Strategy Refresh
A Case Study

Strategic Choices, Collective Wisdom, High performance

#ConnectSmarter
#WorkthatMatters

modis Management Consulting

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Feb 28 2019
We were living a present we were comfortable with…
But with just a few shifts this is what it was becoming...
We needed a Plan to connect us to the Future ...
Objectives

We were clear on outcomes and measured what mattered

1. To make **good decisions** and **deliver a strategy** that was evidence based, reflected great strategic thinking and was geared to achieve agreed growth targets.

2. Ensure the process brought in diverse perspectives and **engaged directly with our wider community**.

3. To develop a **sustainable business model** to support the growth.

...so we issued an invitation and a challenge....
Create YOUR Future
“Which markets will we play in?”

“How will we win in those chosen markets?”

“What capabilities do we need to win?”

“What structures, systems and processes do we need?”
The Strategy Refresh Process

**Exploration / Shared Understanding**
- Sensemaking; Engagement; Tactical Decisions
- Emerging Themes & Directions

**Strategic Choice**
- Mid to longer term decisions
- Investment & resourcing decisions

**Implementation, Monitoring & Control**
- Strategic Programs of Work
- Structure and Governance

**Stages**
- **Stages 1 - 4**
- **Stage 5**
- **Stage 6**
Who Was Involved?

Core SR Team

Executive Team

Strategic Advisory Group

Just in Time SMEs & Support

People Leaders

Our People & Our Clients
Strategy Refresh Update

Exploration / Shared Understanding
- Sensemaking; Engagement; Tactical Decisions
- Emerging Themes & Directions

Stages 1-4

Strategic Choice
- Mid to longer term decisions
- Investment & resourcing decisions

Stages 5

Implementation, Monitoring & Control
- Strategic Programs of Work
- Structure and Governance

Stages 6

Accomplished so far..

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Accomplished so far..

- Roadshow completed
  - 20 workshops across 5 States/Territories
- Crowdsourcing – a great success
  - Ideas move into review July 4
  - 197 Users; 119 ideas; 1080 votes, 384 comments
- Partnership perspectives collected
- Internal/External Analysis compiled
- Updates - Yammer, WB, Email; Account Newsletters, visits

An engaged, committed workforce

Over 50% of our people have directly participated in the Strategy Refresh process
So - Did it Deliver the Goods?
What Was Achieved

And because we are big on measuring what matters, we also looked at the immediate and long term results

1. A New Strategy incorporating direct answers to the four Key Questions
2. A new structure and operating model to drive the strategy
3. Innovative Solutions
4. Record Level Engagement Scores
5. Highest Ever NPS Scores
6. Achievement of all four areas of our balanced scorecard measures
..and an Exciting Future that we continue to Co-Creat...
Reflections

Get Clear on your Why & What
Create the BluePrint
Think Like a Marketer
Enlist & Leverage Key Influencers
Close the Loop on All Aspects
Leadership
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