

Welcome to

# Employee Ownership Association Annual Conference 2017

Where employee ownership meets

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# Welcome to Session 6: Strategy Development – By All, For All

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Sandy Wilson – Alterity

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# What does strategy mean to you?

A Plan

In practice...all strategy-making walks on two feet, one deliberate, the other emergent

A roadmap to the future

Strategy is good-luck rationalised in hindsight

It is a catch all term that can mean what ever you want it to

It is the business of Top Management

It's about determining long-term goals and the adoption of courses of action to achieve them

It's the 'means' and the 'goals' are the ends

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## Our working definition...

It's the 'means'  
..and the 'goals'  
are the ends

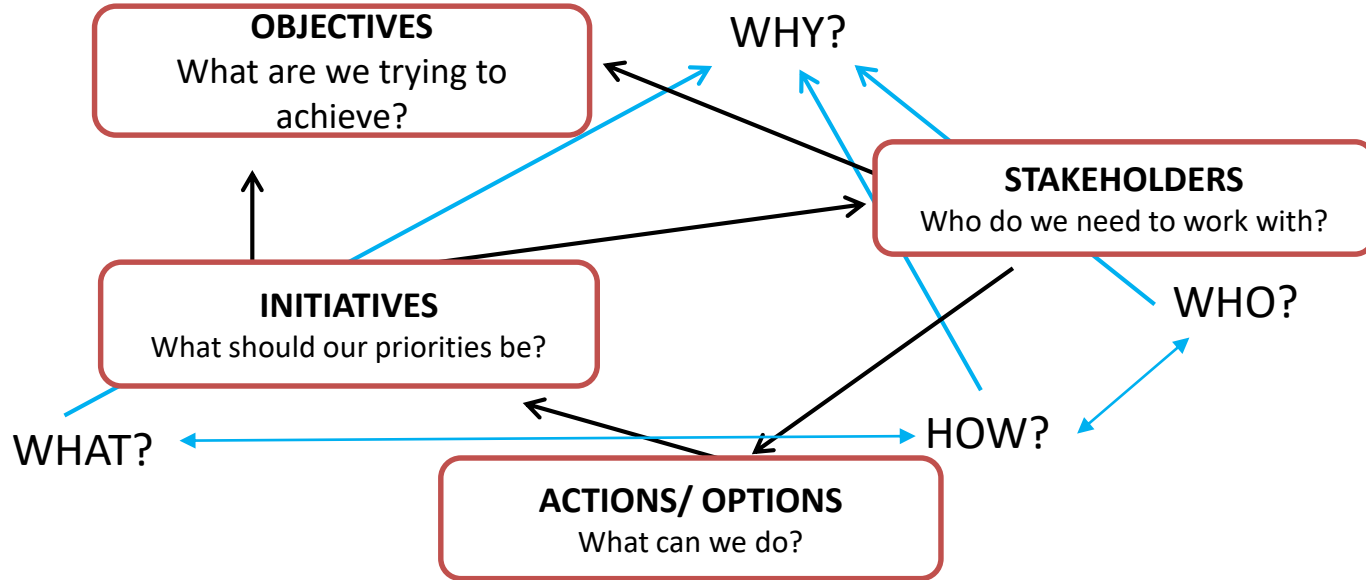
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# Top Factors related to Strategy Failures

	When making strategy the organisation failed to:
1	Make effective use of the <b>knowledge and expertise</b> available inside and outside the organisation.
2	Get <b>senior support and involvement</b> from those responsible for resource allocation
3	<b>Encourage creative, innovative</b> solutions - not just opting for what's worked before
4	Get a <b>diverse range</b> of inputs including dissenting voices.
5	Find an <b>efficient, practical way</b> for broad engagement with stakeholders.
6	Consider <b>organisational politics</b> and use methods that embrace the reality of the situation.
7	<b>Be realistic</b> instead opting for excessive optimism.
8	<b>Embrace complexity</b> and uncertainty – they over-simplified the challenges.
9	<b>Build commitment</b> from those that will be needed to deliver the strategy.
10	Help people by developing ' <b>reasons to believe</b> ' throughout the strategy process.
11	<b>Prioritise</b> – tried to do too many things with too few resources.
12	Create a strategy that is <b>action-oriented</b> and possible to achieve – too much fluff.

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# Underlying Strategic Logic



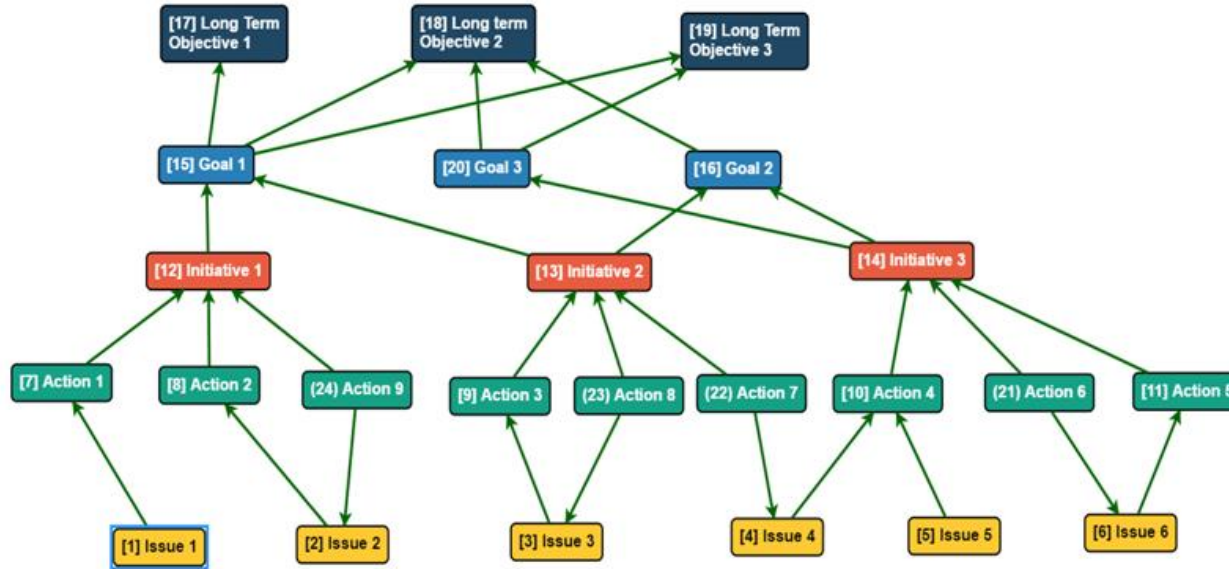
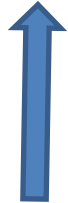
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# Thinking about Strategy as a System

Start Here: Work Top Down?

Why

Objective



How

Problem

Start Here: Work Bottom Up?

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# Case Study

# ASDA

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# Strategy Mapping

## Step 1: Find the Challenges & Build Engagement

**Tip – start with the problems...we call it 'Issue Surfacing'**

**Question: What are the top 3 challenges that you / your department / your organisation facing at the moment?**



**Remember the Top reasons for Strategy Failure**

**Rule - no solutions, only issues**

Diversity  
Knowledge  
Commitment  
Senior-Support  
Reasons-to-Believe  
Action-Orientation  
Complexity  
Politics  
Prioritise  
Realistic  
Practical

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# Strategy Mapping

## Step 2 Building up Options

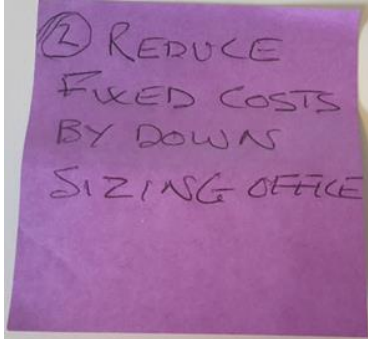
**Tip – switch to a positive psychology ... focus on actions and force broader thinking**

**Task: name 3 actions that you could take to overcome each of these challenges**

Again, write them down on post-its  
(this time they should all lead with a verb!)

**Hint - option limitation tends to come from how we frame the problem, try reframing it**

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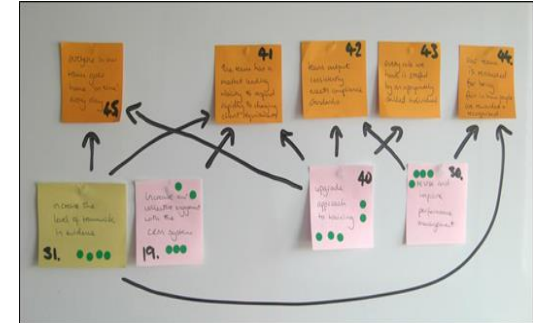
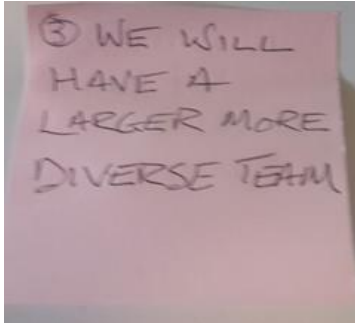


# Strategy Mapping

## Step 3 Objectives with a Reason to Believe

**Tip – create objectives by ‘describing the future’ based on completing the actions from step 2**

**Task: Get participants to describe the outcomes from the nominated actions. Consider different frames of description from multiple perspectives e.g. staff, owners, customers, financial.**



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# Inclusive Strategy Process Checklist

## Addressed the key questions?

### ACTIONS/ OPTIONS

What can we do?

### INITIATIVES

What should our priorities be?

### STAKEHOLDERS

Who do we need to work with?

### OBJECTIVES

What are we trying to achieve?

## Kept focus on the key benefits?

### Used the available knowledge and expertise?

Got senior support and involvement?

Encouraged creative, innovative solutions?

Included a diverse range of inputs including dissenting voices?

Found a practical way for broad engagement?

Considered organisational politics?

Been realistic?

Embraced complexity and not over-simplified?

Built commitment from those needed to deliver?

Helped develop a 'reasons to believe'?

Prioritised – not too many things with too few resources.

Created a strategy that is action-oriented?

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# Questions and Discussions

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**Thank you.** Enjoy the rest of the conference.

Look forward to seeing you at the Drinks Reception in the Kings suite at 6:30pm

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