



Welcome

Translate, Cascade, Communicate
Bringing strategy to life

A close-up photograph of a compass. The compass face is black with white markings for degrees and cardinal directions (N, NE, E, SE, S, SW, W, NW). The needle is green and white, pointing towards the North. The compass is resting on a light-colored surface.

Turning Strategy into stories, habits and actions that people believe in

Vision ... Mission ... Values ...

Introductions

People don't make rational decisions — they make emotional ones that they then justify logically.” (*Palmer 2022*)



60 min interactive session

Strategy Deployment & Operational Excellence

How can they have equal power and significance?

We will explore why both matter equally and how behavioural economics helps us understand what really drives performance.

Translate & Cascade Your Mission and Vision

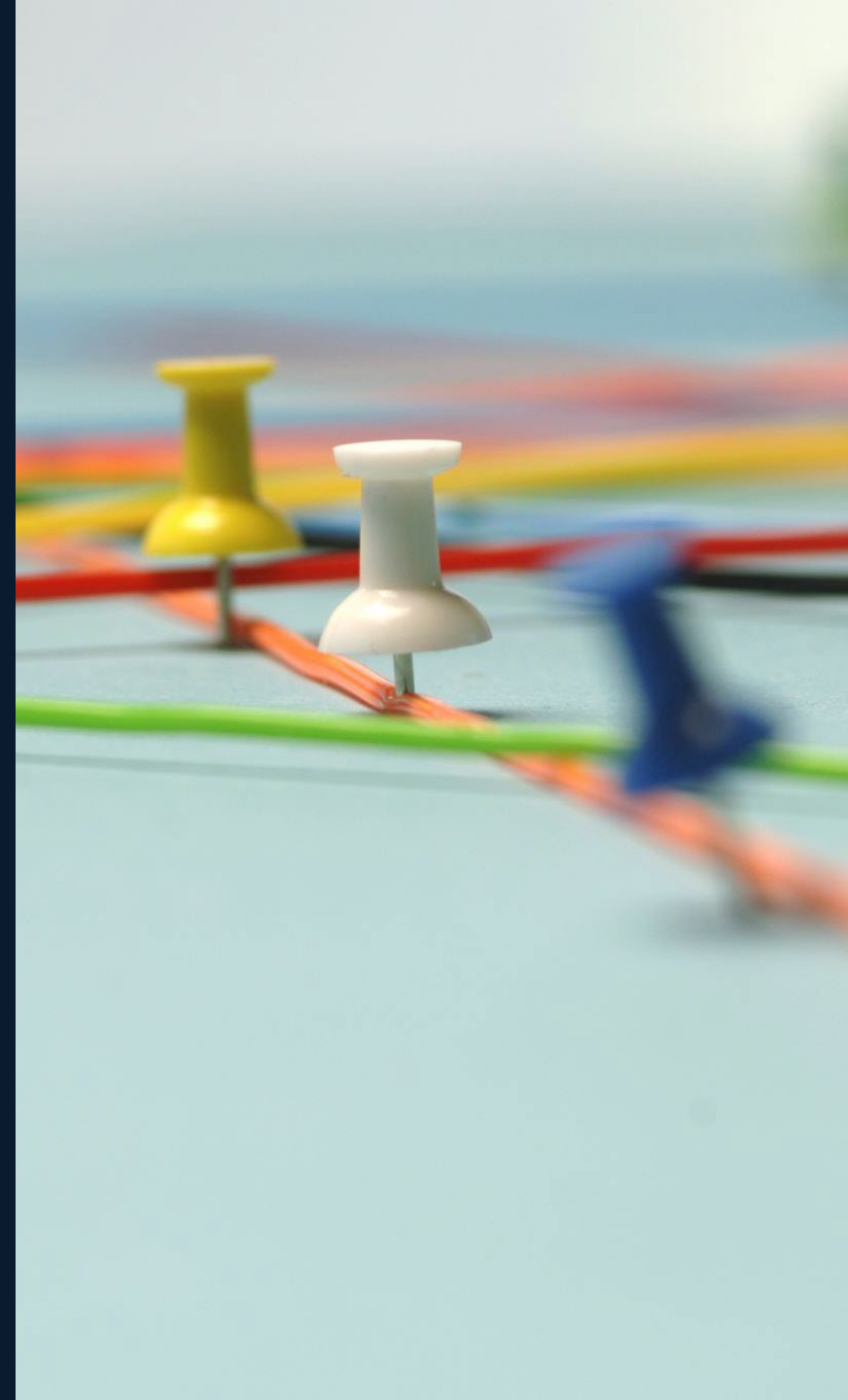
Using a cascade model, we will turn vision into focus areas, objectives, and actions that everyone can see themselves in.

Communicate & Embed Through Your People

Using the Value Proposition Canvas (employee as customer)

We'll treat employees as our "customers" to understand how they experience your strategy and values day-to-day.

You will leave with 3 practical tools you can use immediately in your business



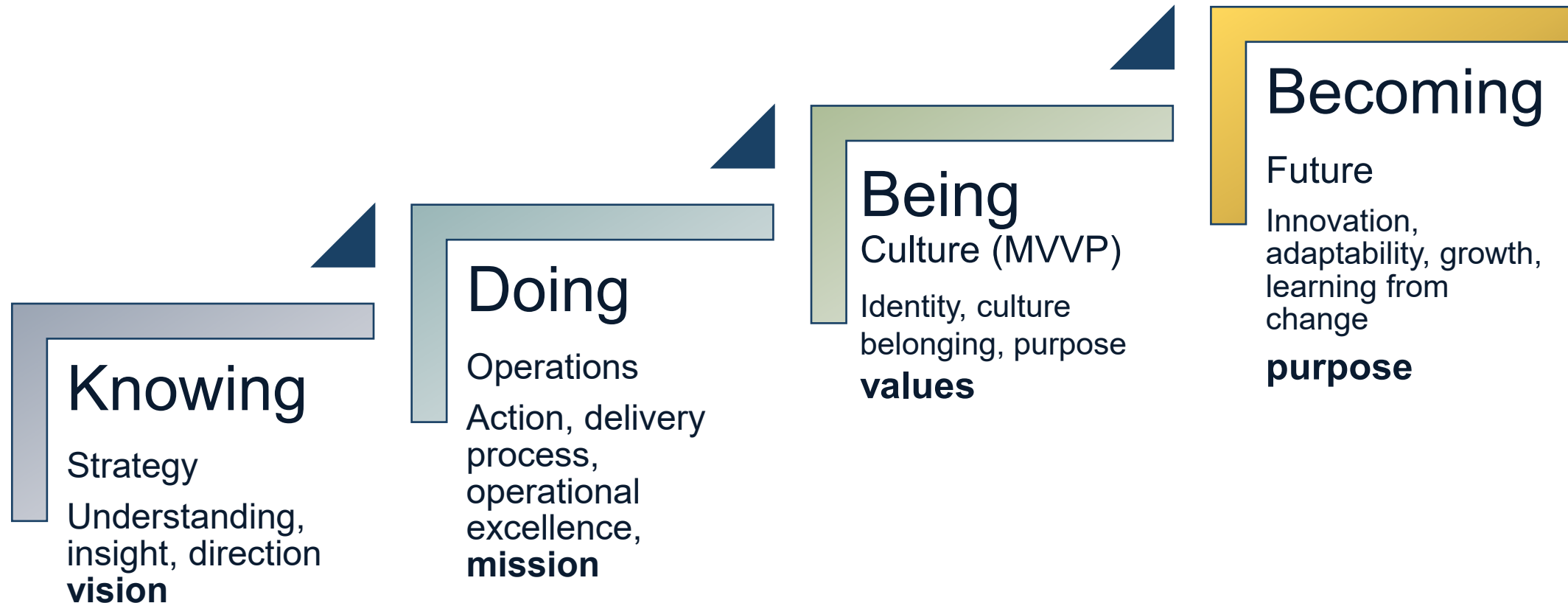
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Strategy Deployment & Operational Excellence

Strategy Deployment & Operational Excellence



Four Dimensions of Organisational Capability (adapted from Barnett & Coate, 2005)



Why People don't always Act on Strategy



1. System 1 & 2
Thinking
2. Framing Effect
3. Cognitive Ease



System 1 & 2



Our brains run mostly on *autopilot*

(System 1) quick, emotional, habitual while deliberate reasoning (System 2) is slower and rarer.

Strategy must connect to *habits, simplicity, and emotion*, not just logic and data.

(Kahneman, 2012)





Framing

The way information is presented changes how people interpret and act on it. How we frame goals, risks, or values determines whether people engage or resist.

Framing

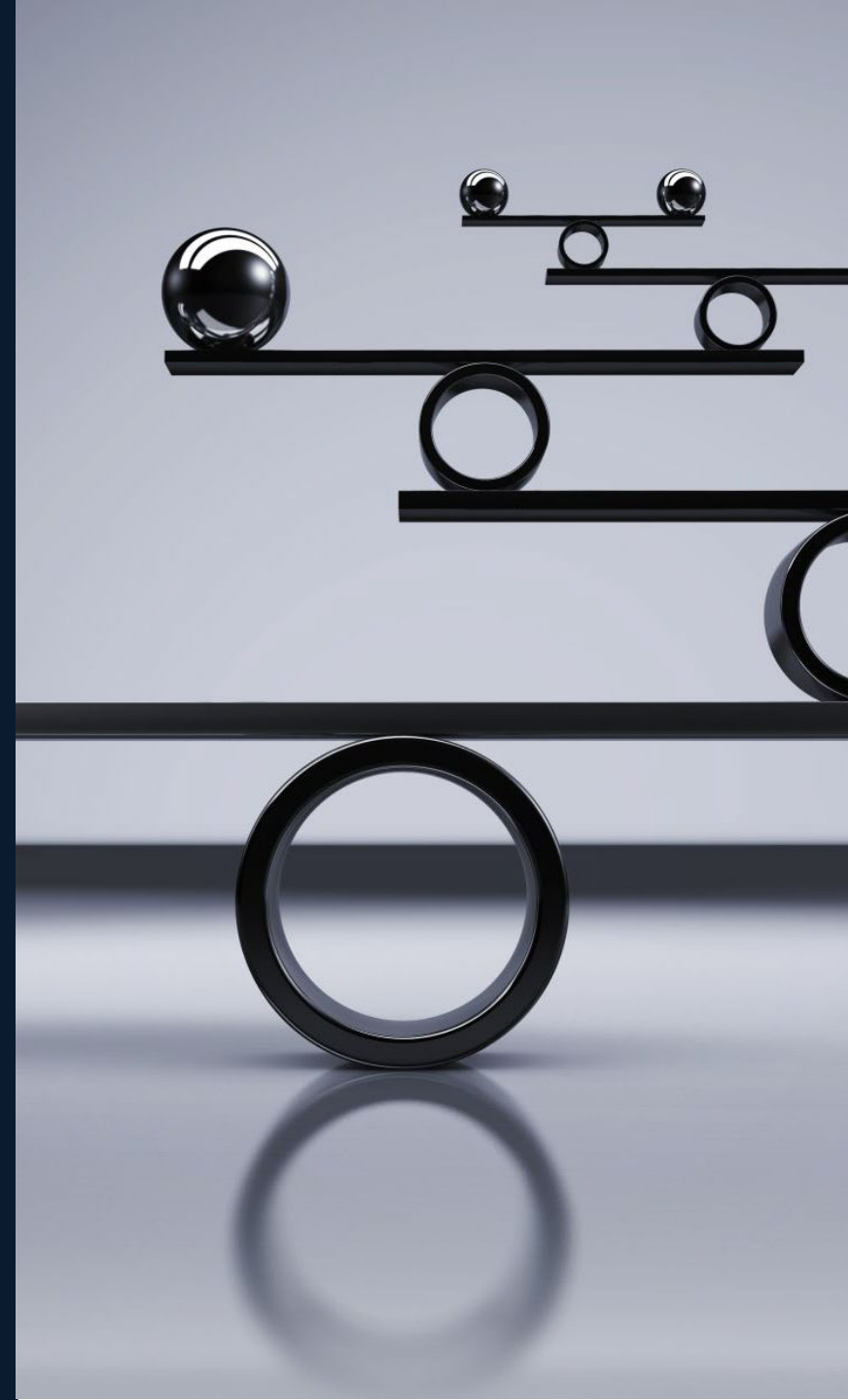


Cognitive Ease

The easier something is to understand, the more likely people are to believe it and act on it.

Palmer (2022)

The brain prefers information that feels easy.



Cognitive Ease Explained



When Cognitive Ease is High	When Cognitive Strain is High
Clear, simple language	Complex or abstract wording
Consistent visuals and tone	Inconsistent or mixed messages
Connects to lived experience	Feels corporate or distant
Easy to remember and repeat	Hard to recall or explain
Builds trust and motivation	Creates confusion and disengagement

When our Mission, Vision, and Values are easy to understand, recall, and apply —the brain experiences Cognitive Ease → leading to trust, alignment, and action.

**When we understand the why behind
behaviour, we can design strategy
that people believe in and act on**



Activity 1



1. If a new employee joined your business tomorrow and asked you how things *really* work around here, what three ‘unwritten rules’ would you tell them?
2. How do these “unwritten rules” align (or conflict) with your Mission, Vision, Values, or Purpose?
3. What does this tell us about what people believe drives success?

This exercise helps us see the gap between our *written values* and our *felt values*. Behavioural economics reminds us that people act on the culture they experience, not the strategy they read



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How to make strategic mission and vision come alive

Information cascade



Prompts – what your employees need to know



Cascade Level	Organisational Prompts	Ask yourself?
1. Vision	Where are we heading?	• What future do we want to create for our customers or communities? • What impact do we want to have in 5–10 years? • Does everyone in the organisation know and believe this?
2. Mission	Why do we exist?	• What's our purpose beyond profit? • How do we deliver on our vision every day? • Is it still relevant and lived, or just written on the wall?
3. Values	How do we behave?	• Which values guide how we lead, collaborate, and decide? • How visible are these values in daily operations? • When things get tough, do our values hold firm?
4. Focus Areas	Where will we concentrate effort?	• What 3–5 strategic themes will make the biggest difference this year? (Customer Experience, Marketing) • Do these align with our mission and what customers need? • Are we spreading ourselves too thin?
5. Objectives	What do we want to achieve?	• What measurable outcomes define success in each focus area? • Are they specific, realistic, and meaningful to teams? • Could someone at any level explain what success looks like?
6. KPIs	How will we know we're succeeding?	• What evidence or metrics show progress? • Are we tracking the right things, not just easy things? • Who owns each KPI, and how often do we review it?
7. Actions	What are people actually doing?	• How do day-to-day activities connect to our mission? • Are we rewarding the right behaviours • What should we start, stop, or continue to stay aligned?

Activity 2

Map one of your organisation's core priorities through this model.

You don't need to fill every box just pick one focus area and trace how it connects back to your vision, mission, and values.

Answer the following questions

1. Which level of your cascade is strongest, and which needs more clarity?
2. Where might your message be getting lost or overcomplicated?
3. How could your leadership team model the vision and values more visibly?

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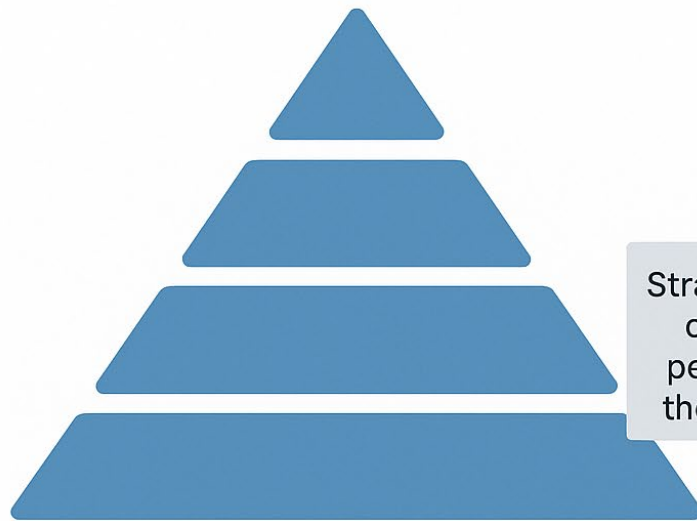
**Communicating and
embedding strategic
intent to different parts
of the business**

Understanding your employees through the Value Proposition Canvas

Purpose of This Section

1. To explore how employees experience your Mission, Vision, and Values.
2. To identify where strategic intent lands well and where it gets lost.
3. To use the Value Proposition Canvas as a tool to encourage buy-in, motivation, and productivity through empathy and alignment.

The Employee Experience



The Cascade
structure & alignment

Strategy becomes
culture when
people can see
themselves in it.



**The Employee
Experience**
meaning & motivation

The Value Proposition explained



Organisational Response (Left Side)	Employee Perspective (Right Side)
Products & Services What the organisation provides (leadership, tools, training, systems, recognition).	Jobs to Be Done What employees are trying to achieve or do well in their roles.
Pain Relievers How we reduce friction, barriers, or frustrations.	Pains What makes it hard or demotivating to deliver great work.
Gain Creators How we help people succeed, feel valued, and experience purpose.	Gains What success, pride, and fulfilment look like for employees.

(Osterwalder et al., 2014)

Activity 3

Choose one employee group in your organisation.

Use the right-hand side first: identify their key Jobs, Pains, and Gains.

Then complete the left-hand side: what Products/Services, Pain Relievers, and Gain Creators do you offer?

Finally, reflect:

- Where do your Mission, Vision, and Values show up naturally?
- Where is there a *gap* between what you say and what people feel?
- Write one short statement:

“We create value for our people by [doing what] so they can [achieve what], reflecting our value of [X].”

Reflection



- Where did your Mission, Vision, and Values come through most strongly?
- Where are the gaps between what you promise and what people experience?
- What's one small change that could strengthen that alignment?
- How can you share stories that bring your values to life every day?

Where we are going and how we get there

- Reconnected with Mission, Vision, and Values (MVV) as our foundation.
- Recognised that strategy and operations must have equal power direction and delivery are two halves of success.
- Introduced behavioural economics to understand how people really engage with strategy (System 1 & 2 thinking, habits, meaning).

The Why

Strategy must speak to both logic and emotion.

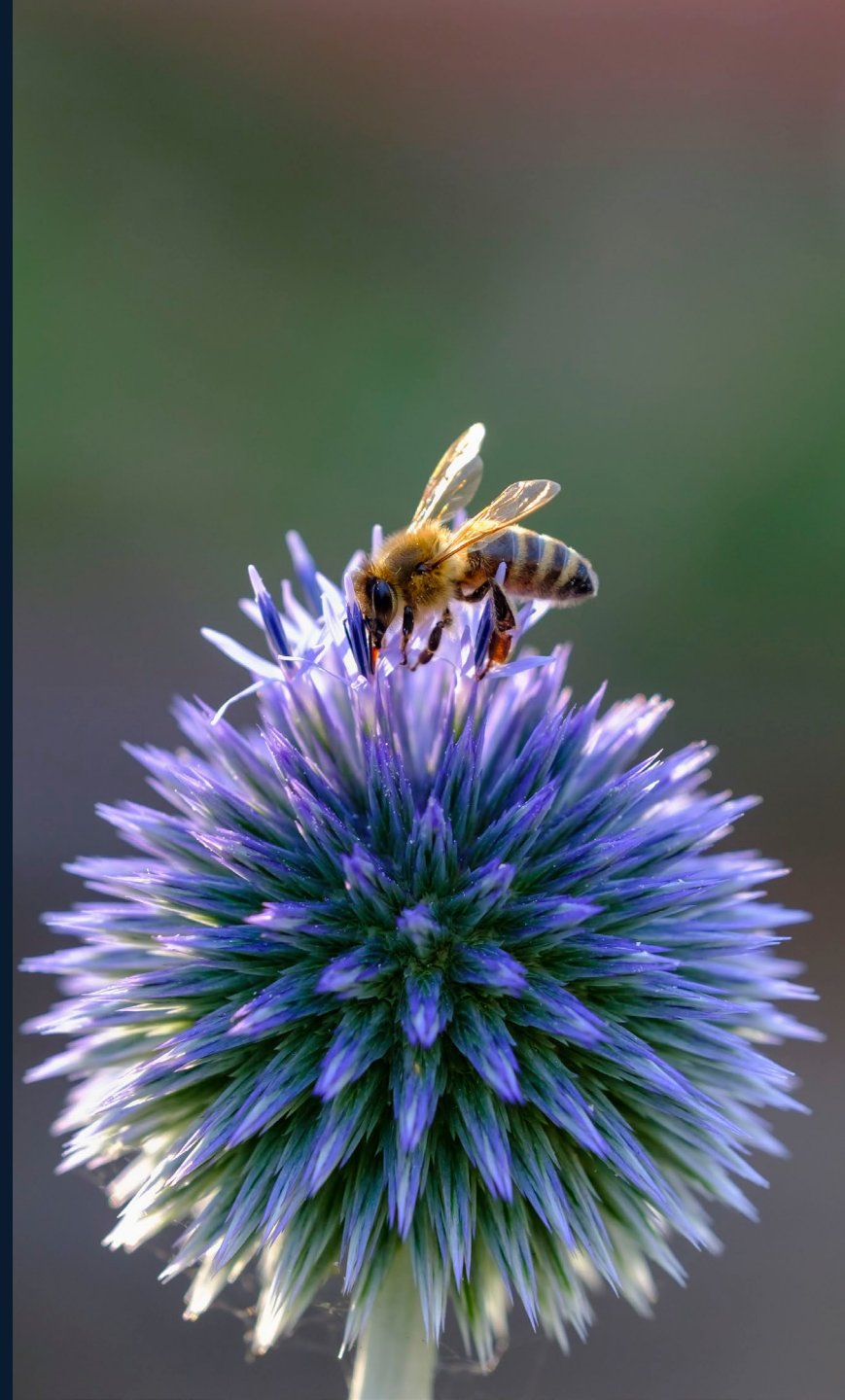


Making Purpose Actionable

- Used the cascade model to connect long-term vision to daily actions.
- Clarified the line of sight from Vision → Mission → Values → Focus Areas → Objectives → KPIs → Actions.
- Emphasised simplicity, clarity, and living the model from the top down.

The How

Strategy becomes operational excellence through clarity and alignment.



Making strategy felt just not written

- Explored the Value Proposition Canvas, treating employees as the customer.
- Identified where organisational offers meet (or miss) employees' real needs, pains, and gains.
- Linked every action and behaviour back to MVV, ensuring strategy becomes culture.

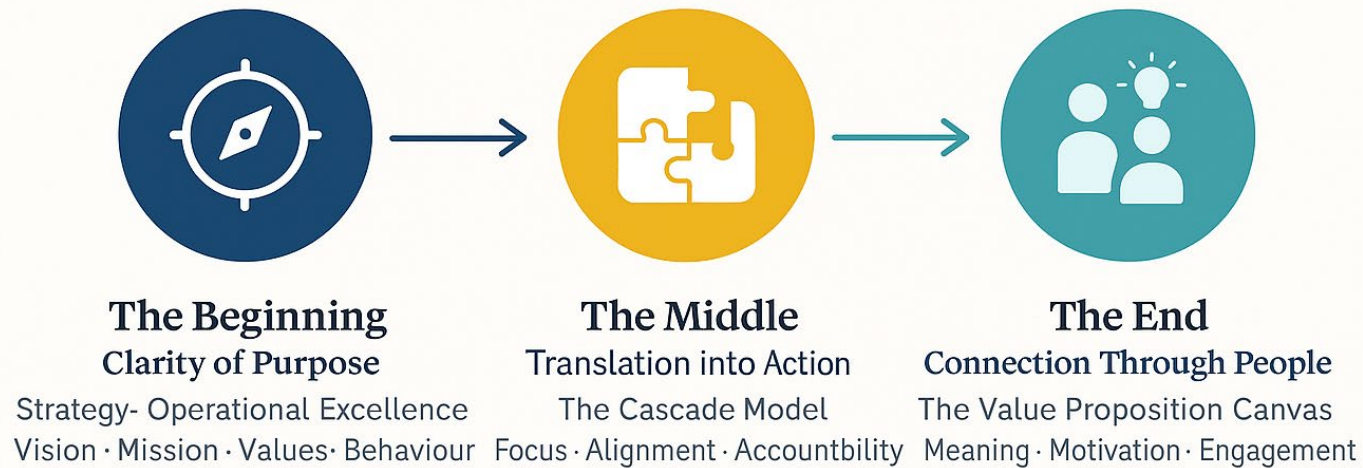
The So What

When employees see themselves in your strategy, they live it every day.



It's a wrap

The story of strategy — from clarity to connection



When people see themselves in your strategy, they live it every day.



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