

# Robert S. Kaplan

## Quotes

*People, Mean, Leader, Priorities, Strategy, Struggle, Focus, School, Powerful,  
Excellence, Long, Thinking, Vision, Decision, Opportunity, Helping, Trying,  
Team, Execution, Risk*

A mere 7% of employees today fully understand their company's business strategies and what's expected of them in order to help achieve company goals.

~Robert S. Kaplan

Process improvement programs are like teaching people how to fish. Strategy maps and scorecards teach people where to fish.

~Robert S. Kaplan

Consistent alignment of capabilities and internal processes with the customer value proposition is the core of any strategy execution.

~Robert S. Kaplan

Without strong visionary leadership, no strategy will be executed effectively.

~Robert S. Kaplan

It bears repeating: you don't have to be good at everything.

~Robert S. Kaplan

Managing risk is very different from managing strategy. Risk management focuses on the negative-threats and failures rather than opportunities and successes.

~Robert S. Kaplan

Screening out peer pressure and conventional wisdom. It is so powerful, that most of us aren't even aware of how much it is influencing our decisions.

~Robert S. Kaplan

If you're the smartest person in the room, it can sometimes be hard to learn to delegate - the person to whom you're delegating will do the task worse than you would - and it will annoy you!

~Robert S. Kaplan

As a leader, it is often better to ask the right questions and listen than to have all the answers.

~Robert S. Kaplan

The better strategy is to focus on strengths and surround yourself with people who can complement your skills. However, you have to first do the analysis.

~Robert S. Kaplan

Authenticity is critical to leadership. That means trying to be yourself - this involves some self-disclosure, admitting what you don't know and being willing to ask questions.

~Robert S. Kaplan

Business and leadership is about the future. What worked five years ago is unlikely to work tomorrow.

~Robert S. Kaplan

Vision and priorities should precede actions. Actions should be judged through the prism of how the firm adds value and the key competencies it seeks to build.

~Robert S. Kaplan

To help people with the struggle, I have to reveal my own struggles.

~Robert S. Kaplan

There's a step that leaders need to take; they've got to understand themselves.

~Robert S. Kaplan

You're changing, the world is changing, and your hopes and aspirations are regularly being updated. That's why I say this is a life long struggle - for everybody.

~Robert S. Kaplan

Personal relationships are often based on affection - professional relationships can have affection but they must have mutual understanding, trust and respect.

~Robert S. Kaplan

**Related Links:**

- People Quotes
- Mean Quotes
- Leader Quotes
- Priorities Quotes
- Strategy Quotes
- Struggle Quotes
- Focus Quotes
- School Quotes
- Powerful Quotes
- Excellence Quotes
- Long Quotes
- Thinking Quotes
- Vision Quotes
- Decision Quotes
- Opportunity Quotes
- Helping Quotes
- Trying Quotes
- Team Quotes
- Execution Quotes
- Risk Quotes