



How pictures “make a difference”



% who agree...	Before	After	Change
I understand where we are trying to get to	43	92	+ 49
I can trust leadership	24	63	+ 39
I think we have an exciting future	45	71	+ 26

The data above refers to the Corporate Senior Management group within a major Public Sector organisation. It was recorded over two years. The difference is explained by two key factors:

- The development of a Big Picture to outline strategy and encourage hundreds of conversations about it throughout the business
- The introduction of regular quarterly strategy discussions for the top 40

Positive swings in perception are commonplace when businesses invest the time and commitment required to get people talking face to face about where the business is going and what it means for me. The figures above stand out because of the low start point, but significant shifts are possible in many businesses.

Why does this process make such a difference? There are 5 reasons:

- 1 The leadership group is involved in a highly creative and innovative approach to the articulation of their strategy that flushes out inconsistencies and creates a common understanding from the top down
- 2 People get it more quickly because jargon and PowerPoint are left behind



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Managers start becoming coaches – instead of telling they start asking people about the future

4

People see the vision and the Journey, how they fit and how they need to support strategy at their level

5

People get hooked at intellectual and emotional levels – there is greater clarity and an involving process that recognises every ones role in making it happen

The Big Picture process makes a difference because it is not really about Pictures at all but about conversation and dialogue; the common sense approach that generates better understanding and commitment via face to face communication and involvement.

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