

# APPENDIX

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## EMPLOYEE INVOLVEMENT IN STRATEGY REALIZATION



Master Thesis  
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A theoretical models  
on the employees'  
perspective of the  
realization of strategy.



A practical tool which  
involves employees  
in the realization of  
strategy.



Me, presenting the progress of my thesis during one of the two-weekly meetings

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# APPENDIX A

## INTERVIEW GUIDE

# STRATEGIEMAKERS

### Intro

Het interview is anoniem, wat je precies gezegd heb zal alleen voor mijn begeleiders en mij toegankelijk zijn. De data zal vertrouwelijk worden behandeld. Deze resultaten worden gebruikt voor het creëren van een beeld van strategie implementatie. Het interview zal ongeveer een uur duren. Het is een semi structured interview dus voeg vooral dingen toe die in jou ogen relevant zijn voor het onderwerp. Heb je bezwaar tegen het opnemen van het interview voor verwerkingsdoeleinden?

Ik heb dit interview opzet naar aanleiding van mijn afstudeerproject naar het onderzoeken van de implementatie van strategie. Ik probeer hierbij eerst te onderzoeken hoe strategie implementatie wordt aangepakt daarna zal ik ontwerp maken voor een onderdeel wat er verbeterd kan worden bij strategie implementatie. Tijdens dit interview zou ik graag willen ontdekken wat voor ervaringen jij hebt met de aanpak van de implementatie van strategie bij verschillende klanten.

### Topic 1

Wat is strategie?

- Zou je aan mij kunnen vertellen hoe jij aan klanten uitlegt wat strategie inhoud?

- Wat is volgens jou de rede achter het maken van strategie? Met welk doel in ogen wordt strategie gemaakt? Waarom is het belangrijk voor bedrijven om strategie te vormen?

- Ken je voorbeelden van bedrijven die de betekenis van strategie anders zien? Op welke manier kijken zij anders naar strategie? Gebruiken zij het voor andere doeleinden?

*Extra vragen:*

*Zou je kunnen uitleggen welke rol jij denkt dat strategie heeft in een organisatie? Is dit altijd hetzelfde? Is de betekenis van strategie in de loop van de jaren voor jou hetzelfde gebleven? Wat is er veranderd? Wat denk jij dat de oorzaak is geweest van die verandering?*

### Topic 2

Wat betekent strategie voor een organisatie?

-Wat voor soorten reacties komen er van uit klanten wanneer jullie ze hebben geholpen met het vormen van strategie? door welke stappen in het traject worden deze reacties veroorzaakt?

-We hebben net gehad over waarom het volgens jou belangrijk is dat organisaties strategie vormen. Wanneer je kijkt van uit het perspectief van de klant, welke onderdelen van strategie zullen zij als waardevol inzien? Kan het ook negatieve effecten bewerkstelligen in een organisatie? Welke aspecten zorgen voor een positieve invloed van strategie binnen een organisatie?

- Wat is naar jou ervaring de relatie van de nieuwe strategie tot de plannen die er waren voordat de nieuwe strategie gevormd werd? Kun je een voorbeeld noemen houdingen tegenover de nieuw gevormde strategie die als eerste bij je te binnen schieten?

*Extra vragen:*

*Na het vormen van de strategie wordt in organisaties de strategie vastgelegd. In wat voor vorm wordt de strategie vaak vastgelegd?*

*Welke aspecten van een nieuw gevormde strategie spreken klanten vaak aan? Waarom is dit naar jou inzicht?*

*Is in de loop van de jaren de betekenis van de gevormde strategie voor een organisatie veranderd?*

*Wat zou in de toekomst strategie kunnen betekenen voor klanten?*

### Topic 3

Belang van strategie implementatie

-Er wordt in literatuur veel besproken over de problemen bij het implementeren van strategie. Zou je me uit kunnen leggen wat strategie implementatie voor jou betekend? Welke vaste stappen zijn er bij strategie implementatie die altijd worden doorlopen?

-Ik zou het nu met je willen hebben over wanneer naar jou inzicht de implementatie van een strategie succesvol is. Heb je ervaring met projecten waarbij de implementatie erg succesvol is verlopen? Welke factoren maakten het tot een succes?

-Zou je een manier kunnen bedenken waardoor bij de strategie vorming al iets veranderd waardoor de implementatie van de strategie al meer vanzelf gaat?

*Extra vragen:*

*Na het vormen van de strategie wordt er overgegaan op implementatie. Wordt er tijdens het vormen van de strategie al vooruit gedacht aan de implementatie?*

*Welke aspecten zijn er van belang bij de implementatie van strategie? hoe worden deze aspecten door strategiemakers getackeld? Op welke punten speelt communicatie een rol?*

*Kun je een voorbeeld noemen hoe het implementatieproces van strategie eruit zou kunnen zien?*

*Als je een ding in de toekomst zou kunnen verbeteren aan het de implementatie van strategie, wat zou je dan verbeteren?*

*Kun je je een project herinneren waarbij je niet perse veel vertrouwen had dat de gevormde strategie goed zou worden geïmplementeerd? Welke dingen heb je waargenomen waardoor je op deze gedachte gekomen bent?*

#### Topic 4

##### Betrokkenheid bij uitvoering

-Als ik het heb over werknemers bedoel ik de mensen in een bedrijf die het werk uitvoeren, in tegenstelling tot hoger management dat betrokken is bij het vormen van de strategie. Hier zitten naar mijns inziens veel vormen tussen.

We hebben het net gehad over het implementatie proces van strategie. Ik wil nu met je bespreken hoe betrokkenheid van werknemers hier in verhouding toe staat. Welke onderdelen van het huidige implementatieproces sporen werknemers aan om een bijdrage te leveren? (openheid kwartaalmeetings, veel informatie, akkoord geven van takenpakket kwartaal)

-Deze specifieke aanpak van strategie implementatie zorgt uit zichzelf al dat werknemers meer worden betrokken bij de uitvoering. Welke acties zou naar jou ervaring kunnen toevoegen om nog meer werknemers te betrekken bij de uitvoering? Welke manieren bestaan er nog meer om werknemers te betrekken bij de uitvoering van strategie?

-Als je terugdenkt aan de ervaring die je hebt bij strategiemakers, of misschien wel de tijd daarvoor. Heb je specifieke situaties meegemaakt waarin mensen erg betrokken waren bij de uitvoering van een plan? Welke aspecten hebben veroorzaakt dat dit het geval was?

Extra vragen:

Op welke manieren wordt er al tijdens het vormingsproces van strategie de betrokkenheid van mensen aangesproken?

Kun je voorbeelden noemen van situaties waarbij door middel van communicatie de werknemers betrokken werden bij de uitvoering van strategie?

Zijn er andere manieren om werknemers te betrekken bij uitvoering van strategie? waarom werken deze ook? Werken deze beter?

Wat moet er in de toekomst veranderen aan het implementatieproces om werknemers meer betrokken te maken bij de uitvoering van strategie?

(Wat maakt mensen buiten hun werkomgeving betrokken bij de uitvoering van activiteiten?)

Afsluiten: bedankt voor je input



Top right: Me, ready for interviewing one of the Strategiemakers. The rest of the pictures display the atmosphere at Strategiemakers

# APPENDIX B

## INTERVIEW GUIDE

# CASE ORGANIZATIONS

Hoofdvraag: hoe zetten zij strategie om in actie? Hoe motiveren ze werknemers om strategie om te zetten in actie?

### Inleiding

Het interview is **anoniem**, wat je precies gezegd heb zal alleen voor mijn begeleiders en mij toegankelijk zijn. De data zal vertrouwelijk worden behandeld. Deze resultaten worden gebruikt voor **het creëren van een beeld van strategie implementatie in de praktijk**. Het interview zal ongeveer **een uur** duren. Het is een semi structured interview dus **voeg vooral dingen toe** die in jou ogen relevant zijn voor het onderwerp. Heb je bezwaar tegen het **opnemen** van het interview voor verwerkingsdoeleinden?

Ik heb dit interview opzet naar aanleiding van mijn afstudeerproject naar het **onderzoeken van de betrokkenheid van medewerkers bij de realisatie van strategie**. Ik probeer hierbij eerst te onderzoeken hoe strategie realisatie wordt aangepakt daarna zal ik **ontwerp** maken voor een onderdeel wat er verbeterd kan worden bij strategie realisatie. Tijdens dit interview zou ik graag willen ontdekken **wat voor ervaringen jij hebt** met de aanpak van de realisatie van strategie bij jou afdeling. Hoofdvraag: hoe zetten zij strategie om in actie? Hoe motiveren ze werknemers om strategie om te zetten in actie?

### Wat is (jullie) strategie

*(Eerst ingaan op de definitie van strategie, zodat we allebei over hetzelfde praten. Daarna gaan we inhoudelijk in op jullie huidige strategie.)*

- Als je op een verjaardag zit en je legt uit dat jullie werken met een strategie maar diegene snapt niet wat strategie is, hoe zou jij aan hem of haar uitleggen wat naar jou idee strategie is?

- Hoe luid de huidige strategie waarbij jij betrokken bent met de uitvoering?  
Hoe is deze strategie tot stand gebracht?

- Hoe zou jij aan een nieuwe medewerker uitleggen wat jullie strategie inhoudelijk is?  
*Doen: Teken in een kader*

### Communicatie van strategie

*(In hoeverre was ze hierbij betrokken? Misschien communicatie mensen bevragen hierover)*

- Wanneer je terugdenkt aan het vormen van de strategie, hoe heb jij het vormen van de strategie ervaren? Of als ze niet betrokken was, wat was jou eerste reactie op de inhoud van de strategie?

-Wat is er tijdens dat een select groepje de strategie aan het vormen was, gecommuniceerd met medewerkers die niet betrokken waren tijdens het vormen?

-Hoe is er na het vormen van de strategie gecommuniceerd met de overige werknemers om ze up to speed te brengen?

Het vormen van de strategie is al een tijdje geleden, maar ik ga ervanuit dat jullie nog steeds werken met deze strategie als leidraad. Hoe wordt men nu ook nog herinnerd aan de strategie?

Kun je de activiteiten een cijfer geven van 1 tot 3 met betrekking tot aanzetten van de **vier fases van identificatie**: op de hoogte brengen, begrijpen, herkennen/identificeren, actie  
Wat voor activiteiten hebben er plaatsgevonden die actief bijdroegen aan de acceptatie van de strategie door werknemers?

- Hoe zou jij je eigen niveau inschatten als werknemer die verwacht wordt mee te werken aan de uitvoering?

- Kom het over op de werknemer waarom keuzes gemaakt zijn voor de prioriteiten van dit kwartaal?

### Uitvoering van de strategie

*(wat komt er van de strategie in realiteit?)*

*Wanneer een strategie gevormd is, is het grotendeels nog denkwerk geweest. Een idee van waar de afdeling heen zou moeten bewegen. Bij de realisatie van een strategie zou je voor elkaar willen krijgen dat deze gedachten worden omgezet in realiteit. Eerst in IMPLEMENTATIE, daarna REALISATIE)*

### Implementatie

- Het introduceren van een nieuwe strategie geeft vaak een nieuwe kijk op de werkwijze van de afdeling. Wat zijn naar jou mening aspecten die veranderd zijn aan de werkwijze van de afdeling om de nieuwe strategie te implementeren? (procesmatig)

- Wat is er veranderd aan de dagelijkse werkzaamheden ter ondersteuning van de uitvoering van de nieuwe strategie?

- Is er verandering aangebracht in de samenstelling van de teams binnen de afdeling om het uitvoeren van de strategie mogelijk te maken?

### Realisatie

- Welke activiteit hebben jullie vlak na het vormen van de strategie uitgevoerd die volgens jou erg goed bijdraagt aan het realiseren van de huidige strategie? Zijn er nog meer activiteiten die er bij je naar binnen schieten?

*Doen: link actie aan de omschrijving van huidige strategie*

- In hoeverre heeft de strategie dingen in gang gezet die anders niet gestart waren?

- Welke problemen ervaren jullie met de realisatie van de strategie? Wat zou er beter kunnen worden gedaan?

-Zou je een concreet voorbeeld kunnen noemen van een verandering in de werkwijze van de faculteit waardoor jij tijdens je dagelijkse werkzaamheden keuzes maakt ten goede van de realisatie van de strategie?

### Betrokkenheid medewerkers (motivatie)

*Na het maken van de strategie moeten mensen er zich mee kunnen identificeren, zoals we net hebben gezegd middels deze vier fases. Betrokkenheid bij de uitvoering van de strategie betekent voor mij de intrinsieke motivatie van iemand om bij te dragen aan het realiseren van de plannen.*

*Doen: mindmap betrokkenheid*

- Kun je een voorbeeld noemen van hoe jij je een keer gemotiveerd voelde om de strategie uit te voeren? Waardoor kwam het dat je zo gemotiveerd was om dit te doen?

- Komt er iets in je op dat de (jou) betrokkenheid van medewerkers actief tegen werkt?

- Hoe sta jij tegenover de stelling: "alle medewerkers moeten betrokken zijn bij de uitvoering van strategie"?

**Pyramide van Maslow.** We hebben het veel over trucjes om mensen hun motivatie te verbeteren. Hoe zou je structureler iets kunnen aanpassen in de benadering van werknemers om ze bovenin de pyramide te krijgen?

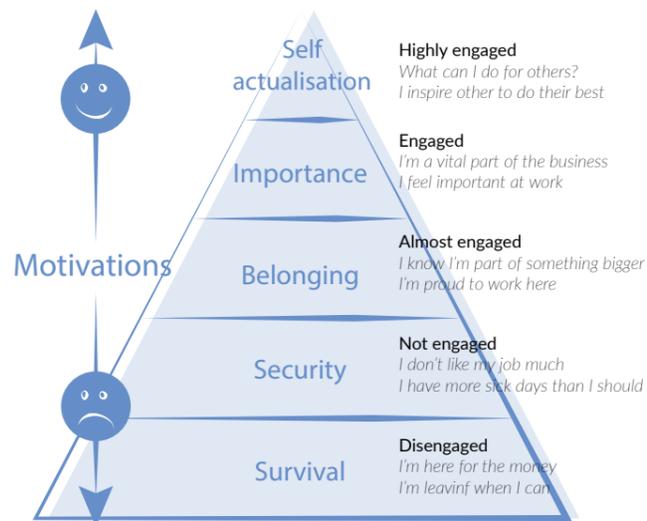
**Case**

Stel je een case voor van een concreet onderdeel van de strategie die gerealiseerd moet worden. Hoe zou binnen deze afdeling/faculteit het worden aangepakt om werknemers te motiveren deze strategie te realiseren.

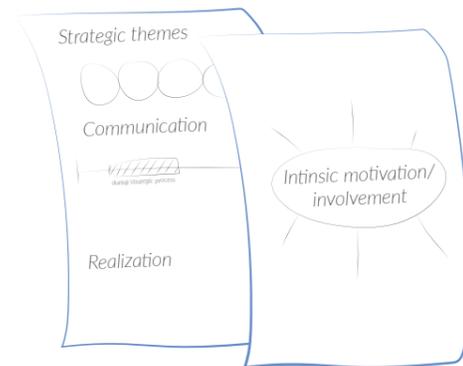
- Hoe zou jij gemotiveerd willen worden om dit uit te voeren?

- Welke nadelen brengt het met zich mee met betrekking tot betrokkenheid van werknemers?

- Wanneer je een ding zou kunnen veranderen aan de huidige werkwijze om de betrokkenheid van werknemers bij het realiseren van strategie automatisch te verhogen, wat zou dat dan zijn?



Maslow's Hierarchy of employee engagement



Worksheets used during the interviews



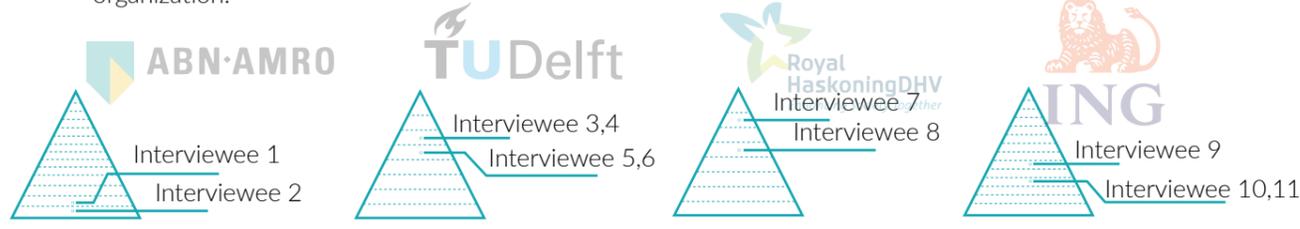
Me in front of the building of ING before the interview

# APPENDIX C1

## ANALYSIS OF THE INTERVIEWS

# THE STRATEGIC PROCESS IN THE CASE ORGANIZATIONS

In order to get more insight on strategy realization in practice, I conducted several interviews with employees that had experience with the realization of strategy. The goal of the interviews was to gather information on strategy realization in practice and on the relation between strategy realization and employee engagement. In order to gather these insights eleven interviews were conducted within four different organizations. Here an overview can be seen of the interviewees and their role in the organization:



overview of interviewees in researched cases

The discussion on strategy realization occurred on different levels of strategy. During the interview at ABN AMRO the conversation was based on the strategy for the department of End User Services. For the other cases the organizational strategy was discussed. Apart from the interviews with the two department heads of the TU Delft, where both organization wide and department strategy was discussed because the organization wide strategy did not feed enough information for discussion.

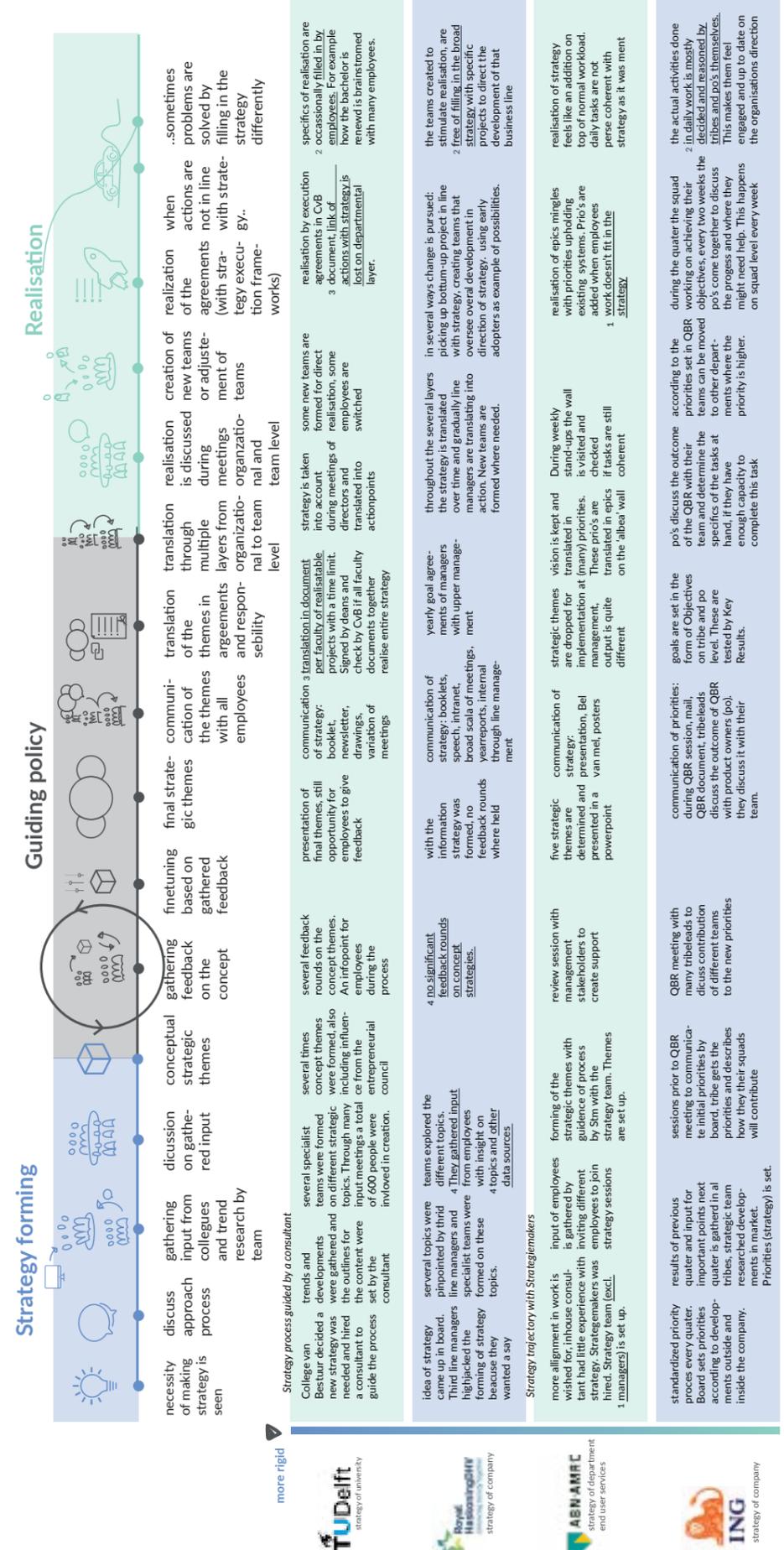
### Mapping of strategy process in each organization

In order to compare the different cases with each other an overview is formed to show how every case went through the strategy steps. This overview is depicted in the figure on the right page. In the first row in the image one can see common steps organizations take during a strategy process. Beneath, per organization is filled in how they went through these steps. The organizations are ordered from more rigid, to more agile with the more rigid organizations at the top and the more agile organizations at the bottom. By plotting these cases on a generalized time-line, differences and similarities between the different cases become clear.

Generally most cases go through many of the steps, sometimes in their own specific ways. General insights per phase are described.

### Forming

Strategy is often formed by a large group of employees that gather insights from other employees (TU Delft, RH DHV, ABN AMRO). Only in the cases of TU Delft and ABN AMRO there are multiple feedback rounds on the concept strategy before they are finalized. Probably because in both cases many support from other stakeholders were key for the realization. TU Delft needed support because of their type of organization; an educational institution, not a profitable company. Employee relations are significantly more important at TU Delft because firing employees is not conventional. When change needs to happen, the majority of people has to be convinced. It is not an 'your on the bus, or off the bus situation. At ABN



**Insights:**

At TU Delft more support is needed. They have more feedback rounds and more discussion in general during the forming of the strategy

more agile

more rigid

1 | managers is set up.

2 | specific of realization are occasionally filled in by employees. For example how the bachelor research is brainstormed with many employees.

3 | realization in CVB document link of actions with strategic layer.

4 | no significant feedback rounds on concept strategies.

5 | In the QBR methode strategy is communicated through less channels. It is communicated in direct link with actionplans

6 | communication of strategy: speech, intranet, newsletters, drawings, meetings

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AMRO support was needed because the members of the team were not part of the management and thus did not have direct influence on the realization of the strategy. Support of the management was key for successful realization.

### Communication

Communication is often through a combination of one-way and two-way communication forms. Regularly appearing one-way communication are: booklets, posters, text, presentations (all cases, ING not a lot) Strategy is in all cases discussed during meetings. In the ABN AMRO case this was less the case probably because the management was not part of the formation of the strategy (see point 6) and thus was not focused on the realization of it.

### Guiding policy

In all cases the strategy is translated in a set of goals or objectives. At ABN AMRO this was difficult because the management who steers these goals was not part of strategy creation. The vision was kept but too many priorities were formed for the employees to take into account. During daily work activity this caused confusion. At the TU Delft the dean, together with a small team, translated the strategy to specific objectives. So the translation was high up in the management. In the case of RH DHV the translation took place on lower levels, and teams were formed to pursue this translation for specific departments. Most of the realization was based on projects of individuals that were build out on a larger scale. At ING the translation of strategy to action is made throughout many layers of the organization. Tribes decide how they are going to contribute and squads decide how they are going to contribute inside the boundaries of the tribe. Translation to action is made by many employees, and thus many employees are actively involved with strategy realization.

### Realization

In every organization, no matter how rigid or agile, to a certain extend employees were able to fill in their own tasks. In the more rigid organizations the freedom laid on smaller level than in agile organizations. In the agile organizations employees can also fill in more long term and impactful assignments, as described above. At RH DHV realization is more based on scaling of successful developments of individuals, which makes it possible for the contribution of the individual to be very impactful. In the case of ING individuals can be impactful by steering their squad in an relevant direction. Since is their decided and argued by themselves they have a big influence on their contribution on the term. Being a visionary in this area can lead to significant impact of an individual. In the situation of the TU Delft employees are able to think along on certain parts of strategy realization, like the content of the new Bachelor. The content is shaped by the employees, the process is only shaped by the management. Impact is possible trough contribution on content. The strategy of the department at ABN AMRO was translated into priorities, the translation in actions of these is done by sprints and epics (which is part of the scrum method). This translation is done during stand-ups. So employees are able to contribute in this way.

Altogether, all organizations have their own way of walking through the strategy process. No case will be exactly the same. Where there are similarities in the global steps like; forming mostly being done by large groups, communication methods that are nearly identical, strategy being translated into objectives and employees having a say in translation to action in every case. There are also big differences, for example: the quarterly priority setting where many employees have a significant role in direct translation of strategy into action and the fact that this translation is in all cases done in a different way and on different levels.

### Interesting insights

Some interesting case related insights that can be concluded are summed up:

**1** The fact that the TU Delft is a different organization where convincing people is required in order to spark action, is also visible during strategy realization. With many discussion during the forming of the

strategy, support is gained for the strategy. This makes strategy realization easier when time has come to take action. Still many employees were not involved during the forming of the strategy. A big part of them has to be convinced during the discussion on realization.

**2** ING uses the Spotify method to determine the priorities in their daily tasks. This method requires line managers to think about their activities a quarter in advance and how these activities relate to the strategy. This forces them to be engaged and is experienced as very pleasant.

**3** Royal Hash Koning DHV did not have feedback rounds with employees to make them feel like they had influence on the strategy. Support for the strategy was acquired from the employees through recognition of the relevance of the strategy. Employees could easily see the relevance of the strategy in their daily working life and saw how the strategy prepared them for the upcoming developments in the world.

**4** During the quarterly priority sessions held at ING, the realization of quarterly strategy is thoroughly discussed. This benefits the realization of strategy but also is a way to communicate the initial strategy. Through discussing about the realization, the stakeholders involved are simultaneously informed on the strategy and pass this information down to their teams. This method also focuses the discussion on the realization of the strategy and not on the correctness of the strategy itself. This is a smart way to inform employees through discussion without the drawback of discussion during strategy forming.

**5** At the TU Delft, the organizational broad strategy had to be translated by every faculty into specific goals. This early translation of the strategy into specific action is done by the dean. With the team closely around her the goals are pursued but the link between the actions and the realization of strategy is not made clearly enough. Employees interviews only two layers down were not informed that some actions were related to the realization of the TU Delft broad strategy.

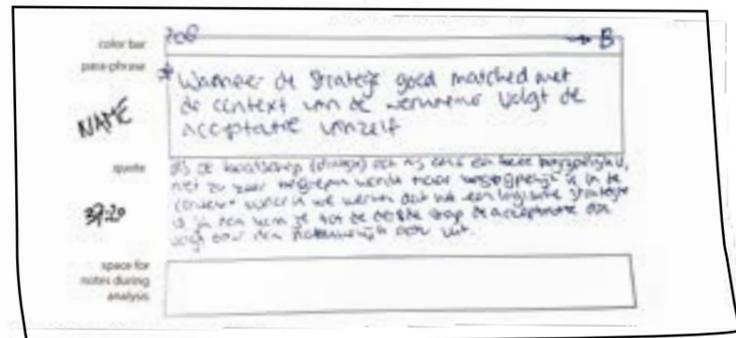
**6** During the forming of the departmental strategy at ABN AMRO the management team was not intensely involved. Feedback rounds were held with them during the finetuning of the strategic themes. After the strategy was formed the act of translation to realization was partly laid in the hands of the management. Unfortunately they could have done more to turn this strategy into reality, according to an interviewee who was on the strategy forming team. Apparently it is difficult to convey the possibilities that realization of a strategy could bring, when people were not part of the forming. This is called the 'not invented here' syndrome.

# APPENDIX C2

## ANALYSIS OF THE INTERVIEWS

# INSIGHTS GAINED BY 'THE ANALYSIS ON THE WALL'

Now a profound idea of strategy process of each case is clear. Besides insight in the different approaches on strategy for each organization also insights into the change framework model can be abstracted by the interview with the employees in the case organization. By using statement cards to gather important quotes of the interviewees and writing down the insights that these quotes gave, the knowledge gained from the interviews was collected. An example of a filled in statement card is presented below.



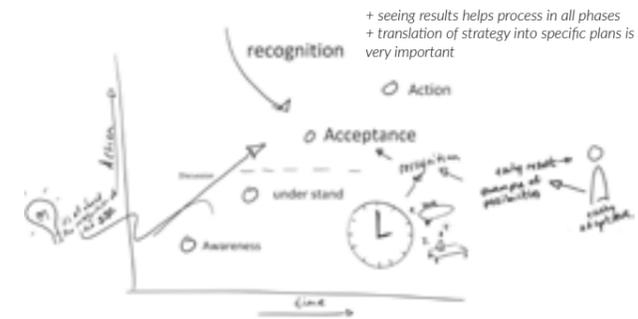
Example of a statement card used during the analysis on the wall

In total 300 statement cards were collected from the interview. These statement cards were analysed by using 'analysis on the wall' method which is a proven method in order to subtract insights from qualitative data (Sanders & Stappers, 2013). Similar insights are grouped together and relations between topics are mapped in order to find patterns that describes the topic of strategy realization in practice. The insights were tried to be placed on the change model from literature. From the outcome of the analysis a few core insight can be concluded: a few additions to the change model have been found, an overview of different actors in the realization process are found and the role of the management is important. Every conclusion will be presented in the upcoming paragraphs. The numbers between brackets show how many statement card back the argument.

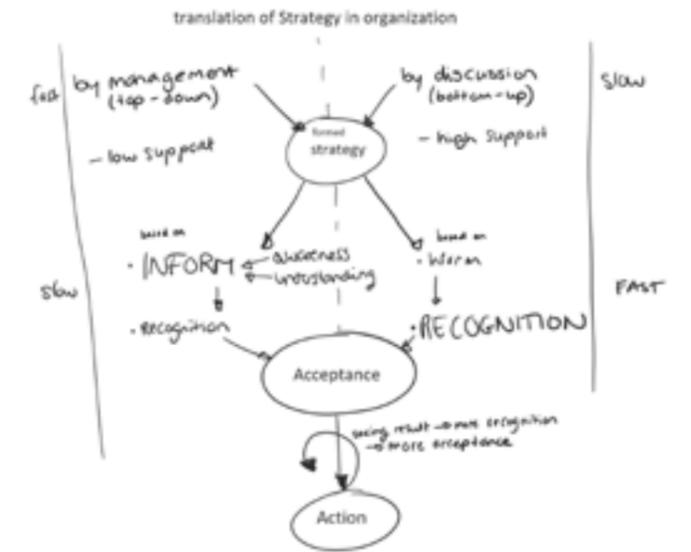
### The insights from the interviews in relation to the change framework

The insights from the interviews were mapped on the change model found in literature to see if the model is grounded in practice. In summary there can be concluded that all steps are found in practice in a way but the content of these steps are somewhat different. The belonging stage is interpreted in practice as employee engagement (10) in combination with shared values (7) and acquaintance with the organization (4). These factors override the model, when employees feel belonging to the organization, strategy realization is easier. When employees lack of engagement, there are ways for managers to trigger engagement (5). Some employees just want to do their job and they just have to be let be. This doesn't necessarily have to be a problem.

The steps awareness, understanding, acceptance and action are existent in practice and some addition to this model is found. As can be seen in the figure on the top of the next page the terms recognition (8) and discussion (10) are also added. It appears that when people are part of the discussion during the



Addition of recognition and discussion to the change framework



Translation of strategy in organizations

forming of strategy or the dissemination of strategy they can skip awareness and understanding phase (4). Facilitating discussion and letting people together decide on strategy has thus a speeding role in the transmission to action. Nevertheless, there are a few drawbacks. Discussion costs lots of time and results in less specific outcomes (4).

Another way to skip the first to phases of the change model is by recognition of developments in your personal work environment. Employees that are very engaged are naturally aware of the context of the organization. They saw the developments where the strategy is based on already in their work environment (2). These employees usually are early adapters. For them the strategy feels like stating the obvious (2). Their actions are usually already quite in line with the strategy. The results they create with these projects can be used as example for other employees to see what the possibilities are (2). Making strategy tangible this way works very well (13).

When employees were not included in the discussion on strategy and will not be during meetings or whatsoever one has to go through the regular awareness and understanding phase via communication. It is emphasized that this process takes up a lot of time (5). Probably because the information on developments in the context of the company have to be seen in their daily work environment before this is understood correctly. Than the need for change becomes clear (2). In the analysis of the interview the "understanding why certain choices were made in strategy" appeared twice (2). Further it confirmed that understanding is needed (9). When this recognition has taken place the acceptance phase and action phase are next up (2).

So, the path to change can be walked in different ways. Early adaptor already are aware of the context change of the organization and skip the first two phases. Employees that are part of discussion during the forming of strategy or shaping of realization get informed during this discussion. Employees who do not have these steps walk the top down path of awareness and understanding. In the figure on the left the change framework is used as known from literature for your recognition. In the figure on the right, the process is depicted in a more logical manner, regarding the newly obtained information.

### Insights on the change framework per phase

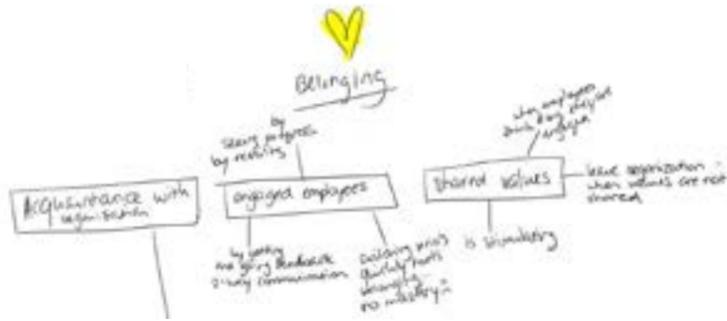
Belonging - awareness - understanding - acceptance - action

Additions: recognition - discussion

### Belonging

The belonging stage is a factor overriding the model, belonging is interpreted in practice as employee engagement in combination with shared values and acquaintance with the organization (4). When these factors are in place strategy realization is easier. When employees lack of engagement, there are ways for managers to trigger engagement. For example by facilitating two way communication and making the employee see progress by results. Engagement is damaged when priorities of the organizations are switched often because employees don't get the chance to build up mastery in a certain skill. They lose sight on what they contribute. Next to employee engagement sharing similar values is also important

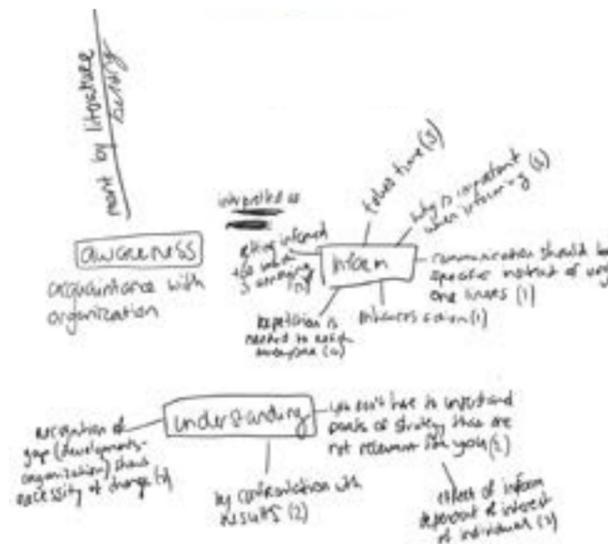
Insights found in the Belonging phase



for belonging. When there appears to be a difference in values, leaving the organization might be the best option for the employee (2). When employees are engaged they tend to help thinking of solutions. Nevertheless some employees just want to do their job and they just have to be let be. This doesn't necessarily have to be a problem. The last factor influencing belonging is acquaintance with the organization. The more the employee gets to know the different facets of the organization, the more attached he or she will feel with it and they automatically have a better understanding of the environment the organization is in. This high familiarity is often seen in early adaptors and could explain why they pick-up strategy before it is even made.

**Awareness**

The awareness phase is meant in the original model as the acquaintance of employees of the organization. This is in practice incorporated with belonging. Awareness is in practice equal to inform. Meaning the initial informing one has to do to present the strategy to employees that have no knowledge of its existence. General insights of factors to keep in mind while informing employees on strategy are found. The most important factor is that the informing phase takes time (5). It can not be rushed. Probably employees will get informed and the information will only land when they recognize the newly obtained information in their daily activities. During communicating it is of importance that 'the why' of the strategy is told (3) and that the communication is not in the form of vague one-liners (1). For successful communication repetition is needed to reach everyone (4) but a drawback is that some will encounter the strategy often. This can be annoying (2).



Insights found in the Awareness and Understanding phase

**Understanding**

The understanding phase can be completed by several means. An employee can be enlightened by the recognition of the gap between the developments in the world and the course of the organization and thus see the necessity for change (2). Another method is confrontation with results of the strategy to show the possibilities (2). For successful strategy realization it does not matter if the pieces of the strategy that are not necessary for you are not understood fully (2). Nor does it matter that everyone is informed. The effect of informing is dependent of the individuals interest for strategy.

**Recognition**

A step that can make the inform phase redundant is the recognition phase (1). Recognition of necessity of the strategy by naturally having a proper feeling of the environment the organization is in can provide a certain gut feeling. When the strategy confirms this gut feeling, the inform phase is skipped and the strategy is easily accepted (2). The strategy thus should be the translation of gut feeling to ratio (2). Early adaptors usually are aware of the environment of the organization and therefore they can already walk



Insights found in the Acceptance phase

ahead. Strategy can feel a bit like 'old news' to them. This recognition process works quicker than the inform phases since your gut feeling works very quick and the inform phase takes long.

**Discussion**

Another way to walk through the inform phase differently is by discussion (10). When one is part of the discussion on the creation of the strategy or the translation to realization, the information on the organizations environment and the reasoning behind the choices are part of this conversation (2). This information will be thought or picked-up during the conversations. Sadly, having discussions with many people on strategy has a few drawbacks (4). It is time consuming and it often results in a broad strategy since everyone preaches for their wishes. In this way it creates less impact. Making strategy by discussion does enhance employee engagement (2).

**Acceptance**

Translation of the strategy in your personal working environment is important (14). As is translation on team level (6). The individual will get triggered to accept strategy through a gut feeling or ratio, or a combination of the two (4). This is stimulated when they see the benefit for him or herself (2) or when clients show their interest in this direction (1). They can make this translation to oneself by seeing the possibilities through examples of results (1), by intense communication about strategy (1), communication from their perspective (1) an discussion on the translation of strategy in individual situation (2).

**Action**

In order to go over to the action phase, some things should be taken into account: broad strategy should be translated to specific action (49), it is important that choices are made (4) and it is important that actions of employees should have a clear connection with the strategy (14).

The importance of the translation of strategy to specific action can not be overstated (49). It is found that, among other things, it makes strategy accessible, tangible, give assurance and lets people know where they stand (see figure # for the complete list). When translating strategy into specific plans 'the why' is still important (1). By planning specific actions one opens up the possibility to measure progress (4) and links are easier made between work and strategy realization. When employees have gone through the previous steps in the model they can get irritated when their daily activity has no links to strategy



Insights found in the Action phase

Different actors in strategy realization

realization. The translation to specific plans appears to be difficult and also can also go wrong. For example when the strategy is too broad or when the strategy does not consist of future development.

Actors who influence the realization of strategy

Another part of the analysis that is key in this research is the formulation of the important actors in the process of strategy realization. The important different actors where: the individual, the team and the manager. Another small actor is the client of an organization. In these paragraphs there will be explained what different characteristics of actors are and how the actors influence each other.



The individual can have/develop some characteristics that are beneficial for strategy realization: being a team player (1) and mastery of a specific skill (5). It appears when an individual isn't 'ergens van', overtime they will feel lost in the organization and it hurts their engagement (2)\*. Another characteristic entails that some people prefer to be told what to do and others care for more freedom in their work activities (1). Next to certain characteristics there are a variation of types of individuals that all play another role during strategy realization. These types are: the resistor (3), "the baker" (7) and the early adaptor (8). As described before the role of the early adaptor can be key in strategy realization. An important characteristic for him/her to have is to be able to sell your idea to the management (o.a. by keeping it small and accessible for the management) (3). When realizing strategy there will always be employees that are not particularly interested in it. This person is called 'the baker', he just want to bakes his bread in the bakery. He or she doesn't need more challenge in his or her daily work. This group matches with the characteristic: 'I like to be told what to do'. There are also people who will resist, because they always resist or because their values don't match the (new) values formed by the (new) strategy. Management should not give them a lot of attention. In some cases they will start to look for a new job (2).

The second important actor that was found is the team (15). Autonomous teams are mentioned to be beneficial for the happiness of the employees (8) but when teams are dependent on other teams or department this slows down the amount of impact that can be made (3). Employees like it when they can stimulated each other inside teams (2). Multiple tips are given how management can facilitate this team autonomy (6): creating trust with upper level, less control of upper level people dare to propose more impact-full change (3), give enough time and freedom, facilitate 'the why' and set clear outlines. This summation of facts shows how important the role of the management is in making autonomous teams a success in strategy realization.

Next to having an influence on the success of teams, the management also has a big influence on facilitating strategy realization on individual level (55). The manager mainly has a facilitating role to guide individuals in their process. They have influence with their behaviour (19). Besides five specific tips there are returning bigger topics. Managers can influence individuals by communicating a lot about strategy (7), doing this with emotional and rational arguments (4) and making the employee feel like they have influence (3). Managers also have influence by certain actions they can do (22). Eight specific tips are given, i.e. helping employees directly gives trust, revise strategy at the end of the year. Returning topics in behaviour, besides the specific tips, are: approaches for translating strategy in specific tasks (9) and aligning daily tasks with the actions strived for in strategy (5). It appears employees get irritated when their daily tasks are not in line with the strategy (3). Also hiring new employees is seen as a tool for strategy realization of the management (4).

Besides conveying certain behaviour and doing certain actions for facilitating strategy realization in general, there are two important things management can do to stimulate strategy realization: trigger the

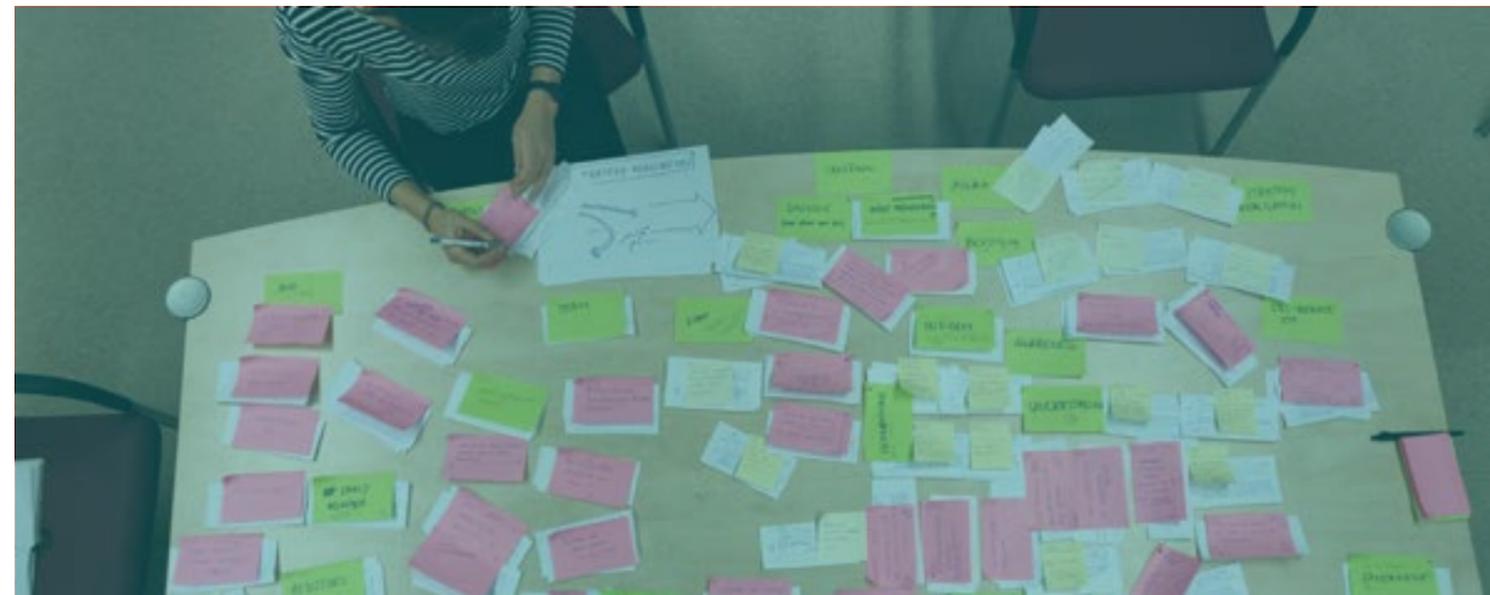
individual (8), use early adapters as example of the possibilities (2) and pursue good ideas of individuals (8). Tips are given on ways to get ideas from individuals (3) and also some negative consequences on pursuing ideas of individuals are given (4). Employees tend to stay hurt for long time when their ideas are cut off or never picked up in the first place. The triggering of the individual is for example done by changing the physical environment, or sketching an progressive image with the strategy. All the tips can be read in the figure below.

Along with these internal actors there was also an external actor found: the client (4). In one organization the strategy was sometimes used in order to communicate the function of the department and the goals they were working towards.

So, different actors that are important during strategy realization are: the individual, the team, the manager and, on small scale, the client. They all have a significant role in the realization of strategy. The facilitating relations between these actors determine partly to which extend strategy is able to be realized or not.

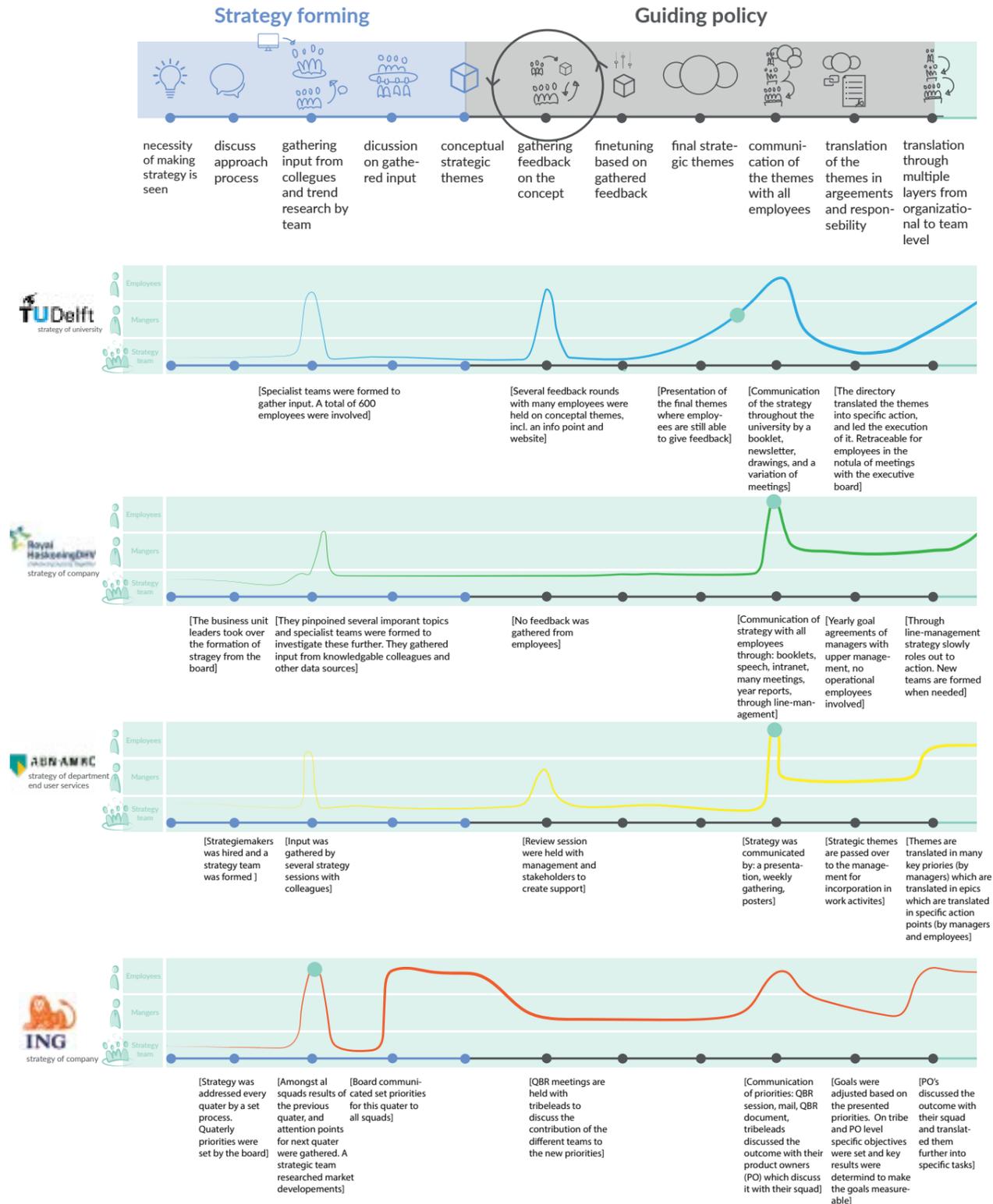


A picture of the analysis process



# APPENDIX C3

## ANALYSIS OF THE EMPLOYEES' EXPERIENCE OF THE STRATEGIC PROCESS



# APPENDIX D1

## THE QUESTIONNAIRE USED TO MEASURE HOW THE DIFFERENT PHASES WERE REPRESENTED IN THE CASE ORGANIZATIONS

### Jouw perceptie van de strategische doelen van jouw organisatie

Hoi! Mijn naam is Hannah. Voor mijn afstudeertraject aan de TU Delft onderzoek ik de implementatie van strategie in de praktijk. Met deze vragenlijst hoop ik meer inzicht te verkrijgen in hoeverre de strategie leeft onder de werknemers. Via het management zijn er een aantal mensen geselecteerd om bij te dragen aan dit inzicht. Zou jij mij willen helpen met jouw ervaring met jullie strategie? De vragenlijst duurt ongeveer 5 min, mits je niet afgeleid raak door Facebook, Instagram, of die ene oversociale collega.

Korte toelichting over strategie: Er zijn door jou organisatie strategische doelen gesteld. Hiermee wordt een duidelijke beeld gevormd van de stip op de horizon waar de organisatie naartoe werkt, waarbij men rekening houdt met veranderende omstandigheden waarin de organisatie zich bevindt. Dit toekomstbeeld biedt inzicht op de manier waarop dagelijkse werkzaamheden bijdragen aan de realisatie van doelen. Hoogst waarschijnlijk ben je op de hoogte gebracht van de strategische doelen van jou organisatie. Deze vragen zullen ingaan op jou perceptie van deze strategische doelen.

De vragenlijst is anoniem. Alleen de conclusies zullen gedeeld worden met jou werkgever.

\*Required

### Algemene informatie

1. Bij welk bedrijf ben je werkzaam? \*

\_\_\_\_\_

2. Wat is jouw functieomschrijving? \*

\_\_\_\_\_

### Vragen

De eerst vraag verlangt een omschrijving, de andere vragen zijn in de vorm van stellingen. Geef bij de stellingen aan in hoeverre de stelling matched met jouw persoonlijke ervaring.

Bij elke vraag is er ruimte voor toelichting. Het verduidelijkt mijn beeld van jouw visie enorm als je toelichting geeft op je keuzes maar voel je niet verplicht.

3. Wat zijn in jouw beleving de verschillende thema's van de strategische doelen van jouw organisatie? \*

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Geef bij de stellingen aan in hoeverre de stelling matched met jouw persoonlijke ervaring.**

3/15/2019

Jouw perceptie van de strategische doelen van jouw organisatie

4. Ik kom in aanraking met enige vorm van communicatie van de strategische doelen op de werkvloer (visueel, tekstueel, mondeling). \*

Mark only one oval.

1234 5  
nooitm      eedere keren per week

5. toelichting:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

6. Ik begrijp waarom er gekozen is voor deze strategische doelen in plaats van andere mogelijke doelen. \*

Mark only one oval.

1 234 5  
ik begrijp dit niet      k begrijp dit volledig

7. toelichting:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

8. Ik ben op de hoogte van de ontwikkelingen in de context van de organisatie waar deze strategische doelen op inspelen. \*

Mark only one oval.

1234 5  
ik ben niet op de hoogte van de ontwikkelingen in de context      ik ben volledig op de hoogte van de ontwikkelingen

9. toelichting:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



21. toelichting:

\_\_\_\_\_
\_\_\_\_\_
\_\_\_\_\_
\_\_\_\_\_
\_\_\_\_\_

22. Ik zou meer nadenken over de realisatie van strategische doelen wanneer ze in de vorm van een verhaal zouden worden verteld. Dit verhaal geeft een duidelijke beschrijving van de context van de strategische doelen en visualiseert de impact van de resultaten die ermee bereikt zouden kunnen worden. \*

Mark only one oval.

12345

dit zou mij absoluut niet motiveren om bij te dragen aan strategie realisatie

○ ○ ○ ○ ○

ik zou hierdoor elke dag bezig zijn met bedenken hoe ik meer kan bijdragen aan realisatie

23. toelichting:

\_\_\_\_\_
\_\_\_\_\_
\_\_\_\_\_
\_\_\_\_\_
\_\_\_\_\_

24. Ik zou meer nadenken over de realisatie van de strategische doelen als ik meer betrokken was geweest bij het vormen van de strategische doelen. \*

Mark only one oval.

12345

dit zou mij absoluut niet motiveren om bij te dragen aan strategie realisatie

○ ○ ○ ○ ○

ik zou hierdoor elke dag bezig zijn met bedenken hoe ik meer kan bijdragen aan realisatie

25. toelichting:

\_\_\_\_\_
\_\_\_\_\_
\_\_\_\_\_
\_\_\_\_\_
\_\_\_\_\_

26. Ik zou meer nadenken over de realisatie van de strategische doelen wanneer er minder strategische doelen zouden worden gesteld. Wanneer er dus meer focus zou liggen op een aantal doelen ipv weinig focus op veel doelen. \*

Mark only one oval.

12345

dit zou mij absoluut niet motiveren om bij te dragen aan strategie realisatie

○ ○ ○ ○ ○

ik zou hierdoor elke dag bezig zijn met bedenken hoe ik meer kan bijdragen aan realisatie

27. toelichting:

\_\_\_\_\_
\_\_\_\_\_
\_\_\_\_\_
\_\_\_\_\_
\_\_\_\_\_

Bedankt!

Dit is het einde van de vragenlijst. Bedankt voor je hulp!

28. Heb je laatste op of aanmerkingen?

\_\_\_\_\_
\_\_\_\_\_
\_\_\_\_\_
\_\_\_\_\_
\_\_\_\_\_

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# APPENDIX D2

## RAW DATA FROM THE QUESTIONNAIRE

Fase van identificatie van een aantal werknemers

uitkomst enquête										
wagen	score op them ik som in aansluiting met eng	ik begrijp waarom e ik ben op de ho ik snap waaro ik sta pers ik ben in di	De werksa ik heb deo							
Person	awareness	understanding	acceptance	action						
1 ASH AL	3	3	4	4	4	4	4	4	4	
2 ASH AL	4	5	4	3	4	4	2	4	2	
3 ASH AL	5	3	4	5	5	4	3	4	3	
4 TU del	2	2	4	3	4	4	4	2	1	
5 TU del	2	3	3	2	3	3	1	3	3	
6 TU del	4	2	3	4	5	5	3	4	4	
7 ING	4	5	1	4	1	4	1	1	1	
8 ING	5	4	4	4	5	4	5	4	4	
9 ING	6	4	4	4	3	3	3	4	2	
10 ING	4	4	4	4	5	3	4	4	5	
11 ING	3	3	3	3	3	3	2	4	2	
12 ING	2	2	3	3	4	3	4	4	3	
13 ING	4	4	4	4	3	4	3	4	3	
14 ING	4	3	1	3	3	2	1	4	2	
15 Royal H	3	3	4	4	4	4	3	4	4	
16 Royal H	4	4	4	5	4	4	5	4	3	
17 Royal H	4	3	4	4	4	4	3	4	3	
18 Royal H	3	5	5	3	5	5	3	3	4	
19 Royal H	2	6	5	4	5	5	3	3	4	
20 Royal H	6	5	5	5	5	5	5	4	5	
21 Royal H	4	5	5	5	5	5	4	4	4	
22 Royal H	3	4	5	3	4	4	2	4	3	

analyse					
laser	awareness	understanding	acceptance	action	(gemiddelde betrokkenheid per persoon)
1	3.0	3.7	4.0	4.0	3.7
2	4.5	3.7	3.0	3.0	3.5
3	4.0	4.7	3.5	3.5	3.9
4	2.0	3.7	4.0	1.5	2.8
5	2.5	2.7	2.0	3.0	2.5
6	3.0	4.7	4.0	4.0	3.9
7	4.5	2.0	2.5	1.0	2.5
8	4.5	4.3	4.5	4.0	4.3
9	4.5	3.7	3.0	3.0	3.5
10	4.0	4.3	3.5	4.5	4.1
11	3.0	3.0	2.5	3.0	2.9
12	2.0	3.3	3.5	3.5	3.1
13	4.0	3.7	3.5	3.5	3.7
14	3.5	2.3	1.5	3.0	2.6
15	3.0	4.0	3.5	4.0	3.6
16	4.0	4.3	4.5	3.5	4.1
17	3.5	4.0	3.5	3.5	3.8
18	4.0	5.0	5.0	3.5	4.4
19	3.5	4.7	4.0	3.5	3.9
20	5.0	5.0	5.0	4.5	4.9
21	4.5	5.0	4.5	4.0	4.5
22	3.5	4.0	3.0	3.5	3.5

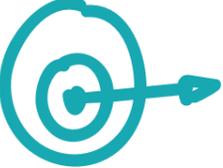
  

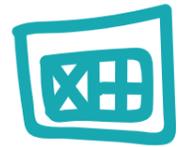
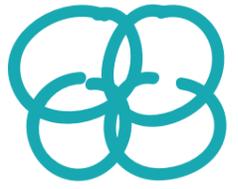
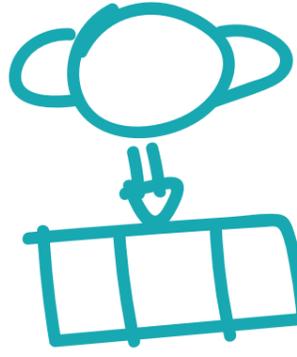
afn	awareness	understanding	acceptance	action
gemiddelde TU Delft	3.8	4.0	3.5	3.5
gemiddelde ING	2.5	3.7	3.3	2.8
gemiddelde RH HDV	3.8	3.3	3.1	3.7
gemiddelde	3.3	4.5	4.1	3.8

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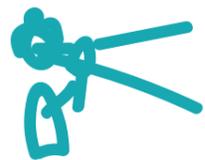
# APPENDIX E

## IDEAS GENERATED THROUGHOUT THE RESEARCH PHASE INDIVIDUAL IDEATION

 <p>Insight: work tasks does not fit in the strategy, but we will continue it anyway because we already started</p>	 <p>Forcing employees to adjust their action to the strategy instead of the strategy to their tasks</p>
 <p>Kill your darlings. Find a way in which people have a new fun project which makes them let loose of the old ones</p>	 <p>Make the strategy specific which makes the strategy stick in peoples minds and benefits the realization.</p>
 <p>Many moments in time when you test if people are aligned with the strategy</p>	 <p>All the actions of employees aligned. First align everyones mind. Strategy has to get in everyones DNA.</p>
 <p>Point out, to the employees, what the benefits are when they use the strategic themes. Incorporate passion.</p>	 <p>Keep communication on the strategy throught the whole process, also during the realization</p>
 <p>Start small, take your work tasks and look at what specific things you can change already now</p>	 <p>Contribution workshop for employees to reflect your own work situation with the strategy.</p>
 <p>Address employees with passion in a big event.</p>	 <p>Hard copy commitment, specific translation of the strategy into taks which are documented and signed to emphazise one's responsibility for realization</p>

 <p>Less translation steps to action</p>  <p>Team sheet where the strategic themes are translated by employees themselves in specific actions</p>	<p>Clear goal team</p>  <p>Clear strategy</p> <p>Action</p>	<p>Placing the working team centrally where they create their own strategy from the organizational strategy. Really clarifying the goal of what they are going to do.</p>
 <p>Letting employees experience the strategy themselves instead of describing them in theme's. For example with a story or virtual reality.</p>	 <p>Co-creation of the strategy, not with consultant? "Everyone want to pee over it themselves"</p>	
 <p>Translate strategy into specific steps, the realization must be inside the reach of employees</p>	 <p>Down scale strategy or create smaller teams with their own strategy.</p>	
 <p>Making progress and creating specific result works motivating</p>	 <p>different formulation of the strategy</p>	
 <p>Clear visualization of a scenario of what the impact can be when the strategy is incorporated</p>		
 <p>Force prioritization of strategic objectives and avoid having too many of them</p>		

## IDEAS GENERATED THROUGHOUT THE RESEARCH PHASE



Innovation detectives which actively search initiatives that are in line with the realization of the strategy



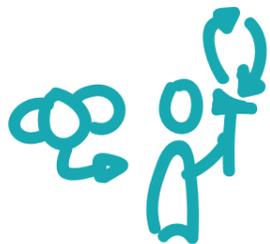
Feeling of accomplishment, proof of movement. Setting up teams who's task it is to communicate results due to the strategy.



Employee checks if their daily work is in line with the strategy in an informal way where the focus lies on you as an employee. What is the translation for you?



Visualization of what the organization looks like when the strategy is realized provides inspiration and clarifies work on determining the steps that have to be taken



What does the strategy mean for our daily behaviour? Prevent one live in the issues of the day



Picture future scenario where we want to be working towards. What kinds of benefits will it bring when we realize it?



By communication argument with story + facts you get everyone on board.



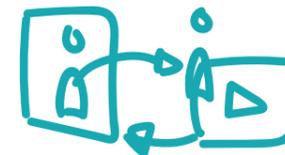
Translating strategy into specific steps gives employees a feeling of security because they know what is coming



Letting employees speak out recognition of their work in the strategic goals



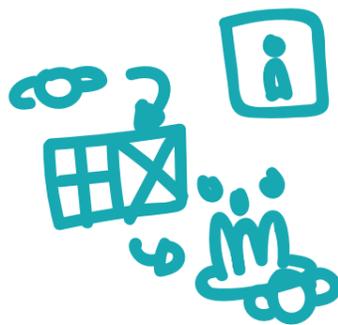
Tool to measure if the strategy fits within the context of the employees



Getting pulled out your current work context to expand your world. Join on a visionary trip describing the market developments the strategy is based on (VR?). Afterwards translating this to your own work environment



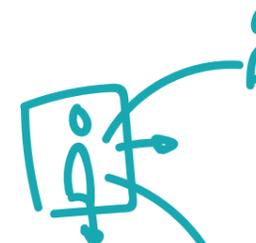
Working more in sequential way on strategy not wanting to address all the points at once, which..



Use strategy to describe the context where the employees work in



What do the changes in environment mean for your work? Do you have to do things differently? What are you going to change specifically? - Giving people the feeling it touched upon them. People only change when pain gets too big



Cross-pollination by speed dates or snapshots of other facets of the organization. You will get a better overview of the organization as a whole.



.. enables one to celebrate result of completing small steps. This often works motivating



Make it small. What kind of responsibility can you take? What is the first step? Look at this quarter first.



Something only sticks with people when they DO instead of listen. for example: games or example cases



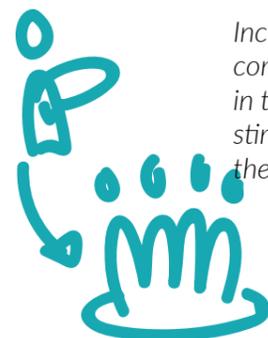
Showing how someone contribute to the bigger picture



A solution where one is forced to set priorities and thus are more prone to start



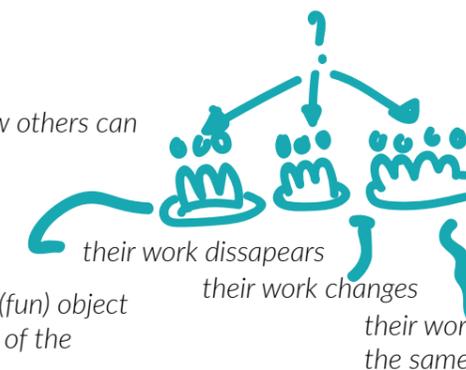
Tool which tracks how the strategy is being translated into specific tasks and which tracks the progression



Include someone from the communication department in the strategy team to stimulate communication of the result

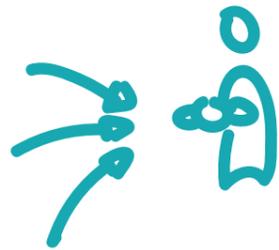


You did this, now others can build on that  
Give people an (fun) object to remind them of the strategy



Ask what the strategy will mean to employees job and categorize them by what is going to happen to their job. Every group has a specific workshop appointed to the change

## IDEAS GENERATED THROUGHOUT THE RESEARCH PHASE



Compose your own strategy, with provided developments in the market. Which developments are important for your work activities? what would your strategic themes be?



Make a list of things that are withholding the strategy realization and let managers (or themselves) address the topics



How does it benefit you as an employee? What do you gain when we reach the goal?



Marry with the strategy. employees take an oath with their plans for strategy realization. Then the adventure of change commences



Strategy teams support teams to incorporate the strategy in their activities



When you contribute to strategy you can place a stone on an 'artwork', together we build our future (or an other kind of art)



Link emotional values to the strategy by picturing your future. Make an elaborate story on what the strategy can mean for you



One day in which all the department translate the strategy for their department



Connecting people based on their interests to strategic themes inside their field of interest.



Leave something recognizable when you have been working on the strategy. Letting it live in the office, as a oil stain



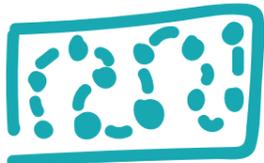
Strategy police



Keep up a time-line of the strategic process, like a journey map to measure and document the progress



How do you build a relation with something?



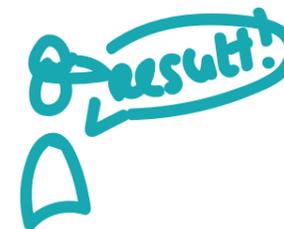
Set little goals, milestones, make a big roadmap to make it specific



incorporate half a day of strategy realization in a workweek, were: Jeey! I'm allowed to work on the strategy. Refect on what you have changed and what you can change next week



What would you want your work to be? What can the strategy do for you to realize this? What can you do to make this become reality



Showing results by appointing people who's job it is to spread the results of strategy realization.

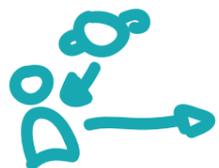


Letting people free to determine how they contribute, only ask them if they spend agreed time on it, not what they have done

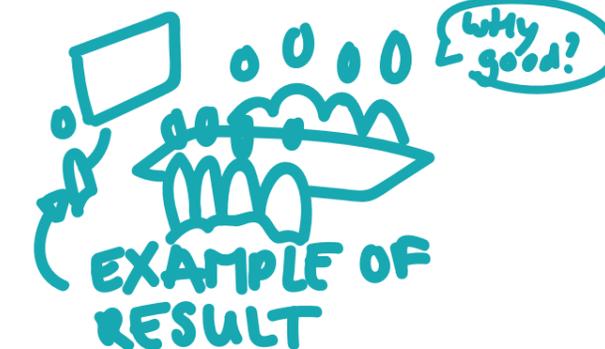


Storytellers who spread the strategy

Letting people experience the strategy by storytellers who tell where the market developments come from and their relation with the strategy in the form of stories. Similar as people told stories from the bible, or by a movie (with a story)



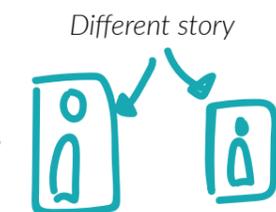
Letting employees reach the goals by letting them interpret it in the way they want



Present results of early adapters in a workshop day and examine together why developing in this direction is good/ intuitively feels right.



Ask employees for solutions, not for problems



For different contexts

Address people differently with the strategy based on their context.



Giving the employees the feeling they made the choice. Determine the development with the entire organization. Make a nice day out of it. -> putting your own opinion into perspective. Fun workshops, field trip, -> give the ultimate trust to the employees because they determine the future of the organization

# APPENDIX F1

## IDEA GENERATION SESSIONS

# SESSION PLAN AND IDEAS GENERATED DURING SESSION WITH STUDENTS

Workshop 1 - Creative session with students

Participants: 5

Location: faculty of industrial design, 4th floor, rooms behind the PhD room

Timeslot: 15:30 – 17:00

Goal of the workshop: creating ideas and concepts around the set design challenge

Time	Activity	Description	Materials needed
10 min	Ice breaker – improvise objects	(5 min) one person starts acting like an object or animal, anything does. The second person jumps in and starts acting out as a relating object. The third one starts doing this too. After that the first two quit and the next scene starts with the last object.	-
10 min	Quick intro to the project	The context and the why of the workshop are presented. The design challenge is presented	Flipover story
5 min	Shedding the known (purge)	Everyone is asked to write down their initial ideas on post-its. This will help in generating novel ideas as well as get interesting ideas up front without participants forgetting about them	Post-its, flip-over charts
5 min	Superhero statement	Everyone is asked to imagine a super hero and imagine how their superhere can solve te case. In the template: <b>I am ... and I wil use my superpower ... to help solve this case!</b> they are given 1 minute to think. One by one people present their superhero and are asked to post the post-it on themselves.	Post-its
20min	Present how might we's	The how-to's are written on large flip-over sheets and hung up against the walls and table of the room. All participants are given 4 minutes to ideate on the how might we statements. Ideas need to be written on post-its as they'll need to be clustered later on. After 4 minutes, people rotate around the room and start to ideate on a new sheet. This process is repeated until everyone has passed each sheet. <b>Ask people in the beginning of each round, how will your superhero solve this problem</b>	Flip-over sheets with the how to's on them <b>Monday motivation playlist</b>
5 min	Break/energizer	Go to toilet	
15 min	Forced fit	Ask participants to think about what happiness means to them prior to the session. Ask them in the session to think about why happiness means this to them. Try to force fit this to the problem classically, address per person.	Ask participants prior to session to think what happiness means to them. Paper to draw the forming of the meaning.
15 min	Clustering – realizable now, or future	cluster the ideas on a big flip-over sheet (or wall) together with the entire group. Use the post-its from both brainstorming sessions. Define clusters with a title and circle around them.	Wall or flipover sheet, post-its

5 min	dotvoting	All participants are given 3 dots to vote on the idea they believe to have the most potential. A collaborative decision is made on who is going to work on which idea area to futher develop into concepts	dots
5 min	Energizer	The group has to count to 20. One by one everyone calls out a number. Their cannot be an order.	-
5 min	Conceptualization	On a template people are asked to work out their chosen idea. The template should say: <b>2 pro why this idea should solve the problem, one con, a drawing and a title.</b>	Templates for conceptualization
5 min	Idea pitch & close	Everyone is asked to pitch their idea in one minute	timer

### Results workshop

The clusters are **turquoise**, and the ideas are summed up beneath

### Solidarity

Positive feedback on contributions \*\*

Kindly request

Doing kind things for each other in society

Positive relations, in good and bad times

Compliment pot or quarter of an hour

Brand – leaving something recognizable

Giving happiness, making happy

Showing empathy

Recognition of others – respect, opinions, confirmation

Growing a connection

Give them the feeling they made the choice

### Learn

Looking into comparable situations, examples

Talking often and not getting afraid

Learning day, everyone takes a look in other hierarchical layers\*

Understanding the problem

Creative session, we are doing it together

Collecting aid

Doing research

Collaboration, daring to ask help

There are probably papers on this topic

### Result

Seeing results, quick and big

Rewarding system

Bonuses

Writing hours on execution of strategy

More convenient

### Personalization

Giving it a scent

Marrying with it

Making the goal personal

Don't give it personal interpretation quickly

On interest

Getting/and taking responsibility (getting coffee for your colleague)

Making memories

What does it mean for you? Interpretation, realization (for your work)

Explaining what it would change for them in positive sense

Letting them experience it self – storyboard, story, film

Making the strategy personal for every level

Linking with a Story/ event, like a tattoo; it is the story behind

What does this mean for you (work/situation/status)

Family

Write your name on it

Compose it yourself

### Feeling

Making yourself vulnerable

Little lucky moments are in the small things

Feel the passion

Empathy

Seeking for intrinsic motivation

Keeping strategy casual

Trouble/ benefits with it

Something that you believe in, something you can build on

Having emotional value

Emotion

Relaxation

Inbetween goals (getting a reward)

Analogy of problems

## Controle

As expected  
Involving them in the creation of strategy  
Bribing people  
Strategy police (one time per week visit "did you already...")  
Spending time on it, contributing to it  
Do, do, do  
While making the strategy, someone from every layer letting contribute in thinking  
Freedom - feeling as if they can make the choices themselves  
Being part of the process  
Choosing  
Giving them the feeling they made the choice  
Flexible boss  
Different routes to the ambition\*

## Teamfeeling

Giving your life for it  
Compliment arc  
Recognition  
Creating a good atmosphere  
Solidarity  
Sparks  
Team feeling  
Working in the right environment  
Reassurance that you're a team in good and bad times  
Everyone has feeling, addressing this

## Relativation

Use drugs  
Dance  
Relativate the importance of strategy  
Realization that we are in a relative good situation  
Expectation management, reachable results  
Is the ambition the same? \*\*  
Reflecting

## Equality

Appreciation  
Having the feeling nothing is wrong  
"they (management) are also only people" - activities that bring people off their hierarchy  
Equality on all aspects  
Flat, no hierarchy  
Getting to know each other informally  
Every department letting them give strategy their own meaning  
Strategy together with operational employees  
Respect  
Everyone their own stone

Involve during the process \*  
Merging different strategies together  
Sincere interest  
Multidisciplinary team = different layers

## Autonomy

Getting everything out of the way what is in the way  
Own control / freedom  
Autonomy  
Flex- working  
Keeping track of what is done  
Working on it yourself (gives personal meaning)

## Communication

During  
Open dialog, where all opinions are valued  
Security that all opinions are heard and mine is listened to  
Cooperation between layers  
Lots of discussion  
Including someone from every layer  
Working together and motivating each other  
Lots of communication between layers  
Strategy (and the communication of it) always evolving  
Always keep on discussing strategy

## Before

Indoctrinate  
Letting strategy spread by someone who is a good story teller  
Asking questions: how, what, who, why  
Process: thinking - talking about it - throwing it into the group  
Spreading the strategy everywhere, poster, film, statue  
Making agreements  
Staying involved in what other people are doing  
Fitted 'why'  
Reflect why you are doing something  
Different communication of the strategy for different layers \*  
Forming everyone towards the same goal

## After

Communicate  
Between layers  
Feedback  
Reminders: quote on a glass, or in the newsletter

## Together vs.

We are in this together  
Looking for empowerment amongst each other  
Asking input from all layers  
Helping people  
Working together  
Motivate each other  
Contributing to making of strategy  
The feeling that people listen to you  
If you agree/disagree even if you are at the bottom of the hierarchy  
Using personal end goals for the total ambition  
Talking about it / discussions/ sharing / asking opinions  
Dividing of tasks according to qualities of people  
Voting democratically

## Vs. alone

Putting on eye patches  
Employees are free to accomplish the strategy in their own interpreted ways \*\*\*  
Thinking about the strategy when you are alone at your desk  
Only convince one leader who is a good storyteller  
Creating ownership "I want this"  
Intrinsic motivation  
Gaining personal benefits  
Carrying something with you (gives things a personal meaning)  
Own contribution

## Goals

Concretize: writing, making a movie, talk, draw, make agreements

Main question  
Set little goals (milestones)  
Keeping the goal in your vision  
Formulate a clear goal  
Clear problem statement  
Concrete goals  
Showing that it is beneficial to everyone

## Visualizing

Explaining on the level of the layer\*  
Making an overview (visually)  
Make it visual, hang it on the wall and iterate more  
Make the results visible  
Making the strategy visual  
Showing/visualizing how someone contributes to the whole

## Plan

Make a plan, how are we going to address this?  
Make vague plans concrete  
Planning  
Make a step-by-step plan  
Seeing the trees not through the forest is 'kut'

## The way to strategy

Setting priorities  
Making the problem smaller  
Make the strategy more manageable  
To do list  
Structured, clear  
Making a list of the vague aspects

*The ideation session with students*



# APPENDIX F2

## IDEA GENERATION SESSIONS

# SESSION PLAN AND IDEAS GENERATED DURING SESSION WITH STRATEGIEMAKERS

Participants: 5

Location: Strategiefabriek Hogehilweg 20, 1101 CD Amsterdam

Timeslot: 16:00 – 17:00

Goal of the workshop: creating ideas and concepts for further detailing the existing concept

Main question: what's in it for me? How can employees see their passion driven goals in the strategy? How can you guide people in the process of translating vague strategy to specific goals?

Note: the example case is left out of the session plan due to confidentiality.

Time	Activity	Description	Materials needed
5 min	Check-in	Draw your mood in a shape on a post-it	Post-it
10 min	Quick intro to the project	Present the context of the workshop, the main question and example case.  1 rule: nothing is wrong	Example case
5 min	Mindmap	Participants are asked in two groups to make a mindmap of topics that come to mind relating to the problem. As many as possible	Two big empty spreads
10 min	Persona translation	Participants are given a template with a specific persona in an organization and the strategic themes. they are asked to make a translation of strategic goals for that persona  Unfold the other half of the template and fill in what steps you took getting to this match.	6 different persona templates
5 min	Small break	Go to bathroom	➤ Grab beer
5 min	Ice breaker – improvise objects	One person starts acting like an object or animal, anything does. The second person jumps in and starts acting out as a relating object. The third one starts doing this too. After that the first two quit and the next scene starts with the last object.	➤ Make general timeline
5 min	Beer persona	Grab a beer. Tap into your imagination, use the label of the beer as inspiration. Draw on a post-it who you see a personage drinking your beer. Post the post-it on yourself	Post-its, beer  ➤ Write h2's
15 min	Brainstorm H2 to on methods	Brainstorm on: - how 2 guide people in a process? - how 2 go from a vague idea to specific product? - how 2 make a match? (-how 2 find a link in a mess of things) Use the beer persona as inspiration	Flip-over sheets with the question on them ➤ Monday motivation playlist
20 min	Scenario	Choose minimally 2 different methods and create a timeline of the translation process  fill in the second part of the template, which questions the employee should ask him/herself for each step.	Scenario Template

5 min	Essential question	Write the question down that you think best facilitates making the transition from own interests to specific strategic goals on a strip of paper. Fold the strip into a star!	Long strips of paper
5 min	Development templated	For the development of a template for other StM to contribute ideas, I would like to gather some feedback on the session. Give a Tip and Top, which parts were clear and how can other parts be improved?	Hang templates on the wall

One of the persona templates:

### persona template

maak zelf mee hoe het is om de match te vinden tussen de persoonlijke doelen van een werknemer en de strategische thema's.

**Pharmaceutisch bedrijf**  
De tak waarmee wij strategie hebben ontwikkeld verkoopt medische technologie voor diabetes patienten.

**werknemer**

Linda heeft een passie voor denkpuzzels en besteed hier graag haar vrije tijd aan. Ze vindt haar accounting baan fijn in het bedrijf en houdt van de uitdaging die het puzzelen brengt. Ze voelt zich gelukkig als ze bij kinderen is.

**strategie**

**Strategische thema's**

- Digitale diabetes cliënk; coaching met mysugar (van data naar advies)
- Retail ecommerce via welke kanalen brengen we het bij de gebruiker (wat is wat voor wie waard?)
- Herpositioneren als health bedrijf, lifestyle interventie programma (geld verdienen als mensen gezond blijven ipv als ze ziek zijn)

**LINK!**

what's in it for Linda: (wat zou de strategie kunnen betekenen voor Linda?)

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**wat voor (denk)stappen heb je genomen om bij deze match te komen?**  
of welke stappen zouden behulpzaam kunnen zijn voor mensen om zelf op de match te komen?

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The ideation session at Strategiemakers



The scenario template:

## scènario template

welke stappen worden er doorlopen bij het vinden van de match van persoonlijke doelen en de strategische thema's?

1	2	3	4	5
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welke vraag zou de werknemers bij elke stap zichzelf moeten stellen?

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### Results

#### Results persona template:

Bas

personal benefits: creating the new customer platform from data + approaching users actively (validate idea) + developing ecommerce platform.  
Steps in thinking: 1 from data to advice – usercontact to create the platform, 2 advice = customer & idea validation, from data => programming

Lisa

Personal benefits: contact with different customers -> the people who are still healthy = challenge, coaching.  
Steps in thinking: 1 what is lisa's core? What do I read?, 2 how do I link this with the new strategy?, 3 search the win-win -> everyone happy

Mohammed

Personal benefits: showing to the other colleges (or for marketing) what programming is all about (showing by images what currently is made)  
Steps in thinking: 1 understanding where the passion and strength lies, 2 analyzing what the strategy needs to accomplish, 3 making the connection between strategic needs and personal passion.

Ayesha

Personal benefits: she can join in thinking about

the repositioning. -> creating the program for the still healthy people.

Steps in thinking: 1 first two are digital, 2 ayesha is analogue, 3 connection the program to gymclasses, 4 exercising keeps you healthy.

Linda

Personal benefits: data analyst of the new customer platform, CI-analyst on channel of effectivity, metrics for repositioning  
Steps in thinking: 1 puzzling and accounting = analysis skills, 2 where in the strategic themes can analysing be found?, 3 which role can she play in this?, 4 thining of ideas, 5 surprized that I didn't do anything with 'children'.

#### Ideas generated on the H2 questions

How to guide people (in a process):

With guide  
(Road)Signs  
Outside air 'taking distance'  
Letting experience  
Giving space  
Social media (twitter)  
Planning through with a lonely planet  
By making jokes  
Surprising  
Go with the flow  
Grab them by the pussy  
Guide people for own benefit  
Step by step

Unexpected twists  
Having the loudest voice  
Hiring Strategiemakers  
Design a good process  
A little on own initiative  
Follow your feeling

How to make a match  
Threaten  
America first  
There is always something similar  
Scientific research  
Tinder  
Addressing someone personally  
Naming very specific characteristics  
Analyzing the big picture  
Soaking in culture  
Getting social with other travelers  
Talking  
Old boys network  
Meditating  
By closing a good deal  
Negotiation  
Win-win

How to go from vague ideas to specific products  
Make a deal and get it done  
Tips of other travelers  
Facts/recommendations  
Gut feeling  
Building a wall  
Blowing it up and making the idea very big  
Start earning money as soon as possible  
Make a vague idea great again  
Thinking from the human perspective, what does he/she need?  
Gut feeling = course  
What is the same? Don't focus on differences  
Testing how the crowd responds  
Blowing up of ordinary specific affairs which are recognizable  
Maybe it isn't a good idea then  
Finding out the facts, what makes it vague  
Doing good research  
Make it

#### Results scenario templates:

Pelt  
Scenario: 1 carried by board, 2 peer 2 peer analysis, 3 platform that shows opportunities, 4 HR advice, 5 new position  
Questions asked: 1 does this strategy fit me? Purpose driven, 2 360 feedback analyse needs -> what are they?, 3 platform where people connect, who do I want to connect with?, 4 does this fit my growth path?, 5 new job! Does it fit me?  
Sabine

Scenario: 1 conversation, 2 win-win power + passion => goal, 3 implementation role dividing, 4 step by step self-contribution, 5 together at the horizon (goal)

Questions asked: 1 where are my capacities, how do they match with the strategy?, 2 win win when is that accomplished and are we happy with the outcome?, 3 what is my role? My contribution?, 4 what is my next step? Looking at the bigger picture?, 5 when is it a success?

Emma 1

Scenario: 1 new strategy, 2 inform staff and group, 3 how do you want to help?, 4 how does the team wants to help? 5 what do we need?

Questions asked: 1, - , 2 do I understand the strategy? 3 what can my role be?, 4 what can the role of my team be? Together with me?, 5 what do we then need together?

Emma 2

Scenario: 1 hear new strategy, discover personal goals -> how can I contribute + what do I need / want in return?, 2 template new strategy deal, 3 deal meeting (discus details of the deal/ negotiation), 4 handshake + commitment, 5 win (person) win (company)

Questions asked: 1 do I understand the strategy? How do I contribute? What do I need?, 2 - , 3 how do I close the deal? Do I have to give in on some parts? Do I still feel okay with it?, 4 okay, let's go! How to I realize it?

Karlijn

Scenario: 1 (comparing myself with strategic goals) where can I contribute the most? From what do I get energy?, 2 (conversation) what do they expect? 3 (goal at the horizon) what do I want? Where do I get energy from? 4 (group meeting) aligning where we complement each other, 5 (win-win) designing platform + contact customers

Questions asked: 1 from what do I get energy? 2 what do they expect? 3 where do I want to go? What do I want to learn and how do I get there? 4 - 5 how do we both get maximum benefits?

Pascal

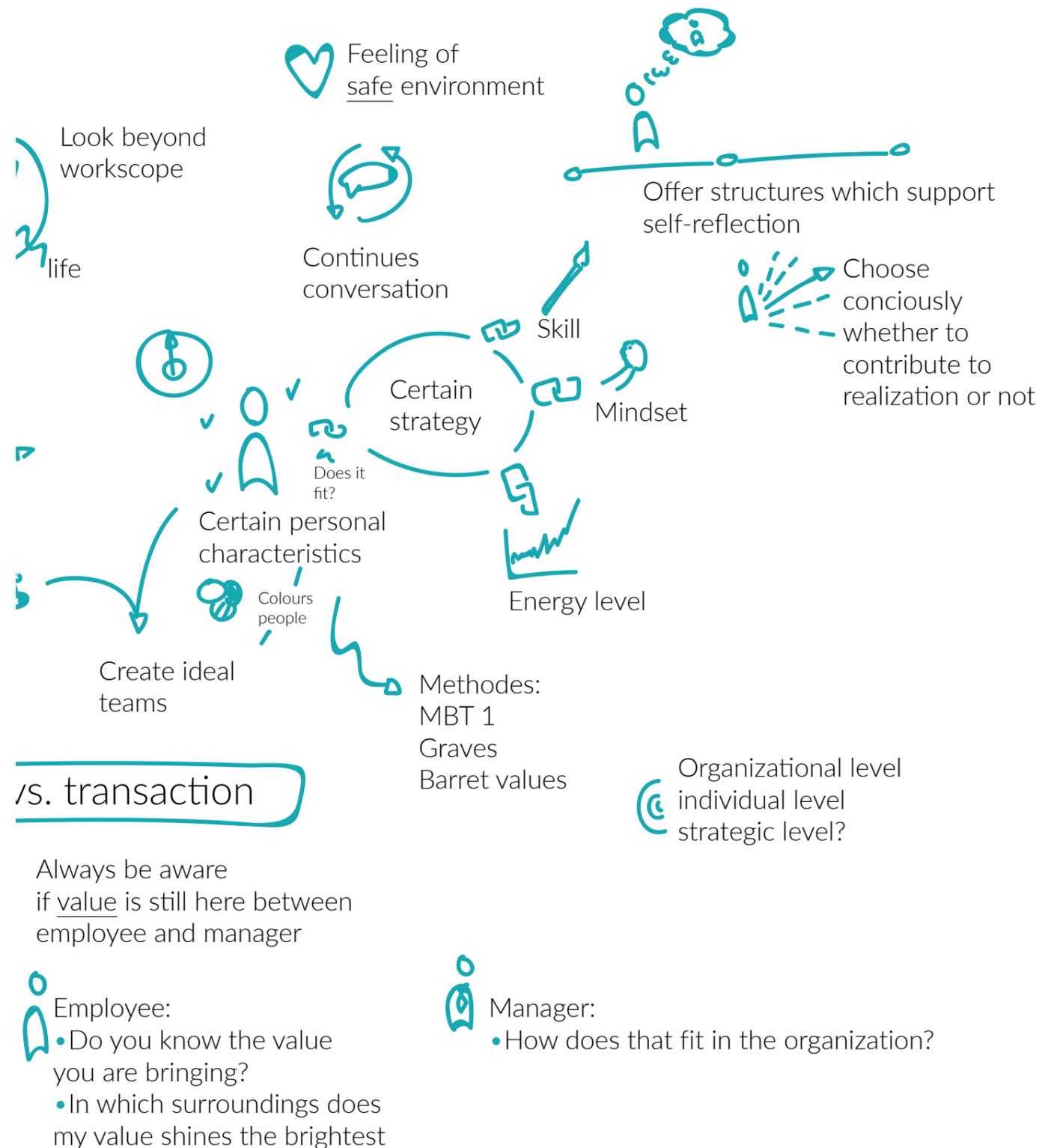
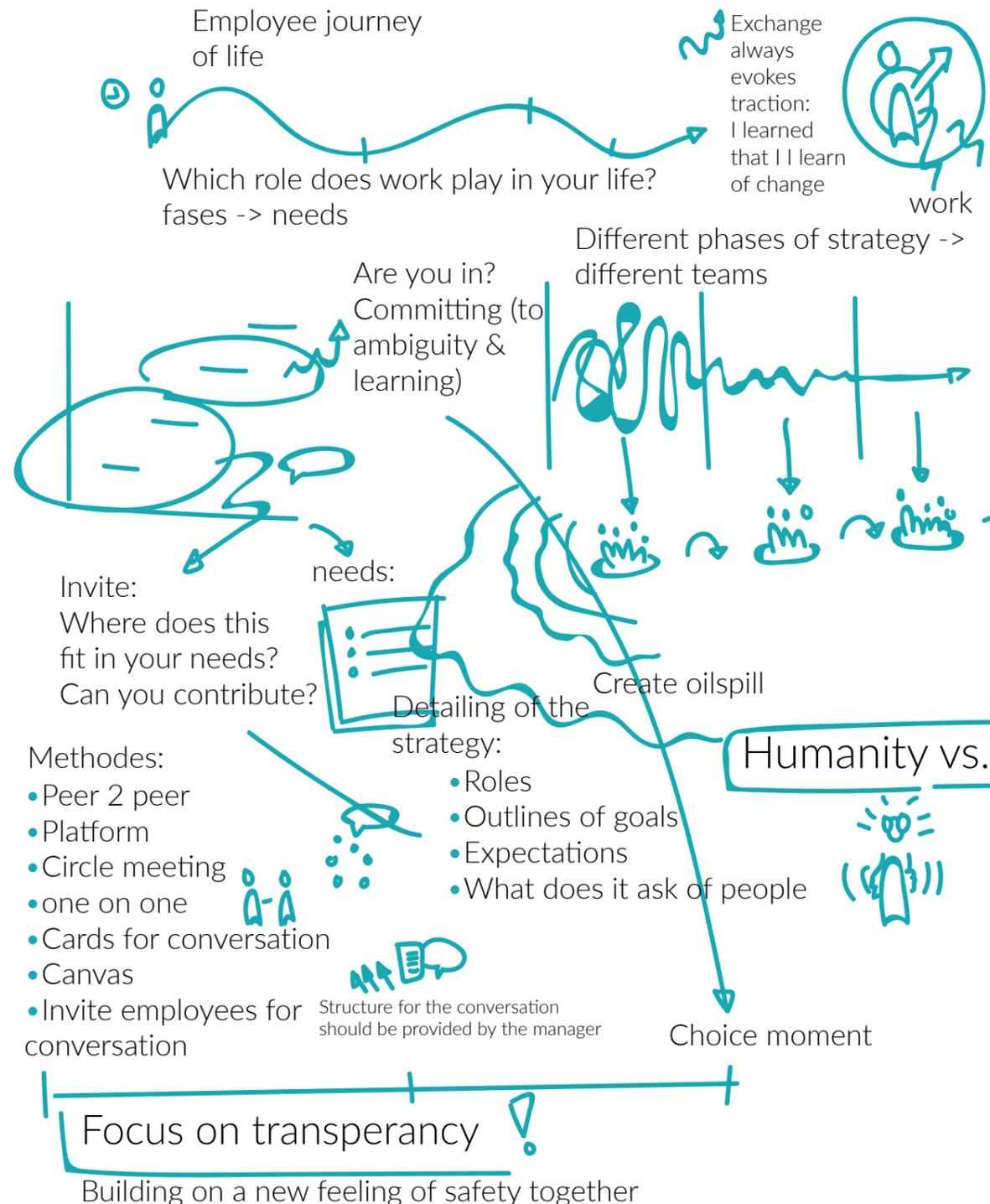
Scenario: 1 big idea 2 what's in it for me? 3 digital scan and test 4 surprize! This is what you can do, 5 find likeminded buddies

Questions asked: 1 is this really what they want? 2 but how? 3 what kind of test are they going to do and what are they going to do with the result? 4 cool, they are giving insight in what I can contribute, 5 with whom? Ah, ik hoef het niet alleen te doen -> connect

# APPENDIX F3

## IDEA GENERATION SESSIONS

### RESULTS OF THE DESIGN SESSION



# THE 'STRATEGY through INCLUSIVE REALIZATION' CANVAS KIT

## The 'Strategy through Inclusive Realization' Canvas kit

With this canvas kit the management team responsible for strategy realization can motivate employees for this process by linking their personal development to the strategic objectives. By linking the desired skills and ambitions of employees to the realization of strategic goals, employees will be intrinsically motivated to take part in realization because employees are driven by a personal purpose and the opportunity of increasing their skills. This canvas kit guides the management team through the steps that need to be taken to make this link. In the overview below the steps are shown and the idea behind them explained. In the figure on the right a framework is presented which describes the phases an employee goes through from getting informed on the strategy to taking action. This concept is designed to improve the acceptance phase.



The theoretical phases employees go through from getting informed on the strategy to taking action.

KEY	Steps:					
<p><b>Steps taken by the management team</b> (Blue)</p> <p><b>Steps taken by the employee</b> (Green)</p>	01	02	03	04	05	06
<b>WHAT</b>	Invite employees to think about how they would like to contribute to the realization of the strategy	Specify the strategic objectives, their scope and required skills	Employees explore their skills and ambitions with a booklet	Line-managers converse with their employees about their desired contribution	Line-managers gather insight in employees and form a proposition of who contributes where	A mutual understanding is formed between the employee and management
<b>WHY</b>	During the communication of the strategic objectives, employees should be triggered to think about their possible contribution to strategy realization	The management team specifies the strategic objectives in further detail	Employees uncover their implicit desires in skill development and ambition and discuss with their line-manager how they would think they could contribute to strategy realization	Line-managers discuss with their employees where the employee could and would like to contribute to the strategy realization	Make an overview of the information gathered by the line-managers on the desired contribution of the employees and based on this make a proposition for the contribution of the employees.	Line-managers discuss with the employees what option they see for the contribution of that employee and ask their opinion and make a decision which is favorable for both parties.
<b>HOW</b>	To prepare the employees for the linking process and as an invitation to employees to join in the change process	To be able to communicate with the employees which skills are requested for a successful realization.	To be able to link their desired skills and ambition to the strategic goals.	To increase the motivation of the employee in the pursuit of the activities on strategy realization.	To coordinate who can contribute where	This is important to create trust and motivation, since an employee has chosen this himself he/she is obliged him- or herself to deliver.
<b>HOW</b>	By asking the employees to think about activities they would want to contribute to which match with their past experience, interest, desired skills or ambition.	By deciding what activities need to be continued, what new activities should be started and what activities should be stopped. Also, the skills required for these activities are determined.	By completing a booklet with generative questions which will help them uncover their implicit desires in skill development and ambition. Employees are triggered to think about what value they want to add.	By having a meeting between the line-manager and the employees to find a match between the desires of the employee and the strategic goals which is desirable for both the manager and employee.	By clustering the ambition cards obtained from the booklet of the employees with the matching strategic themes, and/or forming strategic teams with the skill cards of the employees	By having a two-way conversation about the final decision where both parties can negotiate their needs and desires.
<b>Canvases</b>		<p>Strategy detailing canvas</p> <p>Required human resources canvas</p> <p>recommended to print on A0</p>	<p>Skill and ambition booklet</p> <p>recommended to print on A5</p>		<p>Team forming canvas <small>Bonus</small></p> <p>Employee mapping canvas</p> <p>recommended to print on A0</p>	
<b>Alternatives</b>			<p>Skill discovery canvas</p> <p>Ambition discovery canvas</p> <p>Strategy contribution canvas</p> <p>recommended to print on A3</p>	<p>OR</p> <p>Instead of letting the line-managers decide which employees are going to contribute to what strategic objectives, employees could also discuss together who is going to contribute where. By using this approach the expectations employee can get after filling in the skill and ambition booklet are naturally managed.</p>		

Start state  
 "How do I communicate openly about strategy realization and involve my employees in it?"

End state  
 "My employees understand the strategic objectives and have been invited to participate in its actualization from the beginning."

Long term strategy or quarterly strategy revision

The Canvas Kit can be used for matching the right skills and capabilities of employees for long term strategic plans. In this case, determining what skills are needed for activities an organization is unfamiliar with can be problematic in the long term. In this situation it is advised to look at what skills and capabilities are needed for the work this quarter and revise what is needed for the next quarter at a later point in time.

For the Canvas Kit to work in the short term, the process starting at step 3 should be digitalized. In this way the time needed for the managers to send out their skill and capability request and for employee to communicate their interest can be shortened while many employees are reached.

# STRATEGY DETAILING CANVAS

Description: this canvas helps management with translating broad strategic objectives in a specific change in activities. The content will be used to communicate the desired change with employees in order for them to link the desired activities to their personal development goals.

**01** Write the strategic objectives in the circles.



<i>e.g. selling light as a service in B2B settings</i>				
--	--	--	--	--

**02** Explain briefly per strategic objective why it is important to change in this direction.



<i>e.g. businesses want the benefits of having lighting and not the hassle of changing a bulb when the light breaks.</i>				
--	--	--	--	--

**03** Assign a leader per objective



--	--	--	--	--

**04** Determine what changes in activity have to take place in order to realize these strategic objectives

<p>Which of our activities are already in line with this objective and we want to improve doing?</p> <p><i>e.g. the production of TL lights. Improve durability</i></p>				
<p>What new activities should we start doing?</p> <p><i>e.g. setting up a new sales channel, design the service</i></p>				
<p>What activities should we stop doing?</p> <p><i>e.g. our separate delivery service, selling to 'brokers'</i></p>				

# REQUIRED HUMAN RESOURCES CANVAS

Description: this canvas facilitates management teams in the translation of strategic objectives in required human resources by discovering what skills and capabilities are needed for the realization of the strategic objectives.

**01** Focus on one strategic objective per human resources canvas. Write down the strategic objective which is focused on in the circle on the right. Also determine if this canvas should be completed for determining the required skills in the long term or on a quarterly basis. Check the corresponding box on the right.



This canvas is used for:

- Long term strategy
- Quarterly strategy

**02** List the activities that need to be improved as determined on the previous canvas

### Activities to be improved:

Activities	e.g. Improve durability of TL lights					
Activity leader						
Required skills/capabilities	e.g. experts on durable lightning					

**03** List the skills and/or capabilities needed to realize this.

When more information or experience is needed to properly fill in the required skills and capabilities try to involve employees who have knowledge on this activity or take some time to do more research on the topic.

**04** List the new activities and activities that need to be stopped as determined on the previous canvas

### New activities:

### Activities to stop:

Activities	e.g. setting up a new sales channel					
Activity leader						
Required skills/capabilities	e.g. expert on B2B channels					
	e.g. sales professionals					
	e.g. knowledge on current B2B accounts					

**05** List the skills and/or capabilities needed to realize this.

**05** Check if the requested skills and capabilities are clear for the employees with an outsider before communicating them.



# TEAM FORMING CANVAS

Description: on this canvas project teams are created for realization of the strategic objectives. Per project, the team members are listed including their levels of the desired skills. This provides an overview of the skills combined in a team and makes it possible to combine employees who can learn from each other.



- 01 Focus on one strategic objective per team forming canvas. Fill in the strategic objective in the circle on the right.
- 02 Fill in per team, which employees together are able to realize the team objective. Try to combine employees who can learn skills from other teammembers or teach skills to other team members with similar interest.

**team 1** Teamname  Objective

Required skills/capabilities

e.g. Jonathan	mastery	aspiration								
_____										
_____										
_____										
_____										
_____										
_____										
_____										

**team 2** Teamname  Objective

Required skills/capabilities

e.g. Jonathan	mastery	aspiration								
_____										
_____										
_____										
_____										
_____										
_____										
_____										

# DISCOVER YOUR SKILL CANVAS

Description: on this canvas employees can discover what skills they have and would like to develop.

01 My name:

02 Write a description as you would post on LinkedIn about yourself which aligns with your job



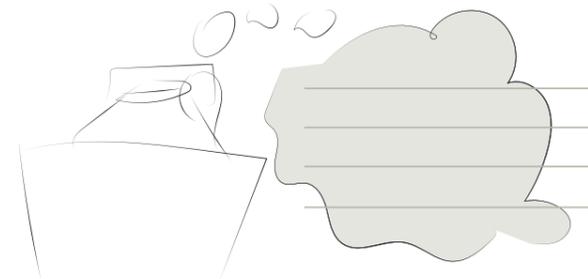

03 Draw what your average day at work looks like:



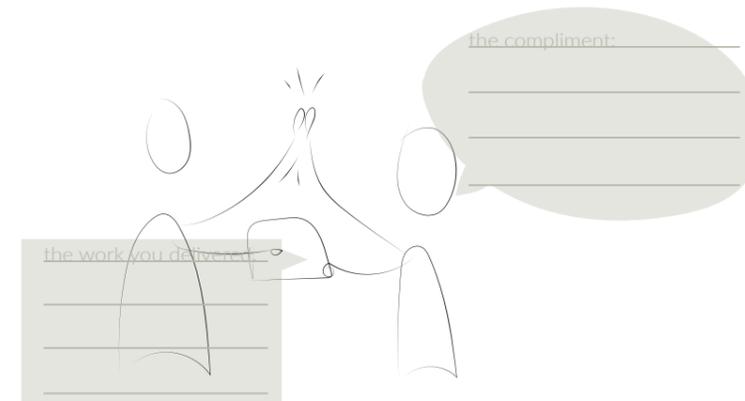
04 What do you like about your work day?

05 What feels as a burden?

06 Which work activity do you get out of bed for in the morning?



07 My colleagues would say I am good at... (a skill or activity you were complimented on by a colleague)



08 This is what I admire in colleagues and would like to be able to do myself..



# DISCOVER YOUR AMBITION CANVAS

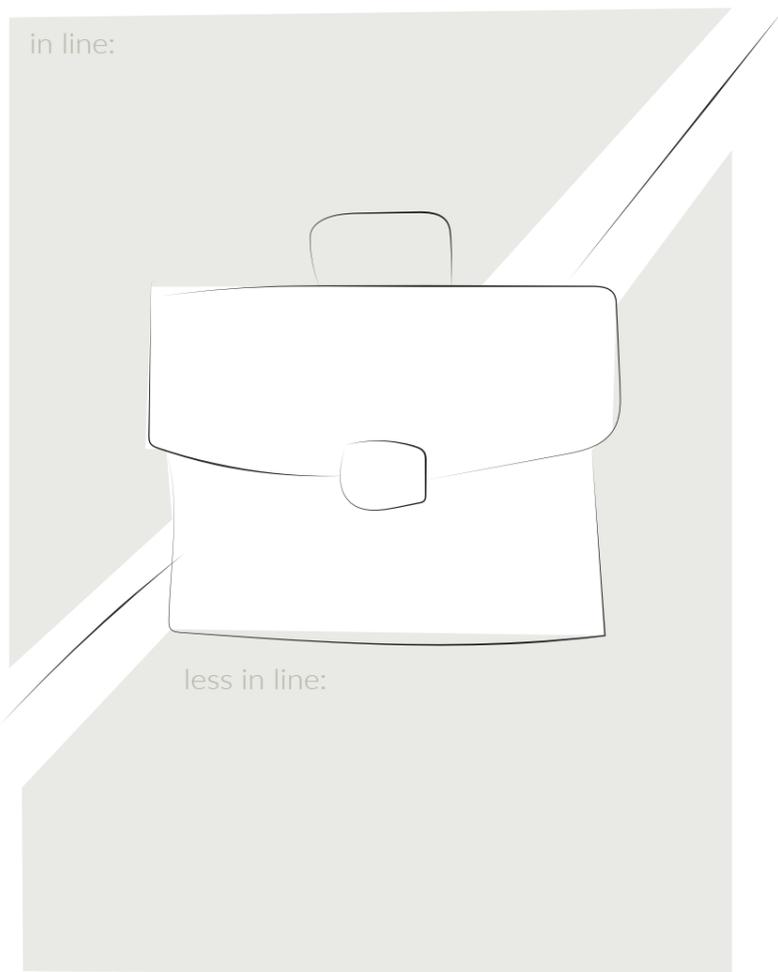
Description: on this canvas employees can discover the ambition they aspire.

01 Look at the strategic objectives and their matching activities.

02 How does your current job align with the strategic objectives?

03 Imagine the organisation in two years when the strategy is realized. What would you like your role to be?

04 If everything was possible what kind of work would you want to do?



my role:

---



---



---



---



ultimate ambition:

---



---



---



---

# STRATEGY CONTRIBUTION CANVAS

Description: on this canvas employees are guided in linking their discovered desired skills and ambitions to the strategic goals of the organization.

**01** Look at the strategic objectives and their matching activities. Think about what skills you like using, which you discovered in the previous canvases. Fill in the 'contribution cards' on this canvas after choosing two strategic activities from the strategic objectives that make your heart beat faster. To fill in the last box, look at the requested skills matching with the strategic activities you chose, and decide with what skills you would like to contribute. Rate your mastery and aspirational level on these skills guided by the key given on the right side of the canvas. These 'contribution cards' will be used by the management team during the planning of the realization of the strategic objectives.

Key  
**0 - no experience** (I would not recognize that I need this skill)  
**1 - read** (I can understand work done with this skill)  
**2 - write** (I can create content with this skill)  
**3 - teach** (I master this skill well enough to teach it to others)

### Contribution card 1

My name:

I would like to contribute to the realization of the strategic objective:

In the activity:

Where I would like to do work such as:

Because:

Based on these skills/capabilities:

Mastery    Aspiration

<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>

### Contribution card 2

My name:

I would like to contribute to the realization of the strategic objective:

In the activity:

Where I would like to do work such as:

Because:

Based on these skills/capabilities:

Mastery    Aspiration

<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>

# APPENDIX G2

THE 'SIR' CANVAS KIT

## THE BOOKLET FOR DISCOVERY OF EMPLOYEES' DESIRED DEVELOPMENT

a booklet for employees to..

### Discover your skills and ambition and link them to the strategic objectives of your organization

This booklet is designed for you as an employees to discover your skills and ambition in a generative way. Several explorative questions are asked which will guide you in clarifying what skills you desire to develop and what ambition you want to pursue. To embed your desired development in the organization, you will link your personal development with the strategic objectives.

Follow the numbers (01) to fill in the questions in the right order. You can write your answers in the gray boxes or on the lines but feel free to depict your answers in other ways.

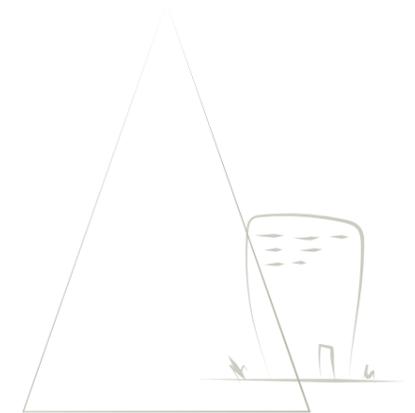
### Introduction

Instruction: fill in the answers in the grey boxes

01 My name:

02 My job:

03 Draw your position in the organisation on the right:

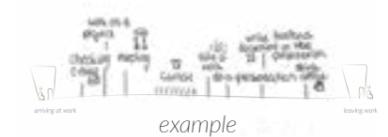


04 Write a description as you would post on LinkedIn about yourself which aligns with your job

1

### Determining skills

01 Draw what your average day at work looks like:



02 What do you like about you workday?

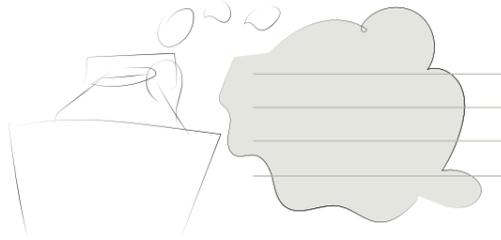
03 What would you don't mind losing

2

## Evaluating skills

Instruction: fill in the answers on the lines

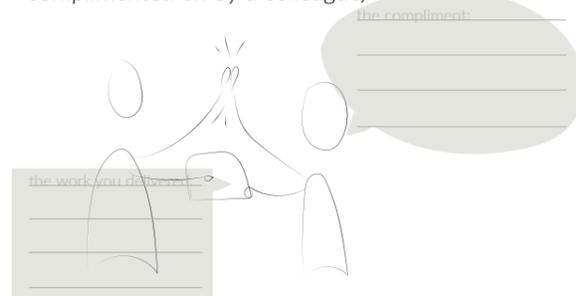
- 01 For what work activity do you get out of bed in the morning?



- 02 What activities would you like to stop doing?



- 03 My colleagues would say I am good at...  
(a skill or activity you were complimented on by a colleague)



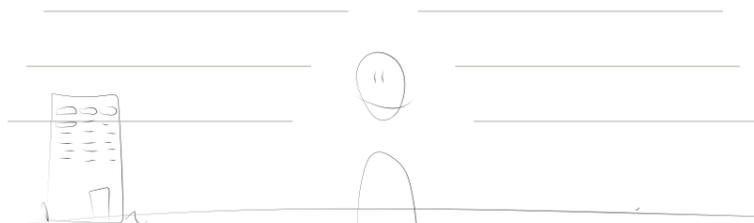
- 04 This is what I aspire in colleagues and I would like to be able to do myself..



3

## Skills outside of work

- 01 What activities are you good at and love doing at outside of work?



- 02 What makes these activities so much fun?



- 03 Are there certain skills you would want to carry over to your work life?

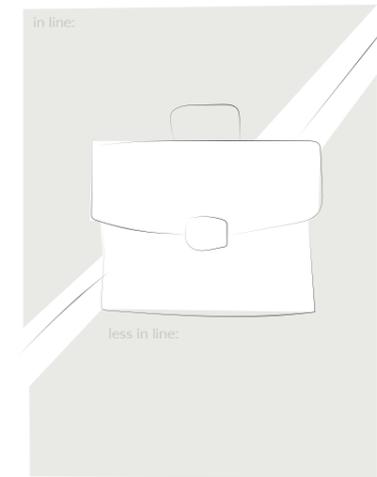


4

## Discovering your ambition

- 01 Look at the strategic objectives and their matching activities.

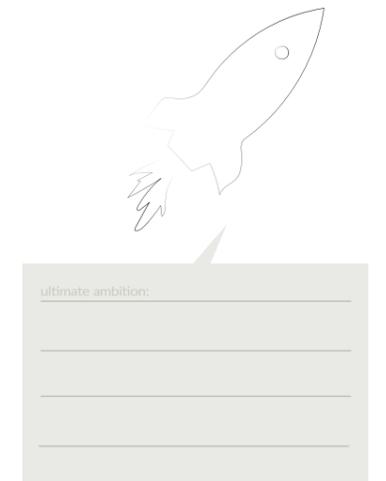
- 02 How does your current job align with the strategic objectives?



- 03 Imagine the organisation in two years when the strategy is realized. What would you like your role to be?



- 04 If everything was possible what kind of work would you want to do?



5

## Link with the strategic objectives

- 01 Look at the strategic objectives and their matching activities. Think about what skills you like using, which you discovered in the previous canvases. Fill in the 'contribution cards' on this canvas after choosing two strategic activities from the strategic objectives that make your heart beat faster. To fill in the last box, look at the requested skills matching with the strategic activities you chose, and decide with what skills you would like to contribute. Rate your mastery and aspirational level on these skills guided by the key given on the right side of the canvas. These 'contribution cards' will be used by the management team during the planning of the realization of the strategic objectives.

Key  
 0 - no experience (I would not recognize that I need this skill)  
 1 - read (I can understand work done with this skill)  
 2 - write (I can create content with this skill)  
 3 - teach (I master this skill well enough to teach it to others)

### Contribution card 1

My name: \_\_\_\_\_

I would like to contribute to the realization of the strategic objective: \_\_\_\_\_

In the activity: \_\_\_\_\_

Where I would like to do work such as: \_\_\_\_\_

Because: \_\_\_\_\_

Based on these skills/capabilities: \_\_\_\_\_

Mastery Aspiration

### Contribution card 2

My name: \_\_\_\_\_

I would like to contribute to the realization of the strategic objective: \_\_\_\_\_

In the activity: \_\_\_\_\_

Where I would like to do work such as: \_\_\_\_\_

Because: \_\_\_\_\_

Based on these skills/capabilities: \_\_\_\_\_

Mastery Aspiration

6

# APPENDIX H

## VALIDATION

# APPROACH AND RESULTS OF VALIDATION WITH EMPLOYEES

### Approach

During a two weekly meeting with (respectively) all employees a short introduction is given on the entire concept. The employees are given two of the canvases to fill in for themselves. They are asked to fill them in from their perspective tapping in on their own ambitions and skills they want to use at their work at Strategiemakers. Because the concept is more suitable for large companies with more hierarchical layers they are asked to imagine their work situation being one with a line-manager. Also they are told the canvasses are filled in in preparation for a meeting with this line-manager on their contribution on the strategy realization.

The canvasses were printed in A3 format and a A4 sheet with the strategic goals (made together with all employees in the first days of January) was included. Added was a questionnaire with 11 questions where the employees rated the statements on agreement with them from 1 – 7. 2 questions about the canvas design, 2 questions on the value of the concept for Strategiemakers and 7 question on the value it had for them as employees. They were given around 20 minutes to complete the canvasses and the questionnaire.

### Main Findings

**6/8** participants found that the link of personal ambitions to strategic themes triggers to grab opportunities

**4/8** participants felt they would show initiative to contribute to strategy realization faster

**5/8** participants felt neutral opposed to their involvement of strategy realization.

**2/8** participants found the canvasses helpful in preparation of a meeting with the line manager about your contribution to strategy realization.

**6/8** participants scored higher than 4 on the statement “I see value in the use of this concept, or parts of it, at clients”

**5/8** participants felt comfortable with filling in personal information

**7/8** participants have a clearer view of their ambitions or skills

- Participants found it difficult to predict if the use of the concept would increase strategy realization. Most of them answered neutral at this statement.

- Many tips were given on the questioning. Some questions were too vague which blocked participants of filling it in. The relevance for strategy realization was not seen of some questions about skill and ambition.

- The specific part where ambitions or skills are matched with the strategic themes is specifically mentioned by participants as valuable but a small part of the whole.

- It was mentioned three times in the comments that it is important for strategy realization to succeed to link it with key objectives of some sort.

- Most employees were not very extensive in filling in the canvas. Instead of using the line to fill in multiple answers they filled in one or two.

- The specific part on matching the filled in ambitions and skills with the strategic goals was seen as the most valuable.

It seems the concept did improve the participants' self awareness on their ambitions or skills, which was the goal of the canvas. Besides this, the thought principle of linking personal ambitions with strategy realization is seen as triggering for grabbing hold of opportunities. It could be concluded that there are additional steps needed after the filling in of the canvas to make the employees feel involved with strategy realization, filling in the canvas is only a step in the right direction. Also participants find they are not able to say if this concept will increase strategy realization. This could be explained by the fact that the part of the concept that was tested is only a part of the timeline in the concept. After this step, many other steps still have to follow in order to facilitate the participant can actually go over to action. So, in this point on the timeline it is still unsure what the result will be and therefore there can not be concluded strategy realization is improved.

### Implications for the next iteration

- Some questions on the canvas were unclear for the participants. These will be clarified and some questions that were perceived as double will be removed.

- The part where personal ambitions/skills are matched with strategic goals will be expanded to aid participants more in seeing their possibilities.

- Questions will be added that specifically help to prepare for a meeting with the line manager. Instead of only making employees aware of the skills/ambitions, more questions will be posed on what to discuss with the manager. Key insights will be formed that can easily be remembered during the conversation.

- The reason why filling in this canvas will help the employees is not clear. This should be clarified.

The validation session at Strategiemakers

