directly, thoroughly and efficiently. This is resulting introverted organizations in their communication strategies whether it is large organization or a small organization (Shah, 2005). Transparent, honest communication is not only about the quality of an effective organization, it is also a critical step for any new roll out. Failure to coordinate results in disjointed teams and pervasive confusion. It is not rare for teams, particularly those that have worked together for a long period to be resistant to change. Thus, nothing torpedoes the effectiveness of a strategic planning implementation more easily than the lack of coordination between teams. Lack of transparency on the resource staffing plans also contributes to employees feeling uninformed about organization decision-making that can also lead to poor employee engagement. When the leaders feel left out of key staffing decisions on the implementation, the employees can become disengaged and unmotivated (Higgins, 2005).

F. Lack Proactive Management

Passive management is characterize by predicting that things will run themselves after get started. When the strategic planning implementation phase started but there is not sufficient follow up for that matter from senior management. Mostly due to the poor or inexperienced management to execute the strategic plan. Note the slight difference in leadership where expected to communicate the vision and support with demonstrable actions, management is expected to know how to carry out individual tactics. All talk but no action or reaction which failure delegate and hold individuals responsible for the success of assignments (Raps, 2004). No one takes the entire charge and follows up when someone fails to reach commitment datelines. The objectives is written down on paper and nicely filed away. Here is what seems to be missing is the objective, how we are going to get there and the role in the process to held accountable. Like leadership, management is not easy either. It takes a special person to be able to identify strategies and to plot and manage others on how to accomplish those strategies. Majority fail because they believe that their team has the means to pull it off and thus unable handle the process (Okumus, 2001). Most of situation whereby the time management also leads to failure of strategic planning implementation where there is no proper planning from the beginning of the planning stage. The success becomes harder to achieve without any real planning at earlier stage of strategic planning. The success

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also become more difficult without any proper system for an effective strategic planning (Shah, 2005). Many organization initiate things without evaluating the results and the risks involved with respect to the environment especially marketplace which is so unpredictable. Mostly, the leaders do not understand the benefits of the external assessments and they cannot act on it. This means that make strategic plans that are no use and only costs additional time and money will give a huge negative impact towards organizations. Heretofore, a strategic plan to work, somehow the organization need to build into the process a mechanism for evaluating and adapting the plan as circumstances change (Raps, 2004). Whenever, deadlines across departments are often being missed and the organization has become comfortable in regards to those missed deadlines mean that everyone is on a slippery slope headed toward organization wide failure. The accountability to deadlines is much important and leaders should do all they can to enhance it (Harrington, R. J. 2004). With a flavor of the month, mentality is the most destructive to the organization morale and strategic planning implementation. This means that leaders make decisions for strategic planning change on gut feelings rather than empirical data where the employees left with feeling confused, frustrated and unappreciated. If a strategic plan constructed and communicated with employees, leaders should let it run its course and find room for improvement rather than change often, redesign become commonplace and time is wasted.

G. Lack of Strategic Focus

Majority of organization set unfeasible goals and lack a clear focus on their goals and objectives. There is no clear measurement indicator of success or growth without a strategic focus. They can miss valuable time and waste critical resources where it is important to first understand on their organization's strategic purpose. They must practice to view of external and internal opportunities and challenges that is important to properly provide the information and the context require understanding where they are versus where they need to be (Qi, 2005). This is an opportunity to generate a roadmap with broad buy in and constricted focus. There should be clear milestones, clear timelines and specific responsibilities for employees. With this, resources and objectives can be expanded until the ultimate outcome is reached in the set timelines. Do not delegate fuzzy roles and are wrapped up with buzzwords or overloaded teams with too much (Higgins, 2005). By getting things, done does not always mean that the right things are being done but well-designed strategic plans will always address what needs to be done in the organization (effectiveness) as well as how it is to be done (efficiency). The planning is not dead and should not solely focus on results. No matter the reason where if fail to plan then plan to fail. It is also tough to have highly motivated and engaged employees when the organization is in chaos due to poor planning and poor focus (Thorpe & Morgan, 2007). In some extent, employees get lost in the semantics of defining their vision, mission and values. They spend so much time and endeavor trying to understand what those terms mean and how to fit together caused them mentally fatigued. As an outcome, once they get to the actual strategic plan creation and implementation, they are just attempt to get it done and over with. Their energy is drained and turn into survival mode, which is never a good mind-set for a strategic planning (Danisman, A.,2010),

H. Ineffective Training Or Lack of Skill

A new strategic planning will never get off the ground without adequate training for employees who are expected and supposed to execute. Normally, the organizations always skimp on proper corporate and learning opportunities for employees. There are many modern opportunities for unobtrusive yet the organization need to identify the highly effective training that fit into the busy schedules of employees. By identifying, the right and accurate training opportunity saves costs by eliminating too much down time, improves skills or teaches new skills and provides follow-up to ensure that employees carry out those exercises or lessons in their regular tasks (Hrebiniak, 2006). Poor resource planning fails to emphasize on the skills and knowledge employees will require in the future as a result of existing skills become immediately outdated and provide subside value to the organization over time. Without a well-consideration of resource plan that forecasts employee training requirements, employees unable to work smartly or efficiently because they lack of the skills and knowledge to do so (Kargar & Blumenthal, 1994).

I. Lack of Management Encouragement and Motivation

One of the key reasons for failure of strategic planning implementation is no celebration on the success that will motivate and encourage employees to achieve more in upcoming years. It is essential for organization to celebrate wins, no matter how little they may be. If there is no recognition therefore will not give satisfaction to employees on all their efforts have been put to waste and they are unable to be closer to where they need to be and where the strategic planning is distressed (Bryson & Bromiley,1993). Moreover, no celebration even for the small goals leads to discouragement of employees' opportunity to reinforce alignment on important goals and identify any suppressing issues and setbacks that may be preventing from executing plans from start to finish. By celebrating the successes along the way, will underline the importance of strategic planning implementation

across the entire organization where everyone is ready to face the next challenge head on. In an organization, recognition towards any sort of success is much important to enhance the achievement for the following years (Raps, A., 2004). The organization should motivated and encourage the employees through proper incentives scheme for their achievements and contributions towards the organizations. The managers or leaders must motivate each other on a horizontal line level and at the same time motivate authoritatively down on a vertical basis (Qi, 2005).

J. Lack of Leadership

Majority of leaders grossly underestimate what it means to lead effectively. Failing of leadership beginning and ending at the top. Lack of a true motivating leader is the contributor for the improper resource allocation, lack of buy-in, poor follow through, insufficient checks, misaligned strategies /goals/actions, cover-ups, inefficient rewards and punishments. It is not only from the main person in charge but also from either a lack of ability or the lack of willingness from other personnel who are required to step up and truly lead the effort to bring the strategies from paper to performance. Not all management teams are equipped with skilled leaders. Sometimes they do not have enough experience to implement the strategic planning where some have titles associated with leadership but not the authority. There are also have leaders who just plain stubborn and distort the strategic plan to accommodate their own vision, thus undermine the directive from the top management without any authorization (Verweire, 2014). In some situation, leaders lack of the skills and training to set expectations and give feedback or instruction to guide employee performance effectively. In some cases where the emerging leaders are pushed and forced to take management roles before they are ready, simply because of a shortage of leadership talent elsewhere in the organization (Bryson, J. & Bromiley, P., 1993).

K. Lack of Resources Both Staffing and Financing

Resource planning is a critical and essential part of the strategic planning process where if not carefully implemented with incorrect prediction and estimates made regarding human resource requirements including the number, role, responsibility, skills and timing standpoint which can impact the strategic planning timeframe and overall bottom line costs. It is important to get the right candidate or employees in the right place at the right time requires advanced planning (Alexander, L.D., 1991). Neglecting to forecast staffing management and succession planning leads to delay in finding the right talent to fulfil the key positions in the organization. Meanwhile, both productivity and morale suffers as well. Moreover, resources planning must emphasize on building an organization structure in which teams are properly aligned to collaborate, share information and ideas and work well with each other's. Operating without a sensible resources plan can conceive teams that operate in silos and are so inwardly focused that they avoid innovation and organizational growth from happening. Adequate resources to achieve goals and objectives outlined in the strategic planning must be effectively allocated. Moreover, poor resources planning also can lead to an insufficient focus on the technologies, training and other resources that can promote employee productivity (Miller, 1997). A part of employees runs out of energy or resources before they can get to a practical strategic plan. Most of the time the strategic planning does not able to achieve respective goals because the organization has not done the right kind of allocation and alignment resources for a comprehensive process (Dincer et.al, 2006).

L. Lack of Team Work , Collaboration and Delegation

Organization growth and innovation go hand in hand where an organization will have a tough time innovating if the teams are broken, disjointed and not structured in a manner that encourages optimal communication, coordination and collaboration. Without the teamwork and collaboration, nothing is possible. Success is all about the teamwork and collaboration (Verweire, 2014). Task delegation by leaders to team members or respective employees to show their capability and talent in strategic planning implementation as a team is highly important and create a great opportunity for them in an organization. When there is no teamwork and collaboration and each of them wish to show their individuality only will lead to lack of trust to execute the particular task that will cause the whole organization suffer as well (Giles, W.D., 1991).

M. Lack of Accountability

Some situation the strategic planning process become too political. There is too much lawn protecting which required employees to give reasons for why their strategic plan did not work in the past. That is the blame game begin and employees become opposing. As a result, the group of employees unable to handle issues at hand. Regardless of what plan they develop with, the employees are not going to have the muscle to perform on that plan because the substantial issues are still pending. When the process becomes too political and too driven by special interest, it breaks down. In any occasions where the employees fail to meet expectation within a strategic plan, it is important for all leaders to catalyze around fixing the underlying issues (Hrebiniak, 2006). The employees are suffering from a lack of a clear and defined direction for strategic planning implementation if the

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leaders are merely busy. However, as a leader they should take a moment to ask the employees what they are working on and why. Lack of clarity among the employees may cause the work do not align and underpinning with organization strategic planning (Shah, 2005).

N. High Level of Bureaucracy

The main symptom is usually prevalent in larger organizations with many levels of reporting, approval and management. It always takes pretty much time to make decisions that is too relentless to get approvals for resources and is too harder to across the chain of command. An organization does not necessarily have to be flat to attain strategic planning implementation efficiency yet to leadership should understand where to draw the line when it becomes visible that bureaucracy is hindering organizational progress (Hacker & Washington, 2004).

7. Conclusion

To sum up, the above-mentioned points are some of the problems and challenges caused the strategic planning implementation is failure. The major route cause of the failure experienced during strategy planning implementation process is the managerial issues where most of the issues can be solved if the organization considers them attentively and instead of taking the easy way out where they try to act rationally. The effectiveness of a strategic planning implementation can only be truly measured by the outcomes. A great attempt to start to improve the strategic planning implementation efforts is with an honest assessment of the results of past efforts. If there is a fell short of expectation, take a close look at the above mentioned pitfalls to verify and conclude where the track get off. Must consider how the consequences could be various had the organization successfully navigated around them.

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