

The Compelling Point of View

review

“The mission or purpose of my company makes me feel my job is important” – is one of Gallup’s 12 essentials for employee engagement.

Many leaders recognise this need and find themselves asking “How do I align my employees to the strategic vision of the organisation?”

And once aligned: “How do I engage them in driving the organisation forward?”

The Compelling Point of View is an effective approach to addressing these concerns.

rethink

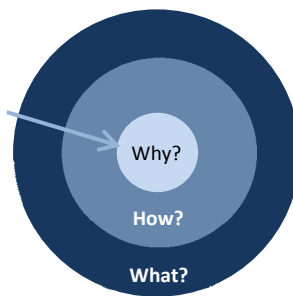
The Compelling Point of View helps people connect organisational strategy, purpose and values to everyday activity. Led by leaders but involving all levels of an organisation, the approach builds a story around what’s energising, and creates a simple approach to sharing the story.

In “Start with Why: How great leaders inspire action” Simon Sinek explains how a compelling story explores three key questions: **Why? How? What?**

The **Why** is an emotional hook, engaging the heart as well as the mind. Beginning here increases the power of the message.

The **How** begins to illustrate the fundamental way this vision or purpose is brought to life.

The **What** is the content of the message – given power by being set in the context of a compelling story line.



A Compelling Point of View also includes the four elements used by Noel Tichy at Ford and GE:

- 1) the main **ideas** for moving forward
- 2) the **values** you will commit to, and expect in others
- 3) what’s in it for the listener, that will provide motivation and **energy**, and
- 4) any **edge** or tough messages that need to be faced up to.

With a clearly articulated and authentic story leaders are equipped to inspire their teams. Adding imagery, analogies and personal experiences to their stories, leaders and teams can bring strategies to life. And because this builds skills and confidence, the change is self-sustaining.



To support this process, materials are available to help build and publish stories, including workbooks, resources for coaching leadership teams, and facilitation packs to help continue the process.

results

Research by Gallup strongly links employee engagement to **lower turnover, higher sales and improved customer loyalty**. The Compelling Point of View helps leaders to achieve these through developing an ability to engage, energise and inspire in a sustained way. These factors have been pivotal in achieving **cultural and strategic change** with our clients.



We helped Sky define their values and strategy in the UK. We used the Compelling Point of View as a means to share messages with the whole organisation and to achieve a transformation in the culture. We are using similar techniques to help Sky Deutschland transform their business.



Several hundred BT managers used video and peer coaching to help develop their personal points of view. Improved confidence and skills enabled them to drive improvements in quality, as well as staff and customer satisfaction.