



Integral Strategy Roadmap™

*Imagine your future
and develop the roadmap to get there*

Integral Strategy™

Integral Strategy™ engages stakeholders in thinking deeply about a challenge where they need to take action. It is a powerful vehicle for collaboration, and has been used in a wide variety of multi-stakeholder settings:

- Cross-functional teams
- Partnerships
- Formal networks
- Economic development networks
- Professional and service organizations
- Communities and community groups

Challenges focus on an internal goal or on the impacts created in a larger system.

The methodology has been used by private, public and not-for-profit organizations for challenges in community development, community service, economic development, education, energy, environment, food security, healthcare, innovation, land and resource management, medical research, municipal government, and transportation.

The Integral Strategy™ methodology has three components. Strategy Lab™ explores opportunities and sets the strategic direction. The Integral Strategy Roadmap™ develops an outcome-based plan for implementation. Action Pathways™ executes the strategy and measures performance. Each of these processes is designed to be used in a multi-stakeholder environment.

The three components together create a strategy life cycle, which can be repeated as circumstances

change and new challenges emerge. Integral Strategy™ confers an exceptional agility on stakeholder communities that use it and they become much more adaptive.

The Integral Strategy Roadmap™

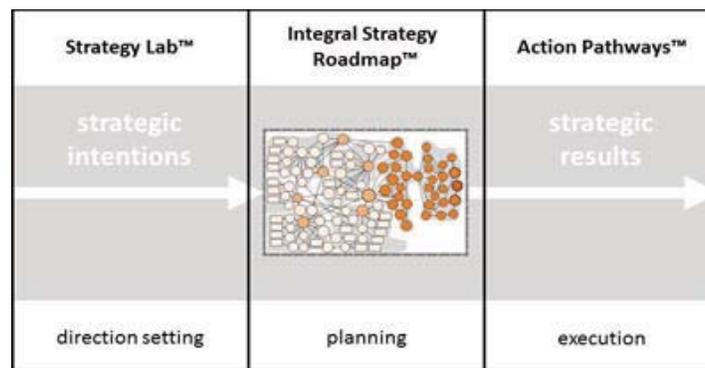
Multi-stakeholder initiatives often fail to deliver expected results due to a variety of unresolved issues, including:

- Fragmented vision – Do we know what we are trying to accomplish?
- Poor alignment – Do we agree on what we need to do to get there?
- Poorly defined outcomes – How do we define success?
- Incomplete sponsorship – Is there strong leadership?
- Weak commitment – Are stakeholders committed?
- Poorly defined roles – Does everyone know what they need to do?
- Lack of focus on results – Are we getting the intended results, and if not are we making the required adjustments?

By clarifying strategic intentions, identifying the actions and outcomes required to achieve them, and showing stakeholders where they need to contribute, the Integral Strategy Roadmap™ is a highly effective tool for aligning collaborative efforts.

The Roadmap is a detailed visualization of strategy on a single page, showing the strategic intentions of a community of stakeholders and how they can be

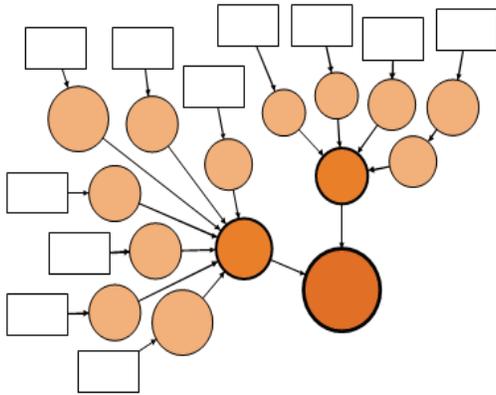
The strategy life cycle



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accomplished. The map is a model of the change required to realize the outcomes stakeholders want to achieve. A simple graphic language portrays complex causal relationships.

Outcomes that help to realize the strategy are shown as circles positioned throughout the map, linked by arrows that show how they are connected to the strategic goal. Actions needed to create these outcomes are shown as boxes linked



by arrows to the outcomes they produce. As the stakeholder conversation progresses, the required actions become clear.

The Strategy Roadmap portrays a capability-driven strategy. Closely connected actions and outcomes form clusters in the map. Each cluster focuses on achieving a significant high-level outcome, and represents a capability required to successfully implement the strategy. Capabilities are created by leveraging people, processes, technology, organizations and assets in new and innovative ways. Combining capabilities supports a unique business model or strategic direction with greater impact or competitive advantage.

The Strategy Roadmap is the bridge that links strategic intentions to strategic results. It shows how results will be achieved and provides the foundation for successful strategy implementation. When completed it provides a framework for managing risks, setting priorities, assigning accountability, monitoring and reporting progress, and measuring performance.

Connecting communities

The Strategy Roadmap brings communities together:

- Stakeholders from the whole system come together in a deep conversation that is focused on a shared challenge, and reach alignment on a shared strategic goal
- Stakeholders see how their individual actions contribute to achieving the shared goal, and where and how they need to work with others
- The Roadmap records the shared intentions of the stakeholder community, enables effective communication, clarifies accountabilities and helps to coordinate actions
- Performance measures can be linked to outcomes identified in the Roadmap, and the map can be used as a dashboard to communicate progress as projects are completed and results are achieved
- The Roadmap can be displayed in public spaces,

reinforcing the strategy, encouraging stakeholders to remain true to their intentions, and keeping a strong focus on the intended outcomes

The Roadmap tells a compelling story of community hopes and aspirations.



Energizing stakeholders with a shared vision

Integral Strategy™ defines a clear strategic goal that captures people's imagination, generates passion and excitement, motivates stakeholders, and establishes a strong sense of direction. This shared vision of the future is a powerful catalyst for change.

With a strong strategic intention, stakeholders are enfranchised. They lend resources to do what is needed. They accept leadership roles. The whole system is aligned, with everyone focused on the same goal. People feel engaged in meaningful work. They are mutually supportive. There is less conflict. There is more energy for change, and outcomes are achieved more quickly.

Magnifying what can be accomplished through shared action

Integral Strategy™ harnesses the collective power of communities, gets everyone on the same page, and establishes shared responsibility for results. Activities are focused on achieving meaningful outcomes and impacts. Stakeholders agree on priorities. Strategy is executed collaboratively. There is increased teamwork and cooperation, and resources are used more effectively.

The Strategy Roadmap helps every stakeholder see where they are contributing to the shared strategy and how they depend upon and benefit from the contributions of others. Seeing clearly how they help to achieve the shared strategic goal reinforces stakeholder commitment. Progress can be measured and as outcomes are achieved people see the results of their individual and collective efforts.

Taking on a challenge

Integral Strategy™ helps stakeholders take on a challenge. The perspective is positive not defensive. Stretch goals define a collective purpose, inspire people and create a sense of urgency. They focus energy. They attract people who want to make a difference. They increase creativity and unleash potential. They amplify impact.

Collaboration removes barriers to success. It increases the ability of stakeholders to accomplish goals that previously seemed unachievable. People learn and gain confidence that they can take on bigger challenges. Empowering people unleashes untapped potential. A community becomes more capable, innovative and resilient.

Focusing on results

Integral Strategy™ is outcome-focused throughout. It clarifies shared strategic objectives, identifies contributing outcomes, and specifies the actions needed to be successful. Accountability can be assigned for both actions and outcomes. High-value outcomes can be identified and used to prioritize work.

A causal chain links immediate outcomes to intermediate outcomes to the strategic goal. The Strategy Roadmap provides a framework that can be used for performance measurement, allowing progress to be assessed and enabling early interventions if the expected results aren't being achieved. Early wins can be reported, celebrated, and used to sustain stakeholder commitment.



Where Integral Strategy™ Has Been Used

- Alberta Advanced Education and Technology
- Alberta Cancer Foundation
- Alberta Health and Wellness
- Alberta Sustainable Resource Development
- Alberta Transportation
- Alberta Utilities Consumer Advocate
- BC Environment
- Calgary Rotary Club
- Canadian Water Network
- Central Local Health Integration Network
- City of Calgary
- City of Wetaskiwin
- ConocoPhillips Canada
- ENMAX Power Corporation
- GeoDiscover Alberta
- Leduc-Nisku Economic Development Authority
- Oil Sands Leadership Initiative
- University of Alberta, Department of Occupational Therapy
- University of Alberta, Oil Sands Research Information Network
- Victoria Foundation

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