

## Using Strategy to Build Engagement

### About the Value Proposition Approach to Strategy

The **Value Proposition (VP)** approach to strategy meets you where you're at and builds all that is. It provides you with a focal point to activate purpose, which builds the kind of engagement that doubles performance and delivers other remarkable quality, safety and retention benefits.<sup>1</sup> Based on the success of Suncor,<sup>2</sup> your VP:

- ✓ Captures 100% of what your organization is today and will become all in one place (no more pain trying to drive the *strategy bus* forward in your organization!).
- ✓ Grows and evolves as your organization grows and evolves.
- ✓ Integrates strategy (what gets done) and culture (how it gets done).
- ✓ Incorporates all of your organization's strategic elements including e-scans, business plans, forecasts, budgets and more with 100% clarity on governance.

Consisting of two simple steps, the VP approach is easy:

- ✓ Step 1 renews the broad elements of your organization's strategy.
- ✓ Step 2 engages your organization in its further development and execution.

The VP approach builds engagement:

- ✓ By cascading purpose from your Board to your organization, teams and individuals and even externally to your customers, partners, communities and others.
- ✓ By giving your Board and Leadership Team the ability to provide broad, top-down strategic direction while also garnering specific, bottom-up ideas from your employees, which are then vetted, resourced and executed.
- ✓ By giving your Board a clear line of sight into strategy implementation and employees a clear line of sight to your organization's strategy while also providing governance clarity, which opens the door to remarkable Board-staff collaboration.
- ✓ By clearly defining accountability, which sets the stage for follow-through.<sup>3</sup>

If improving is the *mountain* you want to climb, then your VP brings together the *climbing tools* that your organization will use to improve now and for years to come!



**1/** See the S2S *The Value of Engagement* article.

**2/** As one of Canada's most successful companies, Suncor engaged every employee in developing, executing and following through on strategy - a key to growing to a value approaching \$80 billion.

**3/** The S2S **Two-Page Plan** is a simple, proven, tailored, team-based and highly integrated strategy development, strategy implementation and performance management tool. Please ask for a testimonial .

## Three Strategic Outcomes

The VP approach delivers three strategic outcomes only leading organizations achieve:<sup>4</sup>

- ✓ Building a purpose-driven and values-driven culture.
- ✓ Embracing an all-stakeholder perspective in developing and executing strategy by considering your Board, staff, customers, partners, communities and others.
- ✓ Engaging every mind in developing and executing strategy.

When broad strategy is translated into specific action with clear accountability, follow-through is virtually guaranteed. In this way, the VP approach ensures that your organization is not among the many whose strategy fails in implementation.<sup>5</sup>

## Sharing Your Organization's Strategic Story

Your VP will also help the members of your organization share its strategic story:

- ✓ Sharing your organization's purpose and focus areas is a great way to open a simple, consistent conversation about your organization in 15 seconds or less.
- ✓ Based on the interest expressed by the audience, one can then share more about your organization's vision, mission and values, or more about its goals and priorities for the coming year.

Your VP equips everyone that supports your organization with the ability to simply and consistently share its story. Doing so builds engagement with all those who currently support your organization or might support your organization in the future.

## Moving Forward

As we do this work, S2S can also share ideas on:

- ✓ Defining your desired culture and using cascading purpose and values to shape it.
- ✓ Using online tools to conduct assessments and to evaluate engagement.
- ✓ Developing people and rewarding performance.

Embracing an annual planning cycle will accelerate your success by allowing your people and organization to improve for years to come. S2S would like to stay connected with you to see your organization through a one-time transition from how things have been done to a new way for your organization to improve. Moving through this transition will also mean that you no longer require our ongoing support.

By embracing the VP approach, your strategy will be renewed annually and actioned with enthusiasm! Together, the members of your organization will build a great strategy. With purpose, they will build the kind of ideas, relationships, alignment, engagement and performance that drives success. Shared strategic focus – from broad strategy to specific action – success is only a few strategic conversations away!

As we move forward, S2S can share a one-page **VP Roadmap** to guide you in your journey, a one-page **VP Graphics** to frame your strategic conversations, and a flexible **VP Template** to get us started in collaboratively building out your VP.

Onward!

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<sup>4/</sup> In *Reinventing Organizations* (2014) former McKinsey & Company consultant Frederic Laloux summarized three years of research into a suite of organizational best practices.

<sup>5/</sup> Research shows that 60-80% of strategy fails in implementation.