

Clear Strategy For An International Rehabilitation Organization – A Case Study

Challenge

The organization is an international leader in providing relief and rehabilitation in more than 10 countries across the world with headquarters based in Switzerland. In course of the past year the management team has identified a need for the alignment of the growing organization to one clear vision, improvement of its operational performance and higher quality delivered to its key client groups: beneficiaries, donors and employees.

Solution

The organization looked to New Pace for developing a strategy process to be applied for the creation of the strategy 2010/12, and for future strategy developments. As requested by the CEO the new strategic direction needed to base on the organization's values.

"You are to the point and pleasure to deal with. New Pace provides real value." R. Z., CEO



In a consultation process with the CEO New Pace first developed a comprehensive yet pragmatic strategy process, which was approved by the management team and the board. Prior to that, 35 interviews were conducted with key organization's stakeholders to elicit the weaknesses of the as-is situation, identify interests, objectives and critical success factors for a new strategy, and foster stakeholder buy-in.

Next, the strategy team (formed on New Pace's advice) engaged into series of workshops in the strategy development phase. Using visionary and strategic analysis tech-

niques New Pace helped the group formulate the vision, strategic goals and strategic themes. Once the strategic map was there, we moved on to convert it into strategic objectives, driving the definition of clear measures, targets and initiatives for each. The implementation phase has been initiated, and the owners of strategic initiatives (aligned with the existing organization's programs) now fine-tune their operational plans with New Pace's support.

"Allow me to congratulate you on pulling together a tight and logical journey from aspiration to practical implementation. Great job!" C.B., Vice President International Board of Trustees

Results

The organization has a fully formulated strategy map for 2010-12, including a list of strategic objectives and initiatives for its execution. The strategy development process is created and documented; the management team has been trained to apply it. A significant change process has been initiated by driving clear communication to all staff from the beginning of the project, instilling transparency of responsibilities and clear measures of success across the organization.

"I want to express my personal appreciation for the leadership and insight that you brought to our strategic process. I feel that we are on the road to very good changes as we implement this new strategy. It was great to work with you in this process." J.R., Director IS