

## FROM MARGIN TO MAINSTREAM

Designing a way-of-working to move strategic ideas from margin to mainstream at Royal Schiphol Group

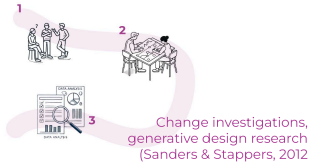
### CONTEXT

Many organizations suffer from strategy myopia: an overemphasis on short-term operational concerns that overshadows long-term strategic vision. For example, Hrebiniak (2005) in Making Strategy Work highlights how organizations often struggle with executing long-term strategies because immediate operational issues dominate decision-making.

At Royal Schiphol Group (RSG), strategy myopia is experienced by employees from the Strategy & Airport Planning department. They lack a clear understanding of how their strategic plans and innovations spread throughout the organization, doubting if their plans are widely known and supported by the rest of the organization.

This research addresses this challenge by examining the organizational dynamics within RSG that prevent long-term strategic initiatives from extending beyond the margins of the Strategy & Airport Planning department.

### METHOD



A qualitative approach was used, combining unstructured interviews with employees (N=11) across strategic, operational, and innovation roles, and three generative design workshops mapping timelines of past change initiatives. Thematic analysis revealed three themes: (1) The duality of urgency: both necessary and unfavorable for strategic change, (2) misalignment between long-term strategy and day-to-day operations and (3) the importance of clear ownership and influence of key stakeholders.



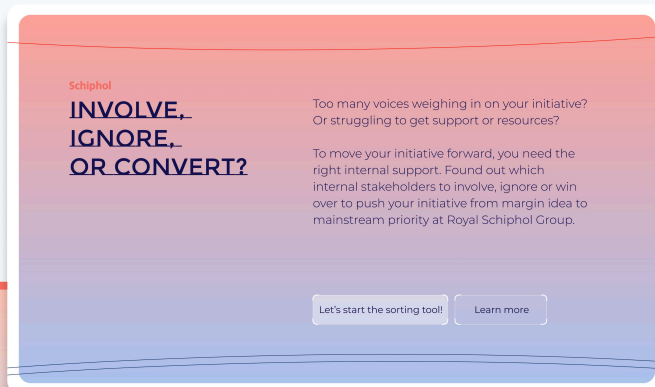
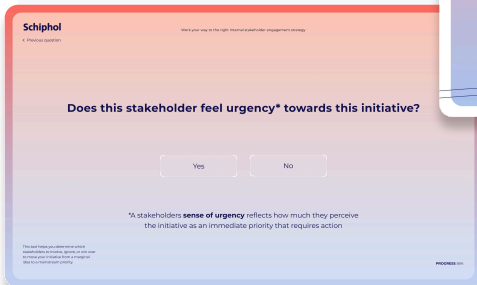
### FINDINGS

Qualitative research methods uncovered the underlying challenge. The research showed that **fragmented urgency perceptions among RSG employees** prevent initiatives from gaining traction and achieving organizational priority. Long-term strategic innovations struggle to gain adoption because they often do not align with the immediate priorities of key decision-makers. This leads to a low sense of urgency and limits the active involvement of influential internal stakeholders. This is further confirmed by the workforce persona analysis, which reveals that only a minority of RSG employees have a long-term focus in their daily work.

To address this challenge, the project focused on designing a structured way-of-working that identifies key stakeholders, exposes their urgency perceptions, and offers actionable strategies to deal with the fragmented sense of urgency among RSG employees.

### THE SOLUTION

Users are guided through a series of **yes/no questions**, helping them assess internal stakeholders stakeholder one by one.



These questions help users **assess each stakeholder's** level of influence, perception of urgency, and resistance to the initiative.

Based on their responses, the tool assigns the internal stakeholder to **one of four engagement strategies**.

