

QUICK GUIDE:

MAXIMIZING STRATEGY DEVELOPMENT & ROLLOUT WITH TOP LEADERS

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HEAD OF CLIENT SERVICE

IN A POST-PANDEMIC WORLD, ORGANIZATIONS ARE
MOVING FASTER THAN EVER TO MAKE CHANGES...

*Meta's 'Year of Efficiency'
Still Looks Costly*

Netflix Seeks Ways to
Get Subscribers to Return
After Visits Decline

The AI Boom That
Could Make Google
and Microsoft Even
More Powerful

*Businesses
seek out
ChatGPT-tech
for searching
and analyzing
their own data*

Rivian Moves More Engineers Near
Illinois EV Factory To Speed Up Output

Foot Locker unveils new Lace Up
strategy to revamp stores and close
400 Underperforming locations

Best Buy doubles down on
membership program as sales cool

*Nokia changes iconic logo
to signal strategy shift*

As Starbucks changes its growth strategy,
the 'third space' cafe model fades from view

80%
INCREASE
IN PLANNED ENTERPRISE
CHANGES SINCE 2016



...BUT, EMPLOYEES OFTEN AREN'T PART OF THE CHANGE JOURNEY, CAUSING RESISTANCE AND LACK OF CLARITY

43%

of employees **AREN'T** willing to support enterprise change, down 31% in just the last several years¹

67%

of leaders have experienced at least one **UNDERPERFORMING** transformation in the last five years²

64%

of employees **DON'T** have high trust in their organizations³

59%

GAP in perceived vs. actual strategic alignment⁴



¹Gartner, 2022

²HBR, 2023

³Gartner, 2022

⁴HBR, 2023

AS A RESULT...

75%

OF ORGANIZATIONS ARE REVERTING
BACK TO A TOP-DOWN APPROACH
THAT CARRIES MANY RISKS FOR THE
VERY ENGAGEMENT ORGANIZATIONS
HAVE WORKED SO HARD TO BUILD.

ORGANIZATIONS HAVE AN OPPORTUNITY TO CHANGE THE NARRATIVE BY
SHIFTING HOW THEY THINK ABOUT INVOLVEMENT AND ENGAGEMENT

FROM / TO



Employees as
change resisters

Employees as
change agents



Apathy and concern
around the path forward

Alignment and optimism
about the future



Top-down mandate

Bottom-up co-creation



THE SOLUTION:

BRING LEADERS ALONG ON THE STRATEGY DEVELOPMENT JOURNEY

We do this through a method we call "**Strategy Sprints**," which is a collaborative, iterative approach to co-create the strategy. Depending on your organization's size and need, this can be done with the top 50 leaders or the full organization.

This methodology allows us to go deeper into the business to engage key stakeholders on their perspective around the ambition they're aiming for, the root cause problems that need to be solved, and the pathway to get there.



This co-creation process engages more people than organizations ever thought possible and has the results to back it up.



“ People don't resist change. They resist change they're not a part of... **”**

HOW IT WORKS:

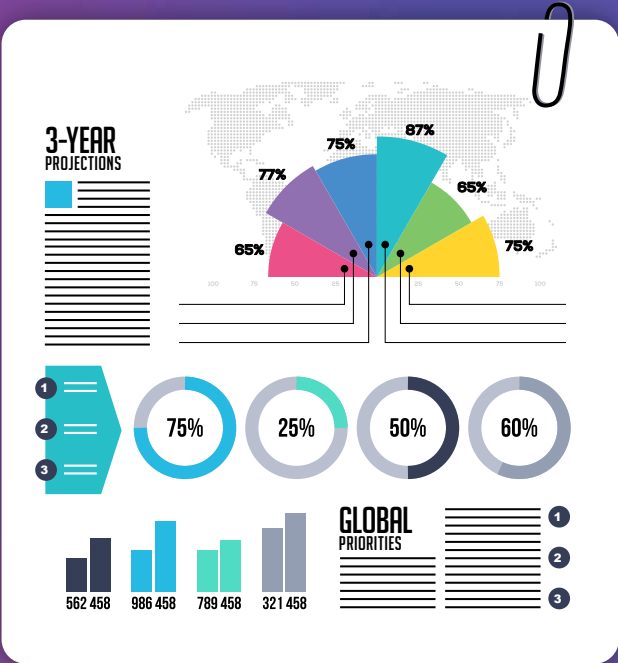
[AN EXAMPLE]

Deploy three "Sprints" that share stimuli—for instance, emerging disruptors, competitive activity, current landscape—and ask for specific feedback on the content shared.



STEP 1

REVIEW STIMULI



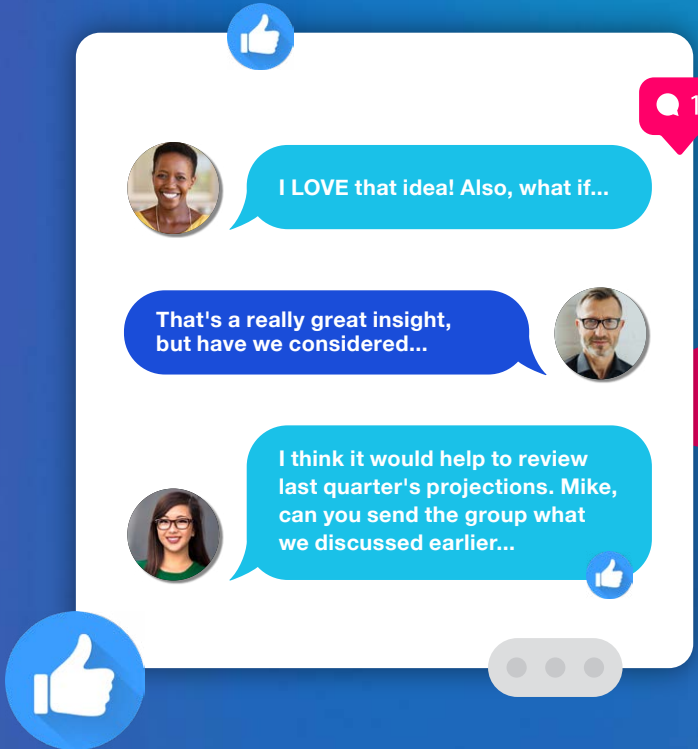
STEP 2

PROVIDE INPUT BASED ON CONTENT



STEP 3

DISCUSS AND REACT TO FEEDBACK



HOW IT WORKS:

[AN EXAMPLE]



Sprints are open for two weeks with a careful plan of “nudges” to drive behavior. Once the feedback is synthesized, we play it back to all employees before the next “Sprint” begins.



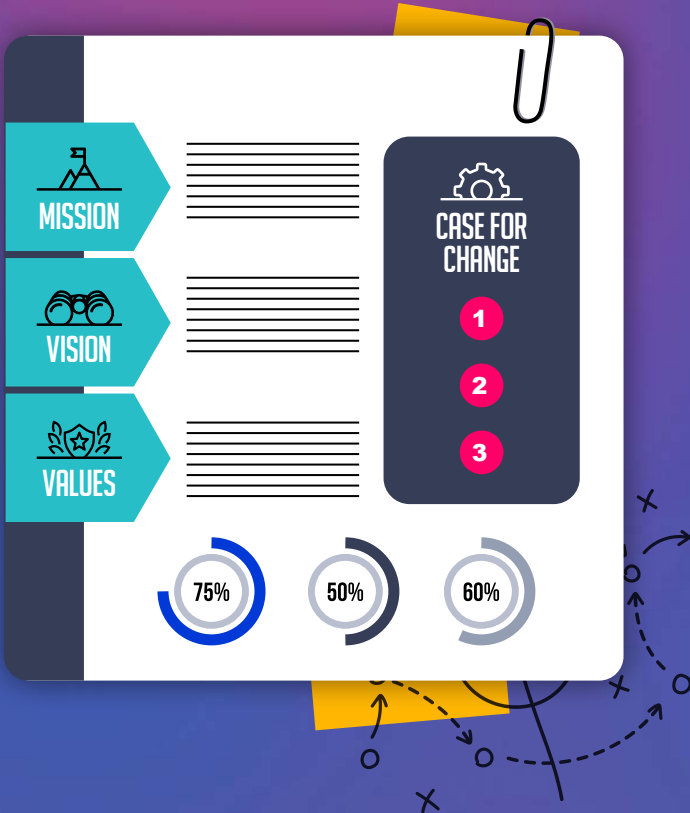
STEP 4

SYNTHESIZE WHAT WAS SAID



STEP 5

RUN ADDITIONAL SPRINTS TO SEEK INPUT

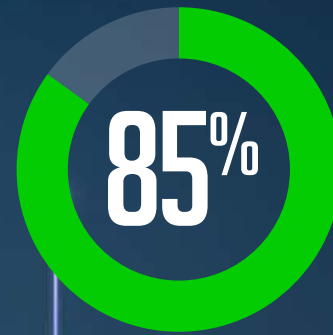


STEP 6

SHOW HOW INPUT IMPACTS FINAL STRATEGY



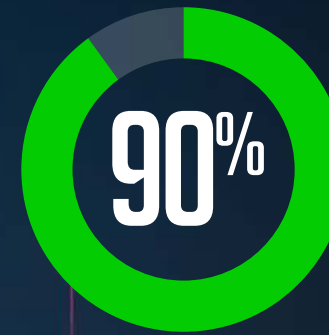
THIS APPROACH HAS PROVEN RESULTS FOR LEADING BRANDS



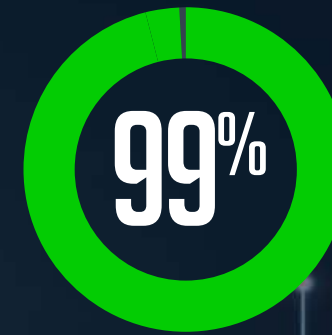
PARTICIPATION
FROM U.S.
FRANCHISEES



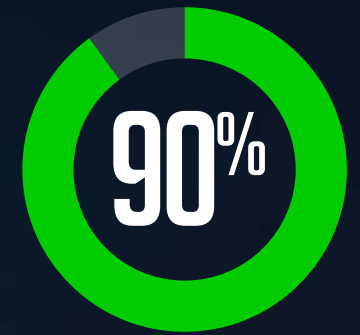
IMPROVEMENT
FROM FRANCHISEES
AND EMPLOYEES IN
UNDERSTANDING STRATEGY,
CONFIDENCE IN BUSINESS
DIRECTION, AND TRUST
IN LEADERSHIP



BELIEVED THERE
WAS SUBSTANTIAL
INPUT GATHERED
IN DEVELOPING
THE STRATEGY



UNDERSTOOD
THE STRATEGY
AND PATH
FORWARD



HAD CONFIDENCE
IN THE FUTURE OF
THE COMPANY



*Strategy Sprints
for the Win! >*

CRITICAL SUCCESS FACTORS

1

BUILD a strong engagement plan with the right top-down nudges, segmented outreach, and influencer outreach.

2

SHOW that leaders are not only listening—but actively responding to the input.

3

DEMONSTRATE clear line-of-sight between employee input and the actions that will inform the strategy.

4

PARTNER with your strategy team to create an approach that makes sense for your business context.



REMEMBER, while the steps themselves are “simple” in nature, it’s essential this work is well planned and coordinated, content is developed strategically, you have an effective communications plan, and the overall work is integrated into the greater transformation initiative.

GALVANIZING LEADERS DURING YOUR STRATEGY LAUNCH

After having sought the input of the organization on the plan itself, it's time to think about the rollout...and ensuring you're best able to meet the moment. One of the best ways to level set and create momentum around your strategy is through a strategy launch meeting with leaders.

Think about the last time you went to a leadership meeting to hear about a new strategy, direction, or business plan. Did you leave that meeting feeling optimistic, energized, and accountable for what was presented? Or did you come away from the experience feeling apathetic, skeptical, and that the new plan was more of the same? Unfortunately, the latter is the case for most strategy rollout or refresh meetings today—even at the leadership level. That's because more time and attention is given to building an agenda to "tell and sell" versus creating an experience that brings attendees along on a journey.

That's, in part, because sharing decks full of strategy slides—often done by well-intentioned consultants—is an easy approach. It takes work that's already been done and fills up hours of the meeting. It allows the company's leadership team to "check off a box" and say they've engaged their top leaders in the direction of the business.

BUT we know there's a better way. One that concurrently informs, involves, and inspires leaders on the path forward, and moves them from bystanders of change to inspired catalysts.



BENEFITS OF CREATING AN EXPERIENCE AROUND THE STRATEGY LAUNCH

EXPAND THINKING



In today's business environment, success is predicated on leaders understanding a multi-dimensional—and sometimes competing—view of the environment, business, competitors, customers, and employees. That means we need to provide leaders with the widest aperture possible and do so in a way that expands their thinking and lets them draw their own conclusions and implications.

CREATE ALIGNMENT AROUND THE OPPORTUNITY



The days of “telling and selling” a strategy from a three-inch binder are long over. If we bring leaders along on the journey prior to the meeting, strategy rollouts become a culminating moment allowing ample time to build belief in the purpose and vision of the organization, ignite energy around the ways we'll compete and win, and ensure connection to the outcomes and metrics critical for success.

EVOKE SPECIAL ENERGY



Leaders need to leave key moments informed of the future direction and—this is a critical component—equipped to be evangelists for the strategy. They need to believe the strategy is achievable and internalize it well enough to both interpret the strategic story and create connections across the organization. To not only see themselves in the future but help employees do the same.



All this context setting from multiple viewpoints allows leaders in the room to not only learn something new, but also trust what's to follow. And: it best prepares them to answer the critical “why” questions their teams will have upon rollout.

W

hile the design of a strategy rollout with leaders is incredibly unique to the situation at hand, there are some general elements we see as consistently important.





INFORM

1

The core of a strategy launch is the content itself. There are four key aspects to keep in mind:

- ✓ **PURPOSE:** Visit the purpose of the organization and put the day's discussion into a broader context. This reason for being or the need leaders fulfill—done in a way that evokes emotion—helps attendees see a broader connection to what they're about to discuss.
- ✓ **CONTEXT:** Set context on the environment, competitors, business, customers, and employees, which together paint a picture of the need for change. This helps open minds and ensures everyone understands the critical elements of today's reality, regardless of their role.
- ✓ **STRATEGY:** Cover the core areas that will differentiate the business from the competition and create a further advantage as well as how the vision and strategy will impact all key stakeholders. Stay focused on four or five key strategic choices—this balances providing enough information without overwhelming.
- ✓ **ROADMAP:** Lay out a roadmap for what success will look and feel like upon completion of the strategy, and then work back to focus on what must happen in the early years to achieve this success. The roadmap must show how all the change levers—including the very personal human ones—work together to drive the ultimate outcome.



INVOLVE

2

The best meetings don't just meet the moment by informing leaders about what's covered to the left. Instead, they also involve the leaders in helping shape the strategy in advance of the meeting as well as provide input as the meeting progresses.

- ✓ **CO-CREATION:** The best strategy rollout events don't surprise attendees via a dramatic unveiling. That's because leaders should have been brought along on the journey prior to the meeting, and in fact, gone through a process to co-create the strategy and/or help refine core elements.
- ✓ **IN-MEETING ENGAGEMENT:** Create a meaningful experience for attendees from the moment they arrive with purposeful and strategic moments of engagement. Each element of the meeting should connect back to the core meeting outcomes.



INSPIRE

3

Inspire and empower attendees to create energy around the new strategy following the event itself. We know from experience that approximately 1/3 of leaders will do this well, 1/3 will do so in an average way, and 1/3 will leave the meeting without doing anything different.

WANT MORE?



Check out our detailed guide on how to **Maximize Your Company's Strategy Rollout with Top Leaders**

GET SUPPORT FROM THE EXPERTS

We partner with CEOs, leadership teams, and functional chief officers—from strategy, supply chain, communications, operations, HR, marketing, and more—to shape and activate enterprise-wide and functional strategies that drive transformative change.

This includes building a strategy co-creation process, designing meetings that inform / involve / inspire leaders to launch the strategy and build high-performance teams, and supporting the rollout of the strategy across the enterprise... all with the goal of accelerating company performance. Explore what's possible for your organization.

The Grossman Group is proud to be a Certified Diverse Supplier through the National LGBT Chamber of Commerce since 2008.

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KYLE DIERKING

Kyle Dierking

Kyle is Vice President and Head of Client Service at The Grossman Group and brings more than 15 years of corporate communications experience to the firm, working across a variety of industries and business models. In all his roles, he's been a change agent, strategic counselor, and dynamic storyteller. Kyle's current and former clients include Bojangles, CMC, DHL Supply Chain, GEICO, Grubhub, Lundbeck, Newmont, The Smithsonian Institute, Suntory Global Spirits, TPG, and Stanley Black & Decker, among other leading organizations.

Throughout his career, Kyle has built and implemented successful internal communications programs both in-house and on the agency side, navigating large, complex organizations and tailoring plans to meet the needs of a variety of internal audiences.

He specializes in rolling out communication strategies and messaging platforms to support digital and business transformations, as well as supporting senior executives and developing their annual and initiative-based plans and messaging. He has led the implementation of EVP rollouts, restructuring, and key business initiatives to employees and frontline workers, navigating and leading internal communications for business and brand crises, and more.

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