



EXECUTIVE ARTS

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CASE STUDY: EMPOWERMAP

DEVELOPING A STRATEGIC PLAN

During 2014, two of the top twenty Social Housing Associations in the UK decided to merge to create a top ten player in the market and to realise the significant benefits of a combined organisation.

One of the key aspects was not only to align around a bold vision and a 5 year plan, but also to understand their current combined capability and what it would take to close the gap between this and what they needed to deliver their aspirations.

We brought the two Leadership Teams together and used EmpowerMAP to structure their discussion over a series of sessions. It was a perfect fit for this requirement.

The EmpowerMAP conversation always starts with the end in mind. A rich discussion led to an aligned long-term ambition for the combined business which was incorporated into the vision statement, together with some more specific 5 year goals.

We then looked to the present and past to unearth the organisations' combined strengths and limits, reflecting on what had gone well, and not so well, in both organisations over the last 5 years and what this revealed about their respective capabilities.

Looking at likely future scenarios between now and the 5 year goals, engaging with the external socio-economic factors that might influence the chances of success helped to identify significant opportunities and risks in the landscape ahead.

Where EmpowerMAP's value really emerges is in the next step. Factors identified in the earlier conversation – powers, limits, possibilities and risks – are 'integrated' into a series of strategic statements that maximise powers, grasp possibilities, minimise or reverse limits, and mitigate the risks. This process yielded powerful and poignant insights for the combined Leadership Team which were crucial for moving forward to ensure success.

The EmpowerMAP conversation clarified who the key stakeholders were that the leadership team needed to engage to ensure success, the initial steps to take to set off in the right direction, along with where they needed to be, by when, so they would know they were on track.

A review 12 months later validated the approach. The merged organisation has gone from strength to strength, with credit for this attributed to the EmpowerMAP process.