

# *Change by Design.*

Four Short Business  
Stories of Successful  
Transformation



[www.inkstrategy.com](http://www.inkstrategy.com)



# Introducing Ink Strategy.

Ink Strategy are intervention specialists. We help organisations achieve successful transformation to an activated, future-proof way of working.

We use our unique DNA - combining design and change expertise - to energise, inspire and empower people to actively contribute towards a compelling vision.

As a purposefully playful partner, we design and drive transformation programmes with awesome interventions and wow-factor visual communication tools. All managed to create sustainable change by design.

We believe the smartest organisations are driven to thrive. They add value to the world.

They know what they want and understand the huge opportunities out there. But change is hard. It's all too easy for resistance and old behaviours to get in the way. Look to the outside and traditional change management approaches can fall short.

Ink Strategy has a different way. Playful and serious, we combine the power of design thinking with a fresh approach to change management. People are engaged, organisations become activated, transformation happens.

Here are four business stories to illustrate how it works.



**Martijn Schreuder Goedheijt**

Managing Partner  
+31 (0)6 47 02 95 88



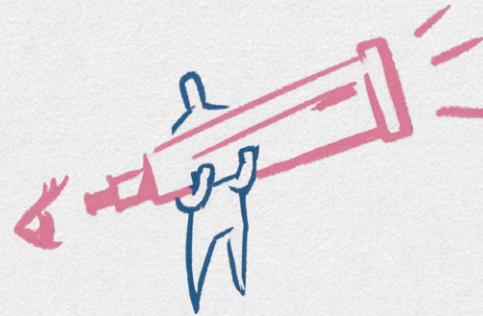
**Tristan Ozero**

Managing Partner  
+31 (0)6 25 03 76 13

# Meet the Activated Organisation.

We believe an activated organisation is built on four pillars, or drivers. The stronger the pillars, the more future-proof the organisation.

In each case study below, you will see how Ink Strategy used a different pillar to achieve a strong outcome for the client.



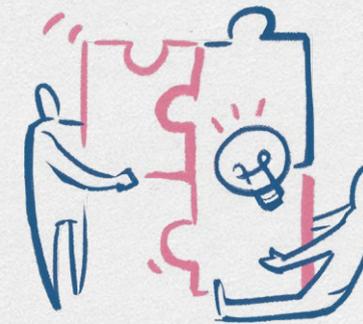
**Vision driven**



**Supportive Leadership**



**Networked Teams**



**Creative Contribution**

# ***Vision Driven.***

Vision provides the framework for purpose and direction. We help employees get aligned.

A written vision is easily ignored but our visuals are memorable. They make vision available to all. People connect with the bigger picture - so they see it, feel it and get it.

Let's show you an example of that pillar in action...





# Supportive Leadership.

A clear vision gives leaders a compelling story to tell. But it's only as powerful as the way leaders behave - because people follow people.

We believe the agile leader must embody the vision through their actions and behaviours. They adapt their leadership style to match what the situation needs for the bigger picture. Supportive the norm, to empower employees, yet more directive if challenges require.

Here is an example of how this important pillar was put to work ...



Business Case Study: **ManpowerGroup**

# How do Leaders break Old Behaviour Patterns and become more Proactive?



SECTOR:  
RECRUITMENT

PILLAR:  
SUPPORTIVE LEADERSHIP

## The Challenge

### How do Leaders break Old Behaviour Patterns and become more Proactive?

ManpowerGroup was undergoing a business transformation and recognised a need for culture change. Leaders understood “culture eats strategy for breakfast” but were unwittingly reinforcing behavioural patterns that were getting in the way of the desired change. To encourage different behaviours and a more proactive attitude across the organisation, leaders would first have to change their own behaviours. But how?

## The Approach

### Seriously Playful, Deeply Empowering

Based on interviews, we created a visual overview so people could see the existing dynamic within the organisation - the system of behaviours and which ones needed to be broken. We designed a business game so leaders could experience and realise how their behaviours affected others. We identified ways to break those less helpful behaviours and showed new, different behaviours. This was done to empower individuals and teams. As partners in change, we used the existing system analysis and 1:1 check-ins to hold people accountable, coach leaders and reinforce new behaviours for a more positive impact.

## The Result

### Embracing New Behaviours for Better Impact

The visual overview and game helped leaders to experience and understand the impact of their own behaviour on the rest of the organisation. With fresh insights and extra behavioural tools learned, they adapted their leadership style. There was greater focus on observing, experiencing and listening. By embodying the new behaviours, leaders were able to influence behaviour patterns across the organisation. This empowered people to be more proactive in service of the bigger vision.

During this 12-month engagement (part of a longer assignment) we worked with all departments...

Number of facilitated team building and leadership training sessions held:

**120+**

Number of Executive Board members coached:

**8**

Number of employees positively impacted:

**1,500**

# Networked Teams.

Today's challenges are complex. To solve them, teams need to work together. We ensure everyone understands who does what and why what they do counts.

We say ditch the silos, share perspectives, co-create. When people 'own' the change it brings better clarity, communications and co-operation around the bigger goal.

Here is how Ink Strategy used this pillar to support a global client...



# How do we get teams aligned in a Digital Transformation?



## *The Challenge*

### **How do we get teams aligned in a Digital Transformation?**

ING was undergoing a massive digital transformation. It wanted to take services online yet continue to offer clients a strong and personalised experience. ING Wholesale banking had eight different teams working on the big strategy tracks but soon ran into problems. The teams had fallen into silo working. Ink Strategy was called in to help bring things back together and get everyone aligned.

## *The Approach*

### **Connecting Teams Through Networking and Co-Creation**

We took a grassroots approach, connecting teams through networking during the whole process. This was to get people engaged and aligned. First, each workstream co-created a visual metaphor for their own 'silo' and track strategy. Workshops created space for feedback and different perspectives to be heard. The process allowed us to build a 'bigger picture' story for all the teams together. We ran large group events to practise storytelling and create story ambassadors. We designed an interactive website and animation to share the big story across the whole organisation.

## *The Result*

### **Everyone Aligned and Working Together with One Goal**

The organisation has a clear picture of how the different tracks support the big goal. Different teams know each other better. Bridges built and connections getting stronger by the day. Employees have a better understanding of how they can contribute to the bigger picture. Visual presentations help to tell new people and a wider audience about the project.

During this 3-month engagement we provided change support...

Compelling holistic change stories created (1 being the goal):

**1**

Track Strategies visualised:

**8**

Number of Story Ambassadors trained to roll out the change story:

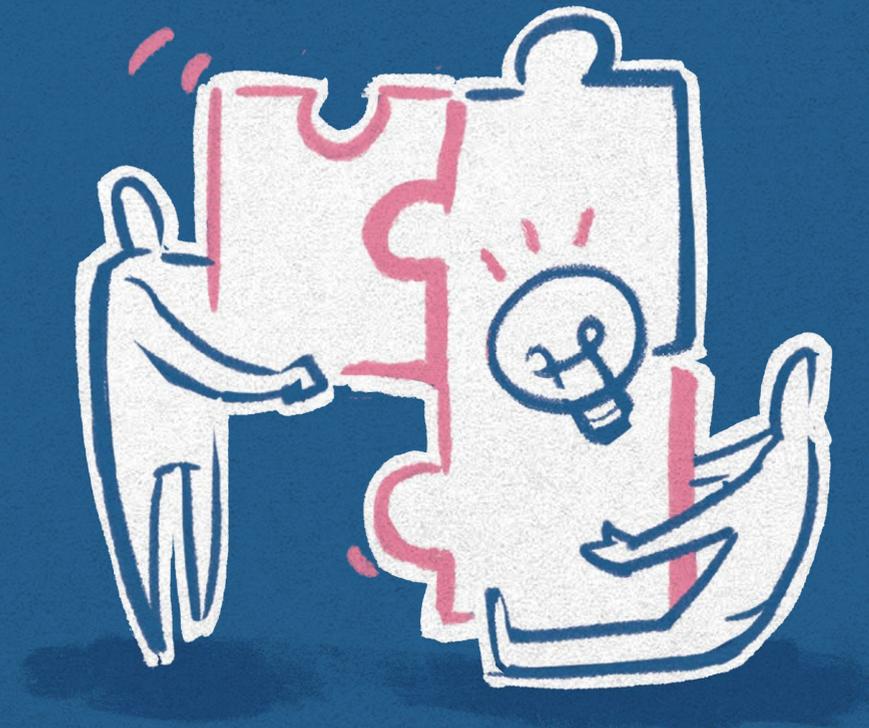
**40**

# Creative Contribution.

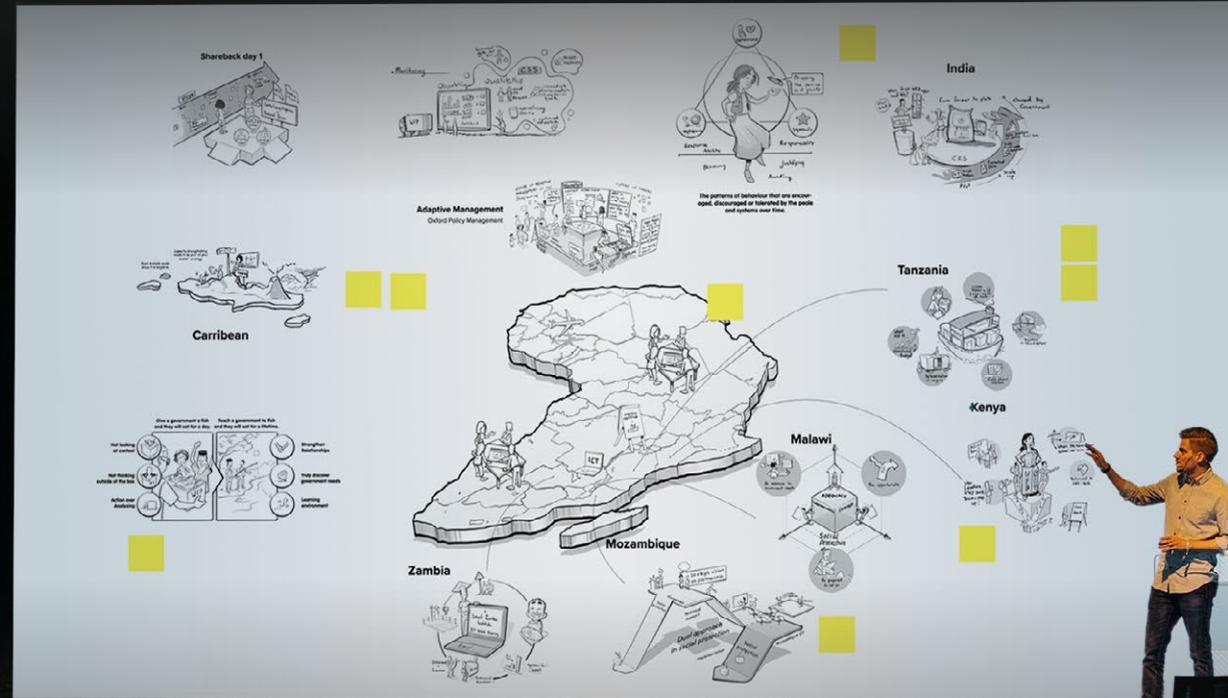
People are an organisation's greatest asset. They turn vision into reality. It is why smart organisations put unique personal contribution at the heart of transformation.

We believe if people cannot be their true self at work, it's best to leave - both for themselves and the organisation. Give people more responsibility. Allow employees to fail. Let individual talents shine. The more activated your people, the more activated your organisation.

This pillar was at the heart of this work with a global project...



# How do we get the Best Ideas for Ending World Hunger?



### The Challenge

## How do we get the Best Ideas for Ending World Hunger?

The World Food Programme is the largest humanitarian organisation on the planet. It wants Zero Hunger in the world. It finds teams who have great passion and ideas for tackling the problem. But they don't always know how to turn their concept idea into a practical goer - or how to take it to scale. Ink Strategy was brought in to close the gap.

### The Approach

## Iterative and Interactive for Impact

We used design thinking methodologies because innovation is all about fail fast, learn fast, change fast. The iterative process continued with interactive co-creative sessions to bring out and develop ideas. We helped teams to build Minimum Viable Products (MVPs). These were tested, measured for impact and improved to demonstrate scalability. We coached teams to empower them in their innovation journey.

### The Result

## Successful Pitches and a World of Difference

Ink Strategy facilitated multiple innovation bootcamps. This resulted in six teams each securing a 120,000 USD stage one grant for a six-month sprint to prove their concept on fighting hunger or infectious diseases. We facilitated sixteen teams to reach stage two level, each pitching for a 1 million USD grant from the Bill & Melinda Gates Foundation to scale their proven concept. Participants were able to bring in their personal ideas and develop initiatives which have on-the-ground impact. Highly rewarding for everyone involved.

During this 4-month engagement we coached teams and provided pitch training...

Technology teams coached:

**4**

Funding approved by Bill & Melinda Gates Foundation for MVP rollout:

**720,000**  
US Dollars

Number of Teams facilitated to pitch for stage 2 funding:

**16**

Amount each team applied for to scale impact:

**1 Million**  
US Dollars

# Get Activated For Better Results.

Through working with hundreds of clients across different sectors, we believe an activated organisation is best placed to thrive, grow and achieve its vision.

The case studies shared with you here highlight the value of each of the four pillars in driving transformation. They also give you a flavour of our unique DNA, combining design and change expertise. We are playful for a purpose. We are partners in change.

When leaders are at their agile supportive best, they empower their people to engage with and be energised by the compelling vision story.

020 261 52 77  
info@inkstrategy.com  
Grote Bickersstraat 74-78  
1013 KS, Amsterdam

[www.inkstrategy.com](http://www.inkstrategy.com)

Ink Strategy is here to help organisations achieve sustainable change by design.

Whether you have a specific project in mind or are curious to explore what a partnership could look like, we would love to hear from you.

Give us a call. Drop us an email. Or contact us via our website.