

# **The Art of the One-Page Strategy**

## **Sam Houston St. University**

Lisa Palmer



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# Gartner & Speaker Introduction Slide

- Who Gartner is...

- Gartner, Inc. is the world's leading research and advisory company. We help business leaders across all major functions in every industry and enterprise size with the objective insights they need to make the right decisions.
- Our comprehensive suite of services delivers strategic advice and proven best practices to help clients succeed in their mission-critical priorities.
- Gartner has more than 13,000 associates serving clients in 11,000 enterprises in 100 countries.

- Who is Lisa Palmer...

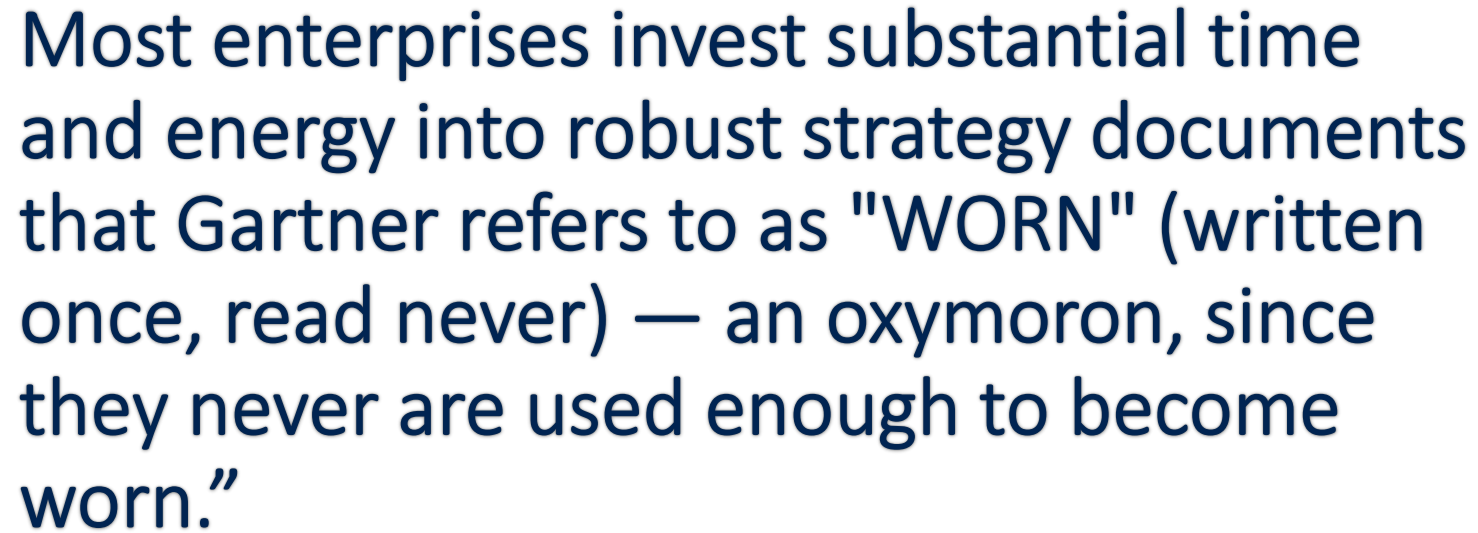
# Goals of the One Page Strategy for Sam Houston St.

- **Be read and understood by individuals outside the department.**
- **Memorably connect the university strategy with the department strategy.**
- **Position departmental services as a university success enabler.**



# Why this topic? Why now?

# Why Put Strategy on a Single Page?



Most enterprises invest substantial time and energy into robust strategy documents that Gartner refers to as "WORN" (written once, read never) — an oxymoron, since they never are used enough to become worn."

*Andy Rowsell-Jones, research vice president*

**Gartner®**

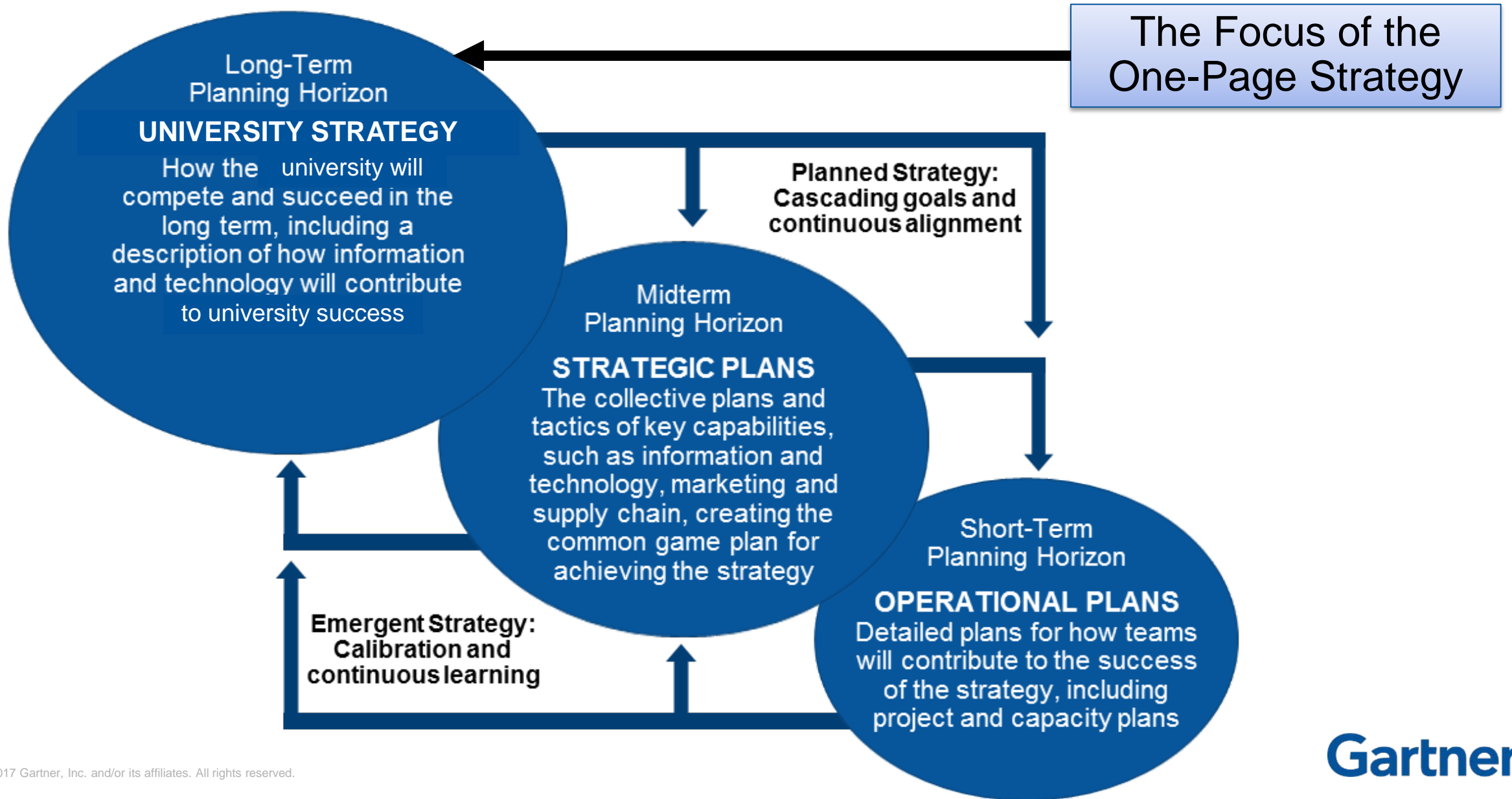
**Gartner®**

**The Artful Strategy  
Lies in the Ability ...**

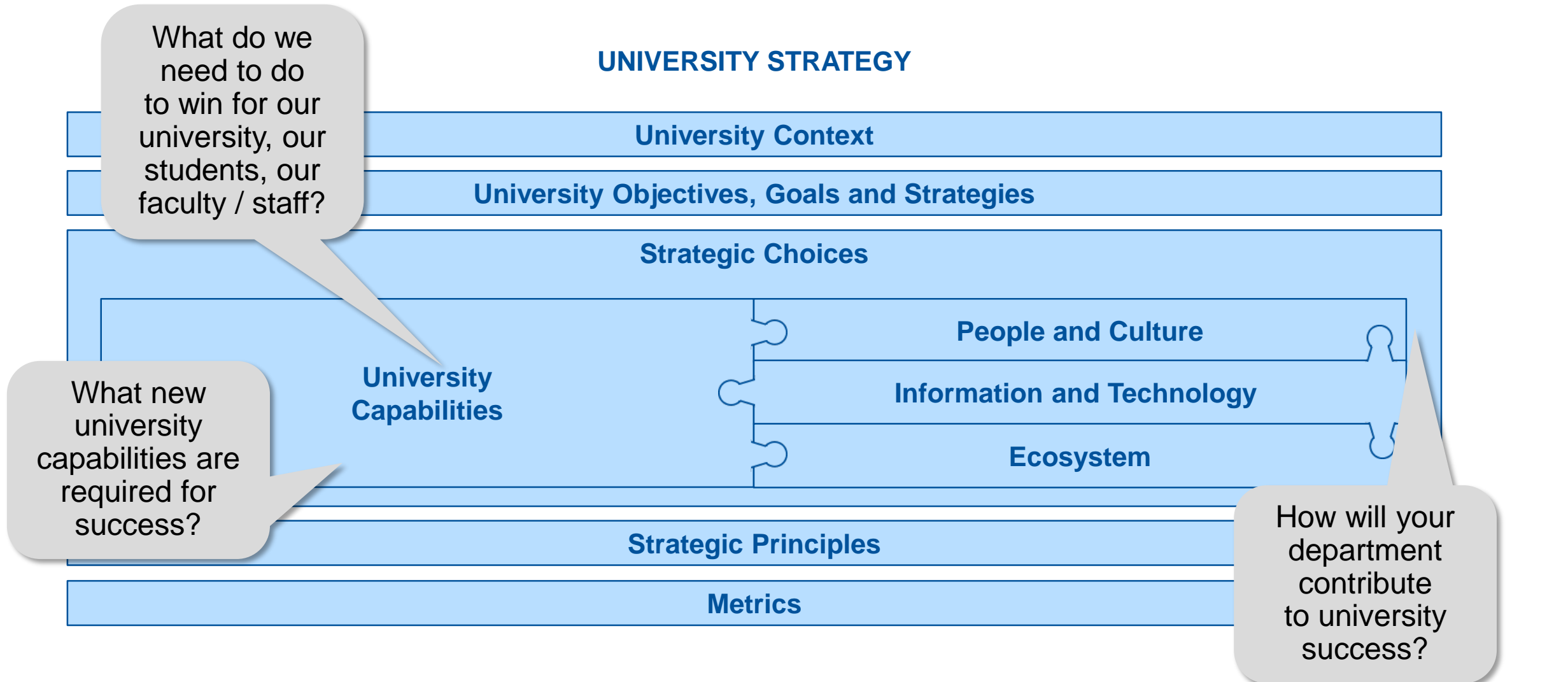
**... to Bring Into  
Focus the  
Organizational  
Success Story.**



# Three Strategic Planning Horizons



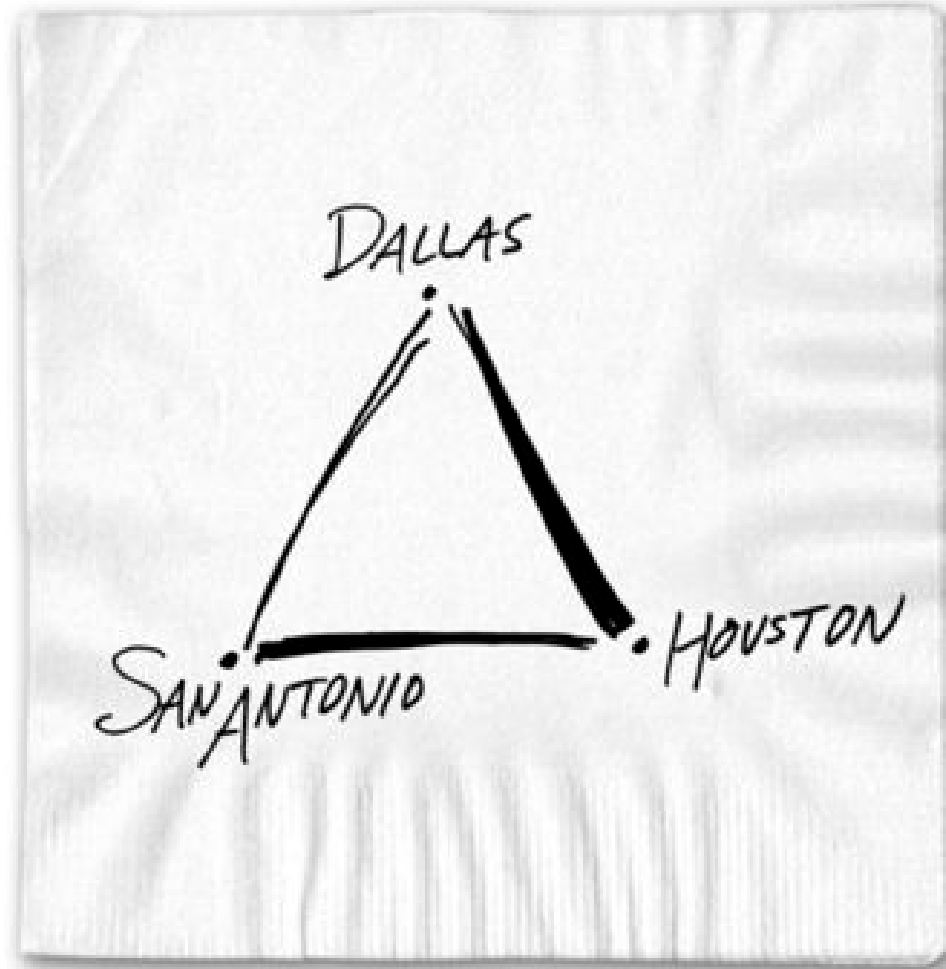
# The One Page Strategy Answers Three Questions



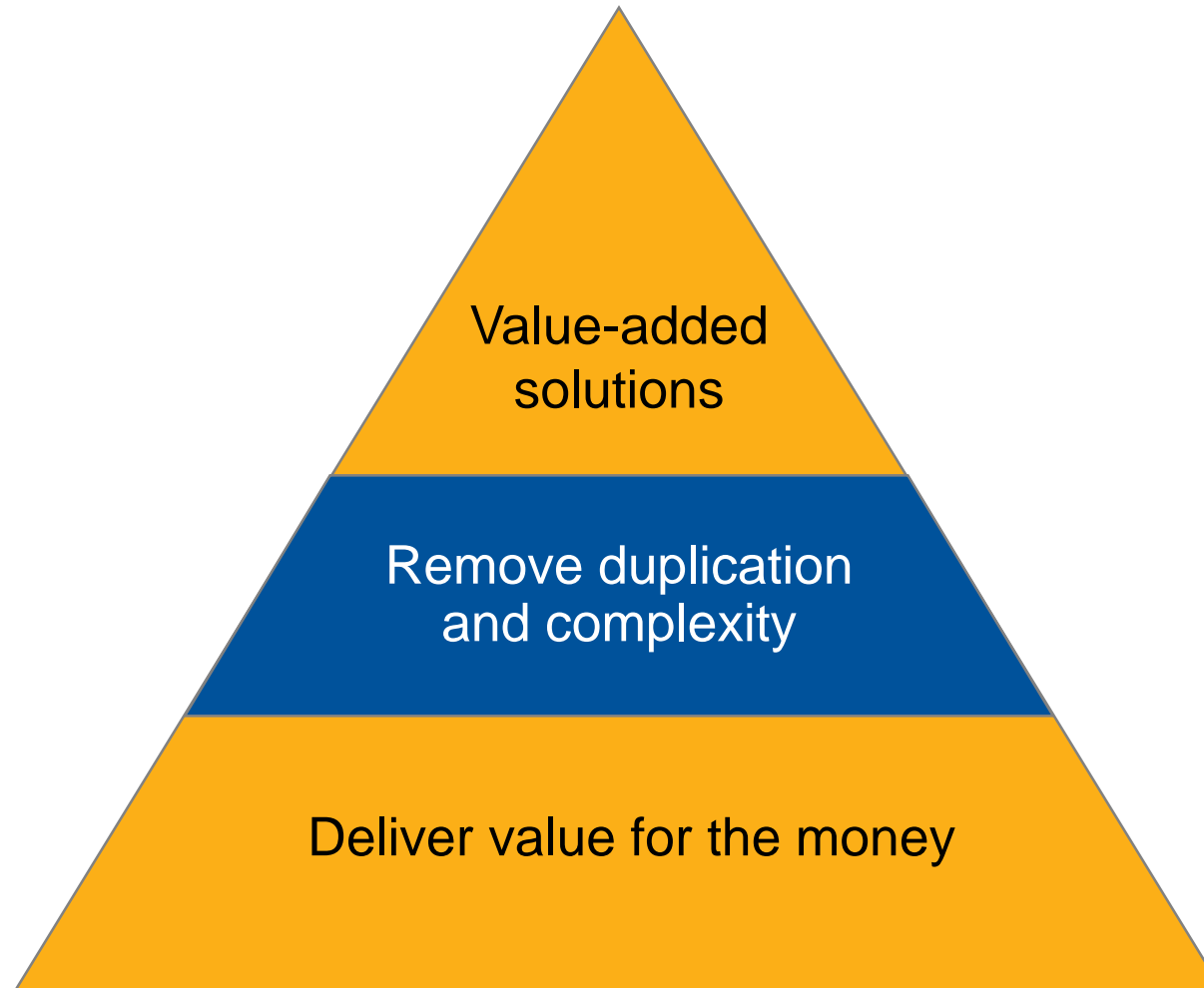


# What a one-page strategy looks like ...

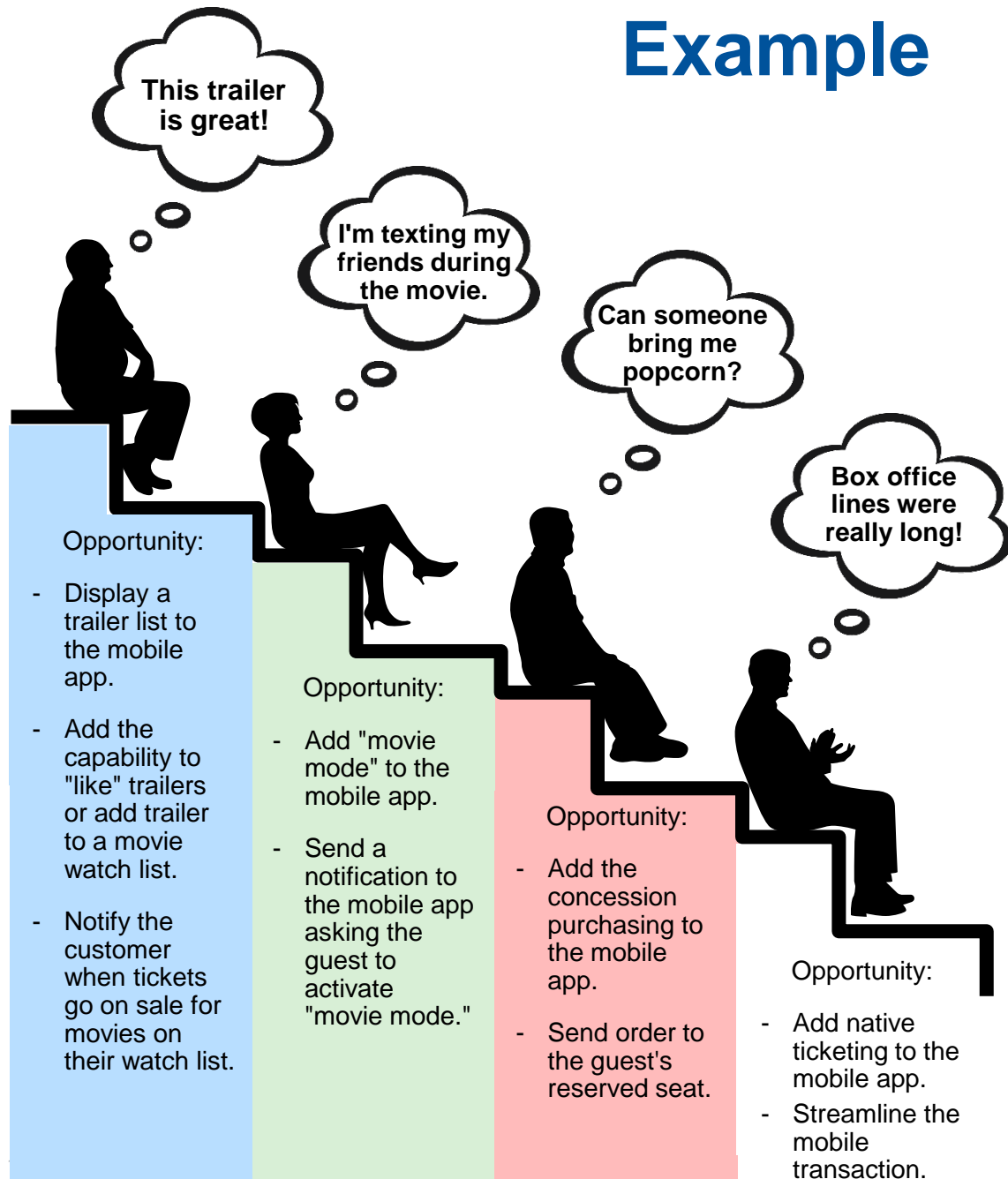
# Example: Southwest Airlines Introduces the Low-Cost Airline



# Example: This Services Company Moves From Delivering Value for Money in IT to Providing Value-Added Solutions for the Enterprise



# Example



## Customer Experience Goals:

- 1) Encourage future visits through increased engagement.
- 2) Leverage the mobile app to provide additional in-theatre services.
- 3) Offer the guest a frictionless transaction experience.

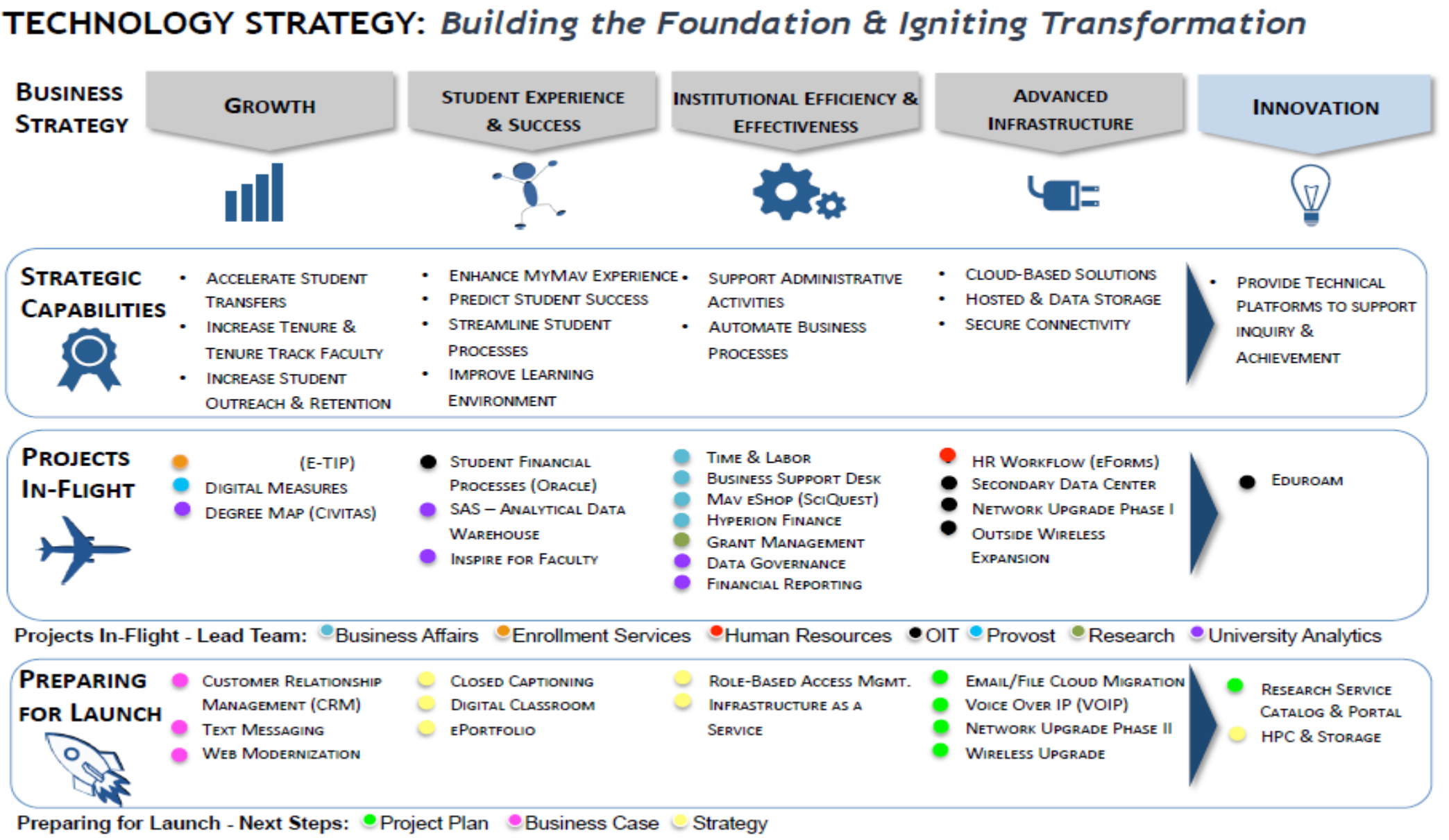
# Example: One-Page Strategies Don't Have to Be Pictures

**This is the story of Michelle, our typical student ...**

- She is first in her family to attend college ...
- She carries a full-course load and works part-time ...
- For her to be successful, we need to consistently deliver ...



# Example: Infographic meets strategic plan...



# How to create a one-page strategy ...

# The First Step: Understand what do we need to do to “win” for our university, our students, our faculty / staff?

Sharp focus upon achieving your mission drives maximum success for public sector organizations.

## University Mission

Sam Houston State University provides high quality education, scholarship, and service to qualified students for the benefit of regional, state, national and international constituencies.

## Vision/Values

Best at Educating the Texas Workforce:

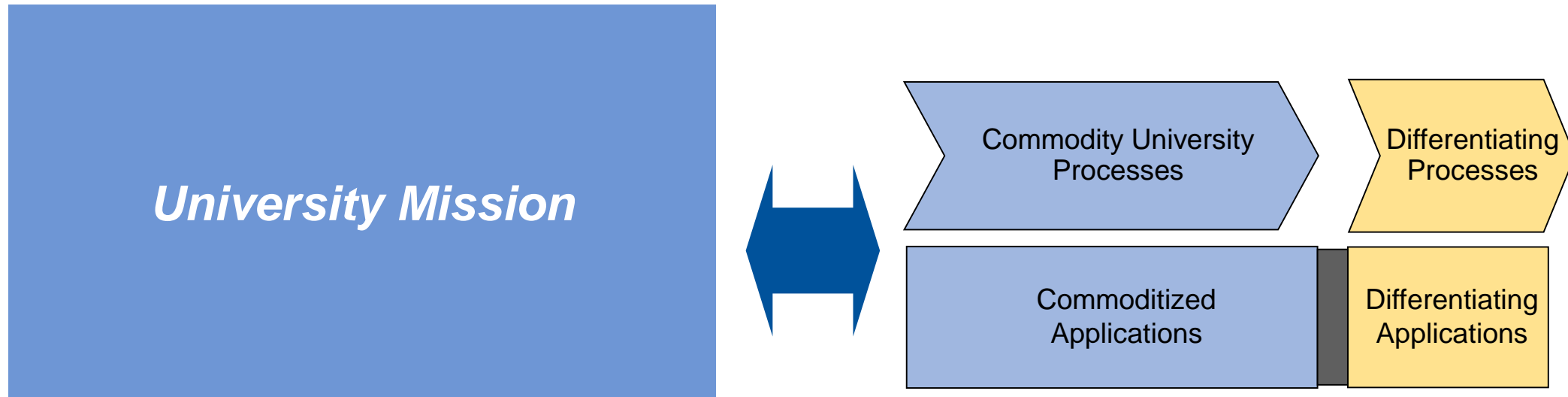
- Excellence in academics
- Effective in student success
- Efficient in operations
- Loyal to traditions
- Dedicated to innovations

Ask: Do we as an executive team know how our university wins in the marketplace?



# The Second Step: Use Your Strategy as a Lens for Strategic Thinking About Operations

## Commodities vs. Differentiators



**Ask: Do we as an executive team know what differentiates our university?**

# Steps Three and Four: Choose a Viewpoint and Answer a Question (or Two)

## VIEWPOINT

## ANSWER A QUESTION (OR TWO)

<b>Stakeholder view ... including students / faculty / taxpayers / etc</b>	<b>Tell a story from the stakeholder perspective:</b> <ul style="list-style-type: none"><li>▪ <b>Students:</b> "Every time I call in, I'm on hold forever."</li><li>▪ <b>Executives:</b> "How can we determine our strengths if we don't know where our students are succeeding / failing?"</li><li>▪ <b>Student Service:</b> "It takes me 10 minutes to boot up my system every morning so students must wait far too long."</li><li>▪ <b>Faculty:</b> I want to spend more time teaching. How can we reduce the administrvia?</li></ul>
<b>Process</b>	<b>What end-to-end issues exist with the current process? How do you know? When the process is "perfect," what will happen?</b>
<b>A picture of your organization</b>	<b>List the capabilities required to be successful.</b>

# The Final Steps: Draw a Picture ...



- ✓ The "art" lies in an iterative process.
- ✓ Imperfection is perfect — most people are better editors than creators.
- ✓ Listen to the mantras used, and stories and metaphors used by your diverse peers (gather feedback from varied viewpoints) — those will lead you toward a viewpoint and a picture.
- ✓ Hone your messages for your audience.
- ✓ Use this picture as a starter for every conversation about strategy, every success to date, and every change that has taken place ... the more truly worn it is, the more success you will have.

# Takeaways



**Simplicity is important if you want to communicate clear university strategy.**

# Next Steps for Sam Houston St.

# Next Steps for Sam Houston St.

- **Pilot program of One Page Strategy Workshops with three departments. These workshops begin this afternoon.**
- **Review pilot program results**
- **Develop timeline for remaining university departments**



# Questions



# Recommended Gartner Research

- ▶ [Effective Communications: Lead Through Storytelling](#)  
Heather Colella and Militza Basualdo (G00201635)
- ▶ [Industry Vision: How to Create a One-Page Industry Strategy Communications](#)  
Heather Colella (G00304659)
- ▶ [The Art of the One-Page Strategy](#)  
Heather Colella (G00281842)
- ▶ [One-Page Strategy Library: Services Industry](#)  
Heather Colella (G00299248)
- ▶ [Webinar: The Art of a One-Page Strategy](#)  
Heather Colella
- ▶ [Where's Your One-Pager? Building a Supply Chain Strategy Map](#)  
Dana Stiffler, Jane Barrett and Jennifer Loveland (G00274008)



# Additional Example

# Example: Victoria University

**VICTORIA UNIVERSITY  
WILL BE RENOWNED FOR:**

## **DISTINGUISHING FEATURES**

1. The University of Opportunity
2. The University of Industry and Community
3. Australia's Sport University

**THIS WILL BE ACHIEVED THROUGH INVESTING  
IN OUR DISTINCTIVE MODELS FOR:**

### **LEARNING AND TEACHING AND THE STUDENT EXPERIENCE**

A learning and teaching experience that empowers students to grow their capabilities and transform their lives.

- Integrated tertiary programs across AQF levels with flexible entry and exit points
- Course content and teaching method aligned with student needs
- Industry focussed content underpinned by blended and work integrated learning.

### **ENGAGEMENT WITH INDUSTRY AND COMMUNITY**

A leader in the exchange of knowledge with industry and the community to make the world a better place.

- Key industry focus (10 industries)
- VU Industry Connect, including Victoria Plus
- Targeted community engagement with flagship projects in Maribyrnong, Brimbank, Wyndham and the Melbourne CBD, alongside VU Learning Link beyond these areas.

### **APPLIED AND TRANSLATIONAL RESEARCH**

Recognised for our applied and translational research in three inter-disciplinary themes.

- Sport, health and active living
- Education, lifelong learning and workforce development
- Sustainable industries and liveable cities.

### **TARGETED INTERNATIONAL ENGAGEMENT, ESPECIALLY IN ASIA**

An international university recognised around the world for leadership in transnational education.

- Beneficial partnerships with Asia, with strong teaching and international student mobility programs and research collaboration
- Increased number of successful on-shore Asian students.

**IT WILL BE ENABLED BY THE RIGHT FOUNDATION:**

### **A DYNAMIC ORGANISATION**

A dynamic and sustainable organisation and an employer and partner of choice.

- High performing and engaged staff
- Lean and effective shared services that support achievement of educational and research outcomes
- Consolidated and focused campus presence e.g. Footscray, Melbourne CBD, Sunshine/St Albans and Werribee
- Financially sustainable performance that delivers investment for the future.

A leader in the exchange of knowledge with industry and the community ...

A learning and teaching experience that empowers students to grow their capabilities and transform their lives

Lean and effective shared services

Financially sustainable performance ...

Source: [www.vu.edu.au/sites/default/files/wfg/pdfs/vu-strategic-plan-concise.pdf](http://www.vu.edu.au/sites/default/files/wfg/pdfs/vu-strategic-plan-concise.pdf)