



Developing strategy and improving organizational effectiveness

Client

A multi-faceted conservation organization including research activities and attractions.

Challenge

Guide the Executive Leadership Team in creating a strategic plan, while simultaneously enhancing its effectiveness as a team and in taking the organization into the 21st century.

Approach

Working collaboratively with the COO and Executive Leadership Planning Team, we:

- Established and implemented simple, clear tools to structure our team work and define success
- Created five strategic priorities to achieve the newly-created vision
- Worked deliberately and explicitly across organizational boundaries to demonstrate the collaborative behaviors we wanted to instill in the future organization
- Cascaded the process from the Executive Leadership Planning Team and consideration of the issues at an institutional level to the next level of leadership and an operational perspective
- Established timeline and activities for detailed planning and execution of the five priorities

Result

During this engagement, we not only created a detailed strategic plan at both institutional and operating levels, but also we 'built with the future in mind'. That is, we created a structured, yet flexible process that the Client continues to follow and adapt as its capabilities grow and its business environment evolves. We provided the framework within which to reposition the Client under a single brand and the tools to allow departmental, operational, and functional leaders to work across their organizational boundaries. We defined and implemented a clear framework for decisions, began identifying what and how information should flow throughout the first- and second-level leaders / teams. Doing so, we considered the implications for ongoing governance and improved the Client's ability to manage both day-to-day operations and longer-term strategic initiatives. At the conclusion of the engagement, we successfully transferred leadership of the effort from consultant to client for execution over the next five years.