

In search of the Holy Grail

Leading Common Sense Transformation

Do you have a strategy that will create a breakthrough for your organisation?

Will your business plan, vision and values signify deep change?

Do you create well written strategies and business plans that lie gathering dust?

Do you find that the direction you are heading as an organisation gets lost amongst daily crises and demands?

Our common experience of organisations is that 'strategy' is often a document written by senior managers and signed off by governing bodies yet unlikely to stimulate excitement beyond the Board room. It rarely triggers passionate debate that opens up enthusiastic visions of future possibilities.

However, we have also encountered and worked with rare individuals for whom change represents an opportunity to integrate personal development with the creative challenge of leading an organisation. They have found ways to stimulate a coherent process and strategy to manage current reality whilst also discovering new possibilities as the future unfolds.

At Harthill we have been working with customers in the private sector to explore the following:

- Strategy development as an opportunity for deep change and learning in the organisation – not just iterating the next strategic round
- Working collaboratively between the client and consultancy to open up new strategic possibilities – both seeking and finding strategic breakthroughs
- Creating new strategies (and new strategic thinking) and remaining engaged in implementation, where learning is intense

- Using inquiry based approaches that unite intuitive knowing and rational analysis
- Ensuring that future strategic possibilities are rooted firmly in a shared exploration and understanding of the past and present

The challenge for the Public Sector:

"The critical distinction is not between business and social, but between great and good, we need to reject the naïve imposition of the 'language of business' on the social sectors, and instead jointly embrace a language of greatness."

Jim Collins

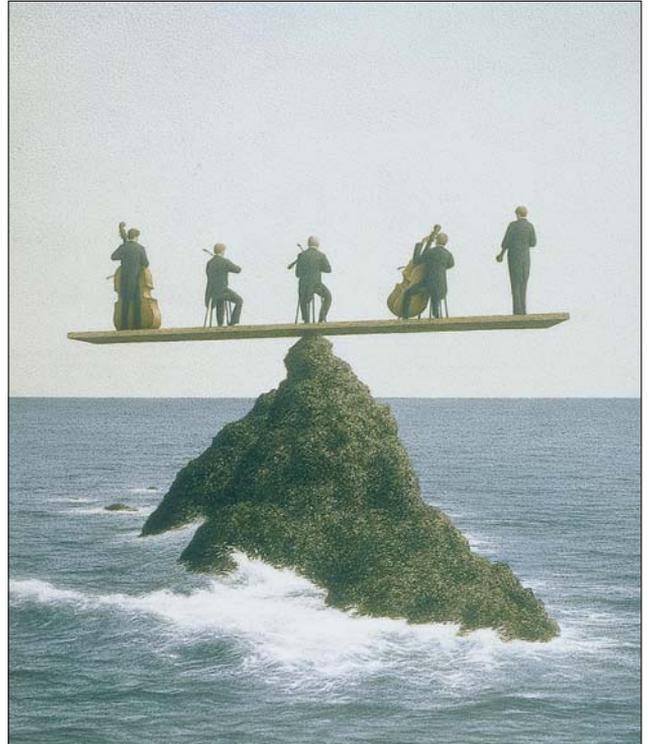
The challenge Jim Collins identifies in 'Good to Great and the Social Sectors' monograph is 'How do Public Sector organisations become great'? He contends that it is not by leadership alone, not just by a great vision and strategy but by a combination of good leadership, the right people and disciplined approaches to key processes.

Our work in Harthill is characterised by collaborating with good leadership with a clear sight on the purpose and best intentions of the organisation. The essential ingredient is an approach to strategy that pulls an organisation together - passion, performance and planning.

So often organisations invest in expensive, often elegantly run leadership programmes, excellent coaching and good team building that need to be better connected and integrated with the direction and aspirations of the organisation.

There is absolutely a need for excellent management and leadership with effective and efficient processes in public sector organisations – attention to both quality and quantity.

There is also a crying need for restoring a sense of purpose and enthusiasm in our public services. Feeling proud to belong to a stunning Public Service, being



connected to a coherent strategy designed to achieve a clear purpose is possible. The actions and outcomes delivered by staff and managers could have a more direct line to the purpose of the organisation as a whole if it is represented in a simpler and more meaningful form. Responsibility is the ability to respond to a purpose that is owned by all and isn't lost amongst bureaucracy and management speak.

A successful strategy does more than turn the handle on performance – it envisions a future that has meaning for the leaders and staff of an organisation and focuses their energies and capabilities in converting aspiration into actions that they are proud of.

Harthill has developed a powerful approach that enables organisations to develop, articulate and implement strategy in a way that is profoundly creative and deeply grounded in the realities of

the current context, in their relationships, and with their deepest sense of who they are as leaders. This grounding forms the basis for new possibilities out of which they weave their strategic actions.

Harthill's process involves the radically participative development of strategy, an engaging (hearts-and-minds) approach that starts small and grows until it touches the whole organisation. It addresses the development of leadership capabilities and of a culture for ongoing renewal and action.

If you are interested in finding out more then book on the The Harthill Seminar: Leading Common Sense Transformation on Monday 28th April 2008 10am to 3pm in London. Please contact Sarah Thomas 01594 530223.

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