**Workshop 2.5**

**Developing Successful Strategies That Create Measurable Impact**

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First steps/things to consider:

* Consider your goals
* Analyse context
* Develop strategy
* Build momentum
* Report and refine

A strategy is a plan outlining how you’ll achieve a vision in the long term.

1. **Consider your goals.** What are you trying to achieve?

Your team need to pull in the same direction – and in line with the rest of the institution.

A good strategy can be used to support business cases and can help you submit award entries. It can also build credibility.

Are you empowered to deliver the strategy? What are your limits and can you broaden them?

What’s the change you want to make? Keep the overall long term aim at the front of your mind.

1. **Analyse context**

Firstly consider your own institution (aspirations, political context etc.) What’s different or unusual about it? This is what make strategies different – otherwise they’d all be very similar!

How do you fit and how does your team fit? And how are you and the team perceived? Can you train people up? Can you get more budget/resource?

Important to understand your stakeholders: What drives them? How do they view you and does that need to change? How do they define success and what do they care about?

A good strategy has three parts:

1. Clear objectives
2. Strategic themes (how you’ll meet the objectives)
3. Robust measurement

How do you know if your strategy works? Your university might have one measure/objective (eg, increase ranking in Sunday Times Good University Guide!) But you need other, smaller measures too. Remember you have some choice in how you’re measured!

1. **Build momentum**

Collaboration is important, because a strategy can’t be delivered in isolation. Consider your Advocates (they get what you do!), Allies (some things in common - not against it, but don’t fully support it either) and Adversaries (they don’t get what you do and they don’t agree with what you’re trying to achieve).

Who needs to be influenced? How can you reach them and how will you shape the message? Important to get in front of people. You need to consider what they respond to best – is it data or stories? Or both? Consider developing a ‘snappy’ core message, a 30-second ‘elevator pitch’ (that your whole team can support and deliver), and a document that outlines a compelling picture of the future. What’s happening now and what will happen in the future? Don’t forget to include (1) what’s happening now (2) what’s happening to some extent (3) what’s aspirational – this helps to manage expectations.

1. **Report and refine**

Once you’ve started to measure the outcomes of your strategy, how will you share it and how often? Remember to benchmark internally and against competitors, and demonstrate absolute values and trends over time.

Make sure you respond to feedback – ‘you said, we did…’

Highlight and celebrate collaboration – you can’t achieve strategic aims alone.