Buy-In, Engagement, and Ownership

The goal

Buy-in

Commitment
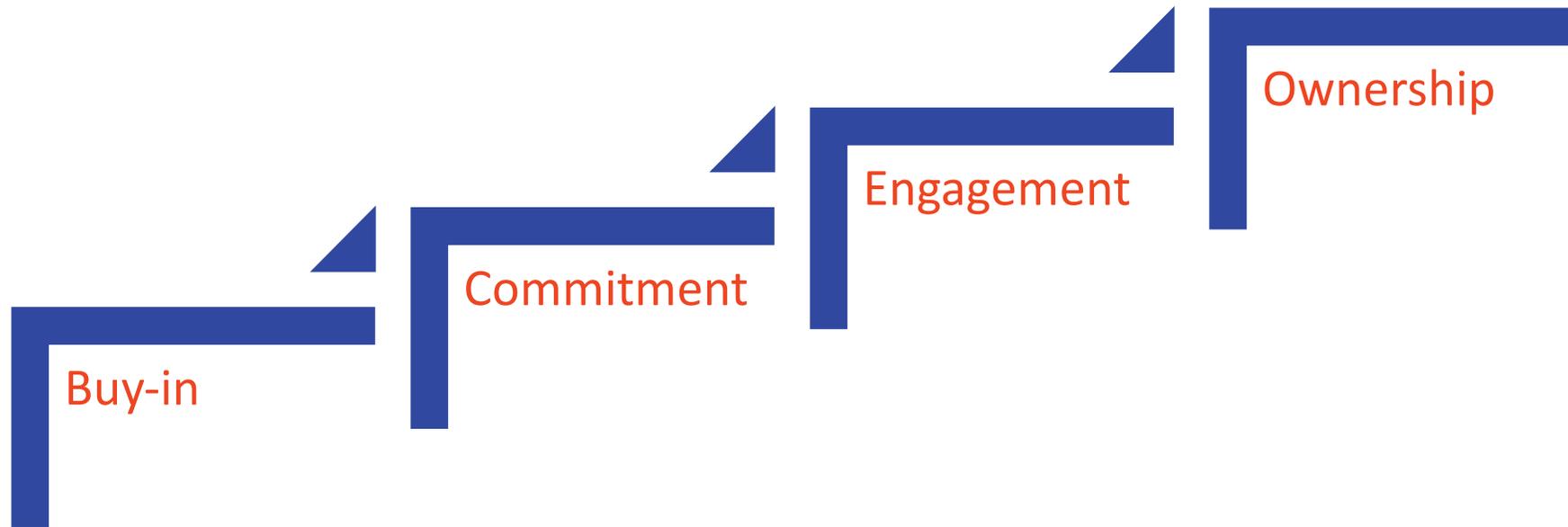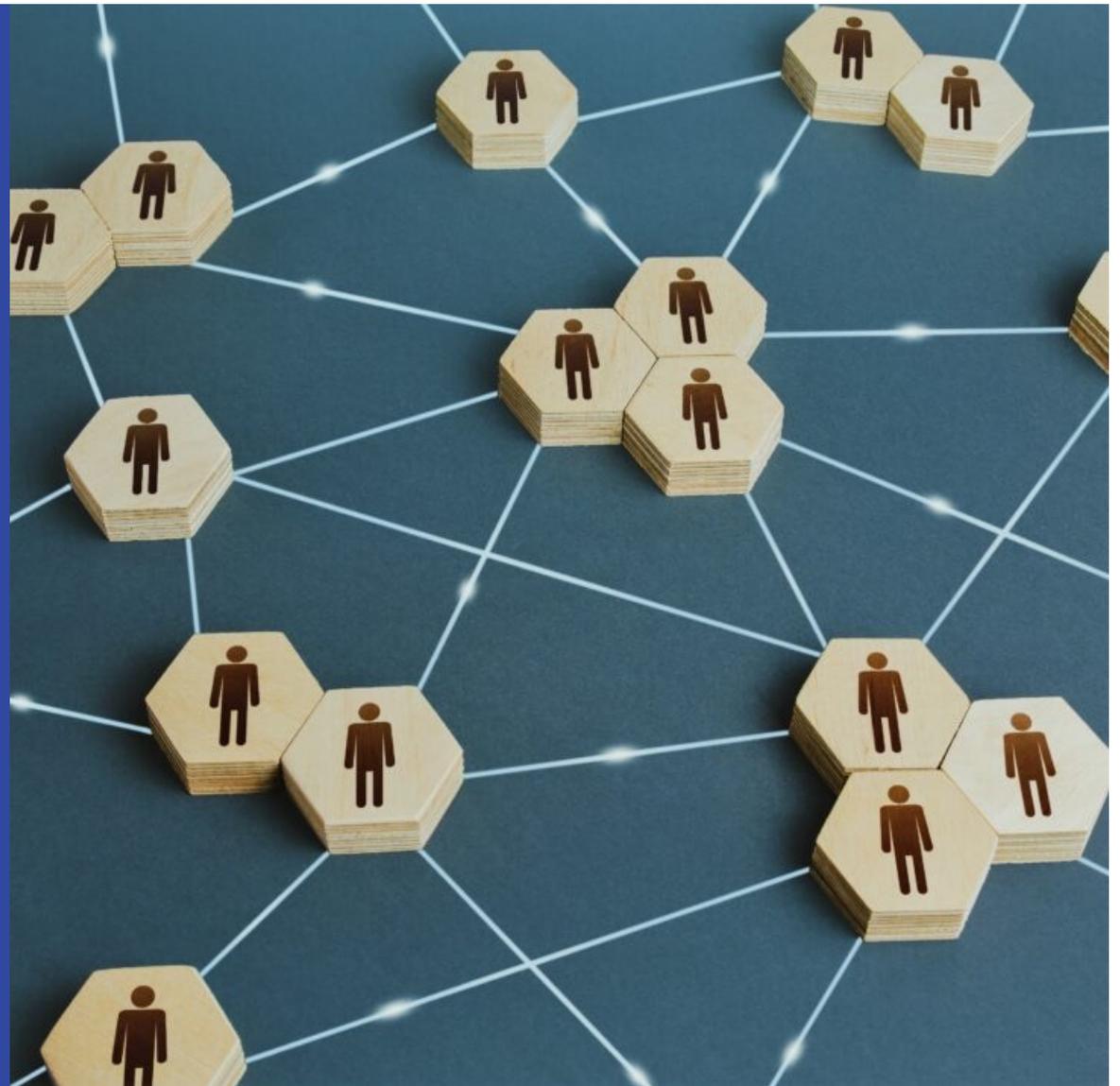
Engagement

Ownership

Across your organisation

Senior management

Across function

Across regions

Your service teams

Main obstacles to gain and maintain buy-in, engagement, and ownership

Lack of insights, knowledge and understanding

Misalignment of goals

Lack of involvement and influence

Lack of "space" to work on change

Drive an ongoing strategic dialogue with your stakeholders and teams

🔍 **Lack of insights, knowledge and understanding**

Bring the outside in

Expand knowledge network into adjacencies

Address concerns, impact

Ask and share – bi-directional

Multi-level - facilitate

Articulate interdependencies between stakeholders – we are on the same boat

🎯 **Misalignment of goals**

Sell the shared "problem" first

Establish a shared vision of the overarching solution. Service is part of it.

Build sense of urgency on this opportunity

Align shared targets and incentives

Drive a cascade of strategies – upstream and downstream

👪 **Lack of involvement and influence**

Strategy execution is making choices within constraints

Cascade of Objectives and Key Results

Build network of change agents initiating and executing change initiatives.

Enable and empower your teams

🚀 **Lack of "space" to work on change**

Resources

Develop teams

Facilitate teams (Center of Excellence" avoiding reinventing the wheel)

Leverage people that "want to" be involved, not "have to" be involved

Other questions to consider

- **What was your experience in utilizing data for making your strategy execution more effective?**
- **What is your experience/learning in moving from data to information and from information to actionable insights? Especially for "creating a sense of urgency" within your organization/firm?**
- **What is your experience in moving from data to information and from information to actionable insights especially for "calling your people to action"?**

- **How to find language that is understandable and "translates" strategy in insightful way to employees across organization**

What can hold you back in your service strategy execution?

Challenges	Obstacles	Pitfalls
• Demanding task or situation • To be solved with the tactics and efforts • Part of the game	• Identifiable barrier that blocks progress • More tangible than challenges • To be removed	• Hidden or unexpected danger or difficulty • Missteps or errors • To be avoided

Typical Challenges

Alignment Across Levels: Ensuring that senior management and service teams globally understand and are aligned with the strategic objectives and their long-term benefits.

Cultural Shift: Transitioning from a product-centric to a service-centric mindset, which requires a significant shift in organizational culture and individual attitudes.

Communication Gaps: Bridging communication gaps between different levels of the organization to ensure clarity and consistency in the message regarding the service strategy.

Visibility and Clarity: Providing clear visibility into the strategic objectives, their importance, and the expected outcomes of the service transformation.

Engagement Across Regions: Maintaining high levels of engagement and ownership across diverse functions and regions, which may have different local priorities and market dynamics.

Obstacles

Resistance to Change: Overcoming resistance to change particularly when the service transformation requires altering established practices and business models.

Complexity in Implementation: Managing the complexity of implementing service strategies that involve multiple departments regions and possibly external partners.

Resource Allocation: Securing adequate resources including time budget and personnel for the development and implementation of the service strategy.

Skill Gaps: Addressing gaps in skills and competencies required for service delivery which may be different from those needed for product-oriented business models.

Pitfalls

Lack of Ownership: Failing to establish clear ownership and accountability for strategic objectives, leading to diffusion of responsibility.

Incentive Misalignment: Implementing incentive schemes that do not align with the service transformation goals, potentially driving behaviors that are counterproductive to the desired service culture.

Short-term Focus: Prioritizing short-term results over long-term strategic goals, which can derail the service transformation efforts.

Underestimating Cultural Change: Underestimating the extent of cultural change required to shift from a product-centric to a service-centric organization.

Inadequate Feedback Mechanisms: Lack of effective mechanisms for measuring stakeholder engagement and buy-in, and for adjusting strategies based on feedback.