

# Putting strategy into practice

If people fully understand where their organization is heading – and why – they can make a difference.

Organizations expect a lot from their people; provide more value, improve customer service, work more efficiently... But it does not always happen the way it was intended. Even if people hear the messages, they do not necessarily see what they mean to their own daily reality. It's not clear what people need to do differently and why.

## Recreating the learning process

The management behind a strategy has been through a learning process. They have studied market conditions, customer needs and competitor positioning. They have looked at strengths and opportunities, as well as weaknesses and potential threats. Based on this they draw conclusions about the future direction; the strategy.

To get everybody in the organization onboard, just sharing these conclusions will most likely not do the job. People need to discover things for themselves. The learning process that management went through needs to be recreated – if yet in a more condensed version. People need a chance to understand the reasoning behind the strategy, and how **they** can make it happen.

## Seeing the big picture

Typically there are only a handful of people who have the strategic “big picture” perspective of an organization. Helping everybody gain this helicopter view is critical, if you need them to pull in the same direction.

*Strengthen your people's ability to see, think and act in line with your organization's vision and strategy.*

One way is to invite everybody to a dialog, facilitated by leaders of the organizations. Allow for exploration, dialog, reflection and new insights around the strategy. Visualize what success will look like – the future vision in practice – and how the strategy supports it. Clarify how various projects and initiatives are all working for a common goal. Help people see how they can make a difference; as individuals and teams.



## Supporting tools

To support a dialog over time, engaging people in the business and in making change happen, Celemi develops hands-on tools. Team-based explorative exercises, simulations and serious games guide people through a journey of learning and change – at events, seminars, weekly meetings or on-the-job. Media and formats may include WorkMat™ series, business simulations, cases, films, interactive Power Point presentations and e-Learning.

The journey is based on a storyline, including step-by-step learning activities – as well as links to internal communication pieces such as news on the intranet, letters from the CEO, e-mails and presentations with business updates.

## The Power of Learning

Our philosophy, The Power of Learning, is at the heart of all Celemi learning solutions. Common characteristics of a Celemi solution include:

- Interactive and participant driven
- Fun and engaging
- Managers often act as facilitators; the process becomes an integral part of leadership.
- People work in teams of 3-4 people, and multiple teams can participate simultaneously.
- With a cascading implementation, you can reach large numbers of people in a short period of time.

## About Celemi

Since 1985, Celemi helps companies manage the human side of change – moving people and organizations to higher levels of performance. With offices in Sweden, the US, China and Singapore, as well as partners in more than 70 countries worldwide, Celemi serves clients such as Airbus, Baxter, BASF, IKEA, Schneider Electric, Siemens and Skanska across the globe.

For more information please contact Celemi:

+46-40-660 27 00  
ask@celemi.com  
[www.celemi.com](http://www.celemi.com)