



### Situation

A large IT group inside a Fortune 100 company had grown over time to 5,000 team members globally. As a result of rapid growth and geographic diversity, the team lacked a clear, unified vision for its work. The senior vice president needed to focus his team behind a common vision and strategy.

The executive was already in the process of developing a new vision and strategy statement to focus his team on the right priorities and activities. He faced the daunting task of communicating the new plan, and – more importantly – driving adoption and changing behavior to support the new focus. He needed an expert to work with his executive team and communications staff throughout the organization to ensure the vision was understood and enable leaders to promote new behavior.

### Solution

SolomonEdwards provided an expert in strategic and change communications to lead the launch of the team vision statement. The first phase of communications was to share the new vision broadly. The consultant provided messaging and content templates for VPs and directors to cascade a consistent message through the entire organization.

Next, the consultant worked with executive leaders to develop messaging that tied the high-level statements in the vision and strategy to specific initiatives so they could help managers align activities to the vision. The final phase was to help managers throughout the organization embrace the new direction through a series of regular forums over three years.

### Results

The communication strategy and messaging exercises led by SolomonEdwards helped make a high-level statement actionable by managers. Understanding the connection between the vision and the current state helped the team identify initiatives to focus on and provided rationale for discontinuing work that did not meet priorities. The executive team and managers were able to refocus their team and were aligned in their messaging. The end result was captured in surveys taken over time that showed staff gained an understanding of their team’s goals and strategy by the end of the campaign.

**INDUSTRY:**  
Technology

**DEPLOYMENT:**  
Individual

**SERVICES:**  
Business Transformation  
*Strategic Communications*