



A significant part of Q-NewZ columnist Malcolm Macpherson's daily work is 'big picture' strategising

"I often find myself wading through strategy documents that use thousands of words and half a forest, that everyone involved (including, probably, the authors) knows will sit on a shelf, and mean very little.

"It doesn't need to be that way! A statement that acts as a call to arms, motivating individual and collective action, can be concise. Here's my standard PowerPoint presentation, usually called something like *mission to metrics*, which seeks to make that point in just seven slides (and ten minutes)."

"Mission to metrics" captures one of the most important strategy ideas ...

... that there should be **"line of sight"** visibility from organisational purpose to front-line activity

In practice, this means that individual workers or work teams know (and can see) that what they do – and measure – delivers the mission

1

2 Purpose – what do we exist to deliver?
May be expanded as ... vision | mission | values

Let's begin at the beginning!
As an organisation, what are we here to do?
What's our purpose?

3 Purpose – to be the best in the world

1 Customers <i>We'll need satisfied, loyal, repeat buyers ...</i>	To 'be the best', what do we need to do?
2 A workforce <i>We'll need skilled, happy, well-trained employees</i>	
3 Profit <i>We'll need to make money</i>	
4 Sustainability <i>We'll need to be good corporate citizens, with green goals, and social responsibility ... and be here in the long term</i>	

How about these four things?
Others might include: great processes, relationships, ethical behaviour ...

4 Purpose – to be the best in the world

Strategic focus	Goal
2 Workforce	<i>Skilled, happy, well-trained employees</i>

'workforce' is one strategic focus, and the workforce goals are 'skilled, happy, well-trained'
How do we achieve that?

5 Purpose – to be the best in the world

Strategic focus	Goals	Activities
Workforce	<i>Skilled, happy, well-trained employees</i>	<ol style="list-style-type: none"> Industry-accredited training Pay above industry rates Give great holidays Set up a cool workplace

Experience might tell us that these four activities result in a 'skilled, happy, well-trained' workforce

6 Purpose – to be the best in the world

Strategic focus	Goals	Activities	Outcomes
Workforce	<i>Skilled, happy, well-trained</i>	<ol style="list-style-type: none"> Training Pay rates Great holidays Cool workplace 	<ol style="list-style-type: none"> 10% of payroll spent on training, 98% uptake % of staff in first quartile industry pay rates, rated annually best pay in the industry Year 1, 3 weeks holiday with a cash grant, 4 weeks on full pay after 4 years on the job, rated best in class Staff satisfaction beats best in class, consistently > 98%

Finally how will we know whether any of this stuff is working?
We'll measure it!

7 So what do we mean by 'mission to metrics'? And what about 'line of sight'?

Strategic focus	Goal	Activities	Outcomes
4 Workforce	<i>Skilled, happy ...</i>	1 Training	1. 10% of payroll spent on training, 98% uptake

Purpose – to be the best in the world

There's a direct link between the measure (payroll spend, for example) and the organisational purpose. Everyone can see how what they do delivers the mission

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