



Strategic Change

A sound strategy focuses energy, sets performance expectations, becomes part of the culture, and influences all areas of operation. It provides a framework for implementing plans. Our strategy development process aligns people by building participation, commitment and coherence.

Our processes orient the organization and its people toward the future by:

- Clarifying and communicating purpose, direction, and desired results.
- Strengthening relationships across stakeholders.
- Identifying leverage points that accelerate change and address underlying obstacles that slow progress.
- Linking strategy to culture (leadership, values, norms), structures (organizational design, communication systems) and capabilities (services, processes, and skills).
- Building strategic thinking and action into the organization.
- Increasing the organization's ability to learn, and the capacity of its people to change.

Waterline's strategy development processes are participative and dialogue-based. We bring stakeholders into strategic conversations that create an environment where a coherent whole results from shared thinking, decisions, and choices. From these conversations direction emerges.

Our strategy development approach leads to a number of benefits:

- Participants understand the strategy, where they fit in, and what they need to deliver.
- Participants become better learners who aspire to a common purpose and align around coordinated action.
- Participants build a culture of trust and accountability—a pre-requisite to the achievement of strategy.

As Henry David Thoreau said, "Things don't change, we do." We help change leaders and their teams build the capability to shift existing patterns. Our coaching helps leaders become more aware, strategic and intentional in their actions. We help leaders to make the personal changes needed to enable organizational change. We use structured practices of inquiry and action learning to support deeper reflection, knowledge sharing, and increased capacity to thrive in continuous change.