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MASTERCLASS
How to Align Your Commercial Team Around the Right Priorities in a Noisy World

Speaker:
Heidi Gempel

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TURNING STRATEGY INTO DAILY FOCUS
ALIGN YOUR COMMERCIAL TEAM AROUND THE RIGHT PRIORITIES

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- ICF-Certified Executive Coach
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- Facilitator Speaker Mentor
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Learning Objectives

- Understand why strategic clarity often fails to translate into daily action.
- Discover a simple framework to connect strategy to daily tasks.
- Master the art of leading strategic conversations that drive team alignment.
- Practice using practical tools to maintain focus in commercial teams.

The Problem with Strategy

- Lack of Clarity
- Misalignment across levels
- Overload and competing priorities
- No feedback loops
- Cultural and behavioural gaps

Exercise

Write down your team's top 3 strategic priorities.

Why most strategies fail to drive daily focus?

3 Common traps:

- **Vision without Direction**: A big goal with no clear direction.
- **Too many priorities:** Teams can't tell what really matters.
- **Lack of accountability**: Teams don't know how their work connects to the goal.

Reflection

Which of these three traps do you see in your team right now?

Turning Strategy in Daily Focus

1. **Clarify Strategic Priorities**:
   - Focus on outcomes, not just activities
   - Ask: What will success look like? Who will own it?
   - Strategic priorities should be no more than 3.

Exercise

Refine one of your team's priorities into a clear, measurable statement.

Examples of powerful strategic priorities:

"Increase direct bookings to 40% of total revenue by Q3."

"Reduce OTA dependency by 20% without losing occupancy."

Turning Strategy in Daily Focus

2. Connect Tasks to Strategy

- Every team member should know how their work supports a priority.
- Every task should link to a strategic goal.
- Ask: How does this contribute to our main focus?

Being busy versus ***being effective***

Strategic Task Filter

Before starting any task, ask:

1. Does this support our strategic priorities?
2. Is it the best use of my time right now?
3. Can I do it more effectively?

Turning Strategy in Daily Focus

3. Lead Strategic Conversations

- Avoid 'data dump' meetings – focus on decisions.
- Frame questions to encourage focus: *"If we could only achieve one thing this week, what would it be?"*
- Strategy is not a 'review' – it's a series of smart choices.

Turning Strategy in Daily Focus

4. Create a cadence of accountability

- Daily focus requires frequent checkpoints
- Weekly: Quick "Alignment Check" for all team members
- Monthly: 'Strategic Reset" meeting – what's working, what's distracting, and what needs to change?
- Accountability isn't about blame – it is about clarity.

Case Study

Case Study

Background:

Urban Luxe Hotel is a 300-room upscale property located in a bustling city center. The hotel has a clear strategic goal: **"Increase direct bookings to 40% of total revenue by Q3."**

The Problem:

Despite a strong strategy, the hotel is struggling to achieve this goal because the commercial team is constantly distracted:

- **The Marketing Team** spends most of their time creating internal flyers, designing the next F&B promotion, and responding to urgent social media requests.
- **The Sales Team** is busy chasing every inbound inquiry, including low-value leads that have little chance of converting.
- **The Revenue Team** spends hours in meetings discussing rate strategy but rarely connects their actions to the direct booking goal.

Leadership Frustration:

- The General Manager is frustrated, feeling like strategy meetings are just 'talking shops' with no impact.
- The DOSM insists they are busy but can't show how their activities support the strategic goal.

Case Study

Use the **4-Part Strategic Focus Framework** to solve this problem:

1. **Clarify Strategic Priorities:**
    - What should the top 3 priorities be for the commercial team?
    - How will you make these priorities clear to everyone?
2. **Connect Tasks to Strategy:**
    - How will you ensure marketing activities directly support direct bookings?
    - What will the sales team do differently to focus on high-value business?
    - How will the revenue team align rate strategy with the direct booking goal?
3. **Lead Strategic Conversations:**
    - If you were the GM, what 3 key questions would you ask in your weekly meeting?
    - How will you ensure these conversations lead to decisions, not just discussions?
4. **Create a Cadence of Accountability:**
    - How will you monitor progress without creating micromanagement?
    - What is the rhythm of accountability? (Weekly check-in? Monthly review?)

Debrief and Sharing

Share your insights and approach!

Key Takeaways

- Strategy isn't about planning—it's about focus.
- Clarity beats complexity.
- Decisions, not data, drive results.
- Accountability is a commitment, not a control.

Strategy is not about what you plan – it's about what you choose to prioritize every day.

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