

# Aligning ACT from its purpose to its strategy plan

Partnering with the CEO of a leading US education organisation, Mindyasa leads a strategy planning process that starts with why

*“Mindyasa has just the right mix of hard and soft skills for us. They listened, got to know us and ensured we moved and made decisions at the right pace. That coupled with their clear methodologies, business acumen, positive challenge and high quality work has meant they have become a trusted partner for me and my management team. We’ve now been working with them for over a year and they have become an extension of my team who are making valuable contributions to ACT’s future success.”*

Janet Godwin  
CEO



## SOLUTIONS

- North Star creation - framework and process
- Strategy plan - design and development
- Strategy management - process design and development

## RESULTS

### Increased clarity



A North Star and a three year strategy plan. Designed by the Management team, the strategy plan included enterprise wide planned objectives, financials and plans for priority market segments and functions.

### Alignment



Internal alignment on ACT’s vision and strategy plan among key stakeholder groups including the Senior Management Team, employees and The Board

### Flow



Fully defined processes and ways of working to report on and manage the strategy and create an annual strategy plan

### Organisational health



Building of a new organisational capability and muscle with respect to strategy plan creation and management

## THE SITUATION

- ACT's mission was clear and understood, however its purpose and strategic priorities were not
- Strategy plans were disjointed, often developed in silos at a business unit level
- Strategy planning and management of the plan was ineffective

## CHALLENGES

- Alignment and buy-in from a diverse set of stakeholders
- Demonstrate quick wins on journey to build a repeatable process
- Design, develop and implement change virtually with no in-person meetings

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ACT exists to fight for fairness in education and create a world where everyone can discover and fulfill their potential. It informs and inspires college and career readiness and success for all learners through trusted, research-based assessments, planning tools, analytics and technology.

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## THE APPROACH

Mindyasa was initially hired to create ACT's North Star to provide clarity to all employees and stakeholders on the enterprise's purpose, mission and future hopes and dreams. Armed with a new rallying purpose to "fight for fairness in education and create a world in which everyone can discover and fulfill their potential", ACT's CEO retained Mindyasa to support her to create a three year strategy plan and embed an ongoing strategy process.

Having established common nomenclature for key terms, we led ACT's CEO through a process to establish a set of strategic priorities. These were shared and refined with the Senior Management Team (SMT) along with alignment on key principles including establishing the senior management's accountability on an individual and a collective basis for the delivery of the plan.

With this alignment and the North Star and strategic priorities to serve as a compass, we led a series of workshops to identify the key priority market segments and priority initiatives. Prior to the workshops, the SMT were given a standardized template to complete to capture plans and activities for their individual areas of responsibility. Built upon market data, these plans covered goals, initiatives, capability, risks, dependencies, budgets and a high level timeline. By sharing and discussing the functional plans, the SMT were able to build up a common understanding of tactics and dependencies across functions.

In partnership with Finance, revenue and OI forecasts for each priority market segment were developed. Functional leads were requested to submit department budgets and a trade offs process was developed and completed to ensure that the right work was being prioritized and that functional level budgets were aligned to the strategy. Difficult decisions were made with respect to initiatives that needed to be placed into the backlog.

Finally, in collaboration with the CEO and SMT, Mindyasa produced a set of high quality communication materials including presentations and white papers for The Board.

Mindyasa then designed a strategy planning and management process. Designed to become an integrated part of the annual management cycle, the process enables ACT to keep track of progress on the current strategy plan and pivot when necessary. In addition, a process to develop new versions of the strategy plan on an annual basis was also designed and implemented.

FOR MORE INFORMATION

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