

VISION 2020

THE UNIVERSITY OF SOUTHAMPTON
STUDENTS' UNION
STRATEGIC PLAN 2015 - 2020

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STRATEGIC FOCUS POINTS FOR THIS COMING YEAR

Reach

Our primary focus is to improve our capacity to meaningfully engage with the wider membership.

Communications

We will complete a full brand review and greatly improve our communications platform to achieve better engagement with our members and a higher profile.

Employability

We will enhance the employability of our members by offering a range of training and offers.

Sports & Arts

These are the student activity areas that have been singled out as having the most potential to improve our engagement and impact on the membership.

THE PLAN WILL DELIVER

ORGANISATIONAL DEVELOPMENT & ALIGNMENT

OUTWARD FOCUS & SHIFTING THE BALANCE

INSIGHT DRIVEN DECISION MAKING

INNOVATION AND EXTENDING BOUNDARIES

MEMBERSHIP CENTRED ETHOS

CLEAR, CONNECTED & FLEXIBLE ENGAGEMENT PATHWAYS

REACHING THE ENTIRE MEMBERSHIP

1 INTRODUCTION

WE ARE THE STUDENTS' UNION AND THIS IS OUR VISION 2020 PLAN.

Our vision is clear - **we want to be a top five students' union by 2020.**

We are delighted to officially launch our Vision 2020 plan. We believe this is a high level plan that everyone can understand, embrace, support and further develop. It will be supported by yearly operational plans and specific models that deliver targeted outcomes.

Currently the vast majority of our offers actively engage a relatively small percentage of our membership. We need to continuously focus on more engagement with more members to extend our reach. We have much work to do in understanding, targeting, creating offers and connecting with a diverse range of constituencies. In order to do this we need to develop more advocates who will in turn enhance our ability to establish meaningful engagement with more students to deliver our mission.

The plan will cover the foundations, planning principles, organisation development, new ways of thinking, specific focus areas, and will also begin to shape specific offers. We also set specific targets and outline how we intend to evaluate and monitor our progress.

The Union is a vibrant organisation with substantial resources and documented strengths and successes. That said we do not secure high level satisfaction scores from our membership and currently only 69% are satisfied with the Union experience when completing the important NSS survey upon graduation. While we cannot rely entirely on this independent survey, it is a very comprehensive sample and provides a valued ranking source – and it is important not only to us but also to students and the University. The student experience is heavily influenced by the support and services of the Union and it is imperative that we create

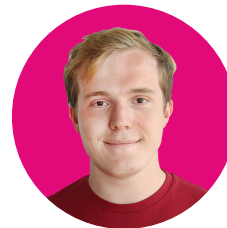
a platform that provides meaningful options for the vast majority of our membership.

We have a large percentage of mature (25% over the age of 25) and international students (over 30%) and we do not need detailed research to know that these students have different needs.

“ **WE NEED TO WIDEN OUR OFFERS...** ”

Students' Unions in general have a greater influence with first year students who are settling in to the new lifestyle that University provides. We must create a relationship early and develop an engagement pathway with our student population that is adaptable and changeable to allow for personal growth and changing demands.

We must become more relevant to our members' lives to ensure that they are satisfied with what we do and we are directly contributing to a better student experience. We must focus more resources outward and reach more members to deliver our mission to unlock the potential and enrich the life of every student.



Ben Franklin

Ben Franklin
Union President 15-16



Scott McCarthy

Scott McCarthy
Chief Executive

FOUNDATIONS

2

“**THE PURPOSE OF OUR ORGANISATION IS CLEARLY DEFINED BY OUR MISSION, VISION AND VALUES.**”

Our Mission is a strong statement. We exist to **unlock the potential and enrich the life of every student**. Every is a very powerful word in this statement, and one that will inform our strategic vision for the future.

The values have been streamlined during a lengthy process of discussion and consultation with key planning groups. The four key values of **Student Led, Brave, Empowering and Respected** will be supported by a value statement.

The vision is clear – we want to be one of the top five students' unions in the UK by 2020. The vision and the vision statement combine to show where we want to be and what we want to look like.

KEY FOCUS POINT

The Mission is the key statement of intent to guide us to successfully deliver our Vision 2020 plan.

The principle of reaching the entire membership will underpin all strategic activity.

THE MISSION

The Mission provides a powerful indication of strategic intent. We need to engage with every member consistently in order to unlock the potential and enrich the life of every student.

The statement informs our strategic Vision 2020. We need to expand our reach and focus more energy and resources outward. There are large blocks of our membership who do not fully understand what we have to offer or engage meaningfully with the full range of our offers. Our strategic vision is to change that.

We have much work to be done in this regard. We not only have to gain a better understanding of our membership (insight) but also have to expand our offers and get the messaging correct. We need to improve our reputation with the entire membership. Success begets success and if we strengthen our reputation it makes the front end of the engagement pathway much easier.

VALUES AND VALUE STATEMENT

Our values guide our operating philosophies, internal conduct and relationship with our membership. We have agreed that the Union's values are as follows:

Student Led, Brave, Empowering & Respected

These values are supported by a value statement, which expands the thinking behind each. This is:

- We are student led, democratic, inclusive, and unified
- We are brave, innovative, and committed
- We appreciate, understand, serve and empower our members
- We actively and professionally represent our members
- We respect our members, staff and partners
- We will deliver and be respected by all
- We are ready to meet future challenges

VISION 2020 STATEMENT

We have set a vision that states where we want to be, and also describes what we want to look like in 2020.

To be ranked as a top five students' union in the UK.

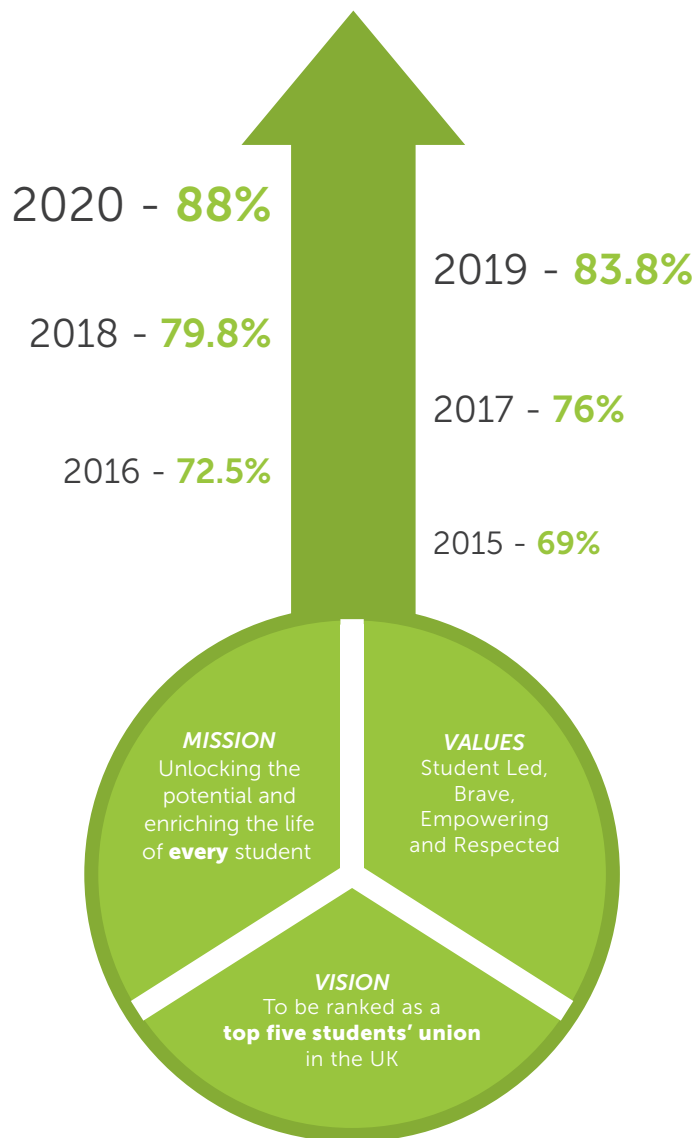
We will:

- Be student led, inclusive, committed and fully engaged with all of our members and key stakeholders
- Be a brave organisation that encourages and cultivates innovative ideas and activities
- Be the informed and legitimate voice of our members
- Be adaptable, proactive, relevant and an essential part of each student's experience, empowering each one to be an exceptional member of society
- Create a fun, safe and supportive environment with a strong sense of community
- Help our members gain lasting friendships, have great experiences and create memories for life
- Exceed the expectations of our members
- Have a great reputation for our achievements and ambitions

VISION (THE 5% TARGET)

The key objective of our vision is noted in the graphic. If we improve our satisfaction rates by 5% per year we will be at the 88% level and will be a top five ranked union by the important NSS scores. To go from 57th to 5th seems like a hugely ambitious challenge but if we focus on delivering measurable success one year at a time - it is achievable.

TOP FIVE STUDENTS' UNION IN THE UK





3 ORGANISATION

We have a high level of organisational potential. We have sufficient quantities and quality of leadership, staff, resources and facilities to be a top ranked union. We currently do not achieve the member satisfaction levels that reflect our potential.

We must change to reach our full capacity, and to do so, we must provide a platform of services and offers that consistently reaches a high percentage of our membership. This is how we will deliver our Mission and our Vision.

We also must refocus our energy outward to address the issue of doing the majority of our engagement with a relatively small percentage of members. This ratio needs to be redressed.

KEY FOCUS POINT

The organisational thinking must change to meet the challenges we face. We need to become more outward focused, aligned and efficient to build greater capacity for the future.

We need to create an efficient organisation that is brave and can react quickly to demands – with an emphasis on insight driven decision making and understanding our wider membership at a much higher level.

The key focus points for organisational development are outlined in this section. We have moved to clarify our delivery and support functions and this will yield a more efficient operating model. Currently we operate very effectively for a limited percentage of our membership. This percentage has not been fully clarified but it would

be fair to say that our active engagement does not extend to even half of our total membership. We need to expand our reach dramatically. There are specific constituencies (some very large) that we do not resonate with at all and we need to achieve some traction with those specific groups.

The key organisational focus areas are identified here and we need to improve in each to accomplish our mission.

BROKEN WINDOWS

We must focus more on getting the little things right – all (or almost all) of the time. We have too many issues with small mistakes and these mistakes add up to tremendous damage to our reputation. Small mistakes cause ripples, and too many ripples result in rough seas. We have to focus on everything we do and make sure we get every action we take correct in order to build our reputation as a high quality membership organisation. This is critical to our future success. If we forget to answer an email, miss a meeting, leave a mess behind after an event, fail to communicate important messages, or are not available or prepared to deal with any issue then we make a bad impression. Bad impressions quickly add up to a bad reputation. As a customer service organisation, our reputation is essential to allow us to engage and develop an active relationship with our members. If we start the process with a new member who is already harbouring a negative impression then it is an uphill battle from the start.

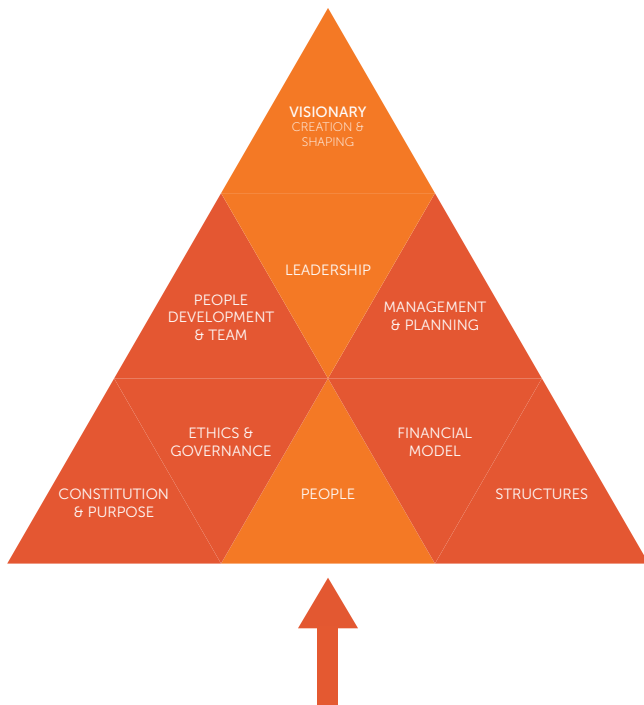
We must get the fundamentals right to build the right platform from which to deliver our vision. The Broken Windows reference is a simple way to remind people of how important it is to get the little things right the first time.

KEY FOCUS POINT

Get the little things right, consistently, and it will add up to positive reputational improvements.

PEOPLE

We are a people business; student led and with a student centred mission and strategy. Governance must be the cornerstone of everything we do. Our people (paid and volunteers), leadership and vision and passion will be the key ingredients to deliver our ultimate target. The graphic lists the key organisational areas that support our organisation and that we must ensure are working efficiently and effectively. We will only ever be as good as our people.



People form the spine of the organisation. Our staff and volunteers provide the leadership and vision to deliver our mission.

CLARITY OF STRUCTURE / ALIGNMENT

The organisation requires clearer pathways and this could only be accomplished through a structural realignment. We have recently moved to clarify the support and delivery functions by creating three Directorates. We believe this will allow us to deliver our mission.

We have combined Finance, Personnel, IT, Marketing and Communications into one Operations Directorate, which will be led by the Director of Operations. This will allow us to build a more efficient and unified support team with the ability to build capacity for the future.

It provides a platform for delivery – so we can ensure that the majority of our resources are focused outwards. It also gives us an opportunity to build a stronger team across the support functions. This is essential to our success. Our support areas are equally important to the ultimate success of the business and they must work seamlessly as a unit to build increasing capacity for the future without greatly increasing the cost.

This will happen through innovation and efficiency. We must challenge all employees to learn and expand capabilities. We are confident that this structural change will be the right way forward. We must also stem the tide of losing our best employees due to our inability to promote and reward them. This new structure provides flexibility in this respect.

The former commercial department has been renamed as the Union Services Directorate to reflect the true nature of that area – as it provides a wide range of places, social opportunities, events, and goods for our membership. The Business Development Manager position has been added to that directorate.

The former Membership and Community Engagement area has been renamed the Engagement Directorate. This change reflects the core service priority and the inclusion of the Winchester, Policy/Volunteering and Insight departments.

INSIGHT

We need to focus more resources on gaining a fuller understanding of the needs of our membership – specifically in the constituent groups that are currently outside of our area of a reasonable or active engagement level. We have large numbers of mature and international students that we do not currently reach. We are also losing some traction with our core audience year to year as evidenced in our satisfaction ratings.

As an organisation we must focus on research and gaining a greater insight into what our students want and need – and then tailor our future offers accordingly.

We have recruited an Insight Manager to lead on this new initiative. We have much anecdotal evidence. We now need to take this to the next level and utilise the myriad of tools available to get a much more researched based foundation to inform all of our decision-making.

KEY FOCUS POINT

Gain a much deeper understanding of the full membership to form the basis for all future decision making.

BRAND REVIEW

The organisation must review the brand and communications strategy to ensure we have a greater impact in this area going forward. We do not have sufficient recognition factor or influence with our wider membership and this is an area of great concern. Is SUSU the right starting point to build a brand around? The acronym is not accurate and certainly targets an age profile much lower than that of our membership. It is cute and catchy – but is that the image that the students want to be associated with?

We must initiate a comprehensive review to determine the best name, logo, and supporting design work to build our reputation. The membership should be fully consulted but this should be completed quickly so we can begin the real work if we decide to make a change. We cannot underestimate the value of a brand that members can quickly relate to. It is much easier to gain support and advocacy for a powerful brand that is easy to relate to.

KEY FOCUS POINT

Profile must be improved. Review current profile to identify the strongest possible brand and initiate a comprehensive plan to promote it.

GREATER GOOD

This is an area that we must improve in dramatically. We currently make decisions based on a wide variety of factors and it would be fair to say a lot of our decision making is based on short term vision and that we expend the majority of our resources on repetitive offers/events that are successful but appeal to a relatively small percentage of our membership. In the future we must base all decisions on deeper understanding (insight) of our membership and the greater good.

By greater good we mean that the decision will support the option that provides the biggest impact to the largest number of members for the longest term. We need to maximise our impact within the wider membership and that will not always be the most popular decision with the portion of the membership that is currently most actively engaged and the most vocal. Often the longer term vision and greater good decision-making result in short term resistance from some quarters but we must be strong and persevere.

We need to break out of our current comfort zone and recognise that some of our business as usual may have to be scaled down somewhat to enable us to create new offers/services to reach a larger percentage of our membership.

KEY FOCUS POINT

Decisions must be insight driven and made for the greater good.

INNOVATION

We are an organisation with enormous potential to be creative and innovative in building capacity for the future. We must seek new solutions to meet the growing demands of our membership, and we are very well placed to do just that.

We must be innovative in creating new areas of operation and services and offers where none currently exists.

Some specific examples of what we will do are listed below.

We will make Southampton a better experience. We can influence the offer in Portswood and ultimately beyond by initiating operations there. We must investigate the possibility of expanding our boundaries outside of the campus to facilitate the student experience.

We must be much more proactive in introducing the Union to pre-arrivals. We need to think outside the box on this one.

We will launch a professional Customer Relationship Management (CRM) system so we can build a better understanding of our members and serve their needs to a higher standard.

We will also work closely with the University to ensure our systems are compatible so we can do much work in tandem to enhance the student experience. The student experience can be better served through joint planning.

We will also seek to create an Active Union Alumni project to harness the power and influence of our members in the future. We are an important part of the student experience, and many will want to remain involved at some level if our offer is right.

REACH

This concept must underpin all strategic initiatives in the future. The profile of the student body at the University has changed dramatically over the past five years and we have failed to meet this challenge. We are, in fact, drifting further away from being relevant with the majority of our membership and this is the primary target of our Vision 2020. We need to change that path and gain a greater understanding of what every one of our constituencies need and demand and how we can provide logical offers to engage every student.

That is our challenge.

We will do this through insight, focus, and by making brave decisions. We also must change organisational thinking in this respect. It will no longer be acceptable to offer the same services and events repeatedly and incrementally improve them if they only appeal to a couple of hundred students. That said, those few hundred students may be a powerful political force when decisions to change certain things are enacted.

This will very much take a huge amount of will and political capital to make these changes in organisational thinking and this will need to be led by the elected officers, Trustees and staff. We all need to get behind this.

KEY FOCUS POINT

Reaching the entire membership.

CONNECTED PLANNING & PHASED PATHWAYS

We plan in isolation. We take good ideas and bring them to the market without a lot of focus on how this seemingly great activity fits into a pathway or how the impact of that event can be captured and connected to and built upon by the next event.

In reality with the current system in which the elected sabbatical leadership team serves for just one year, it is inevitable that there is a strong focus on the short term. That needs to change. We need to get the best out of the energy, vision, and creativity that the new leadership brings to the table but we must also ensure that we are slotting all new activity into a logical long term pathway.

We cannot continue to do many things that do not actually create a lasting impact with a reasonable number of student members.

The Executive Staff, working closely with the Trustee Board, is responsible for ensuring this continuity and longer term planning is in place and valued in all decision making.

KEY FOCUS POINT

We must have better connectivity and phasing in our planning to ensure pathways are created and supported.

PHASES OF ENGAGEMENT

We must have greater connectivity in our engagement strategy and fully understand the requirements in each of the phases of student life – and how we can have a clear pathway of engagement that takes into account the challenges and demands of each phase. We must have clear entry points and initiatives to encourage engagement at all phases to ensure students are always encouraged to engage more fully with SUSU.

Our challenge is to create an engagement strategy for the membership which takes the key phases into account and is connected throughout the pathway.



PRE-ARRIVAL

PRE-SESSIONAL

FRESHERS'

POST-FRESHERS'

YEAR 2

USMC, PARTNERSHIPS

YEAR 3

YEAR 3 +

POSTGRADUATE

ALUMNI

STATEMENT OF STRATEGIC INTENT

We will deliver high quality services targeted at the full membership to establish meaningful engagement with each member. We will utilise insight based decision making and focus the vast majority of our resources outward. This will require a change in the way we think and also brave decisions to be made to ensure we maximise our impact.

4 KEY OFFERS

In this strategy we will begin to shape the key offers we will develop going forward. This is not intended to be the finished product. We should follow the strategic principles outlined in this plan to continuously review offers and develop cutting edge solutions to build a better platform for the future.

We provide offers and services across five main areas. These are shown in the right hand graphic. Everything we do falls into one of these categories.

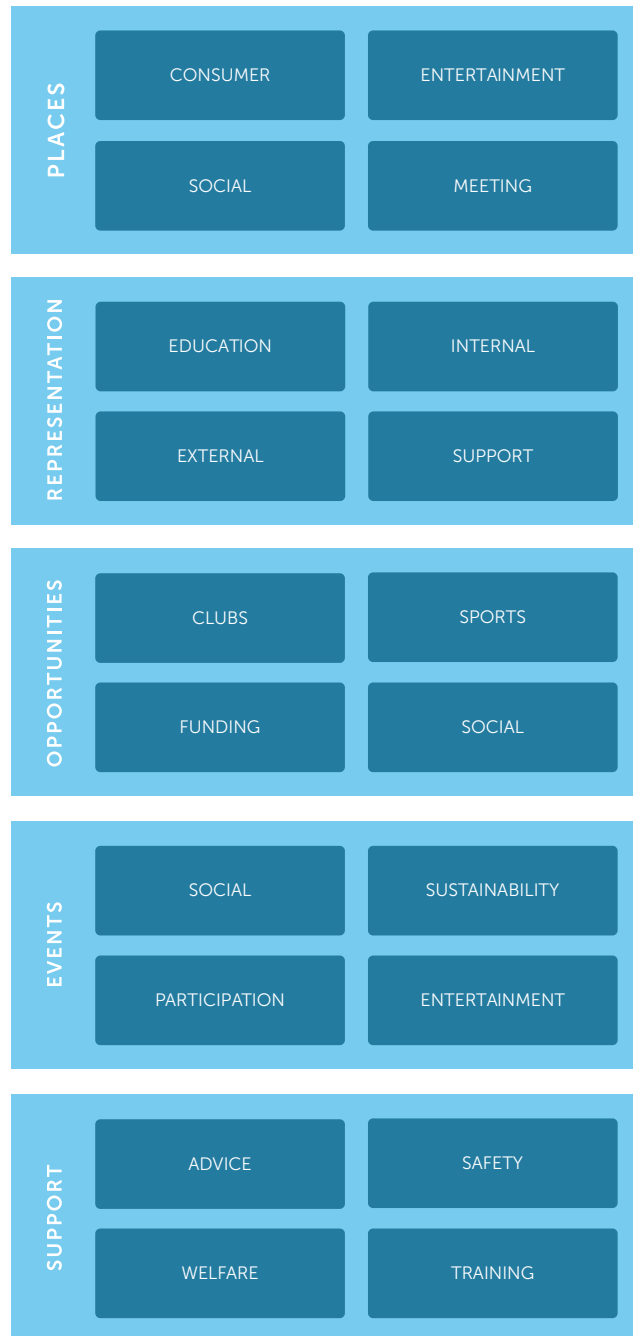
In the Engagement Directorate we will continue to use the Zone system to categorise areas of work. We have grouped these into Policy and Activity Zones and the areas of operation are tied to each of the sabbatical roles. The zones are Creative Industries, Democracy, Education, External Engagement, Sports Development, Student Communities, Student Life and Sustainability.

We also provide a large number of offers in the Union Services Directorate and there will also be Union wide projects that span across all areas of activity.

This will be the starting point of a five year strategic planning exercise in which we will continue to develop our strategy throughout.

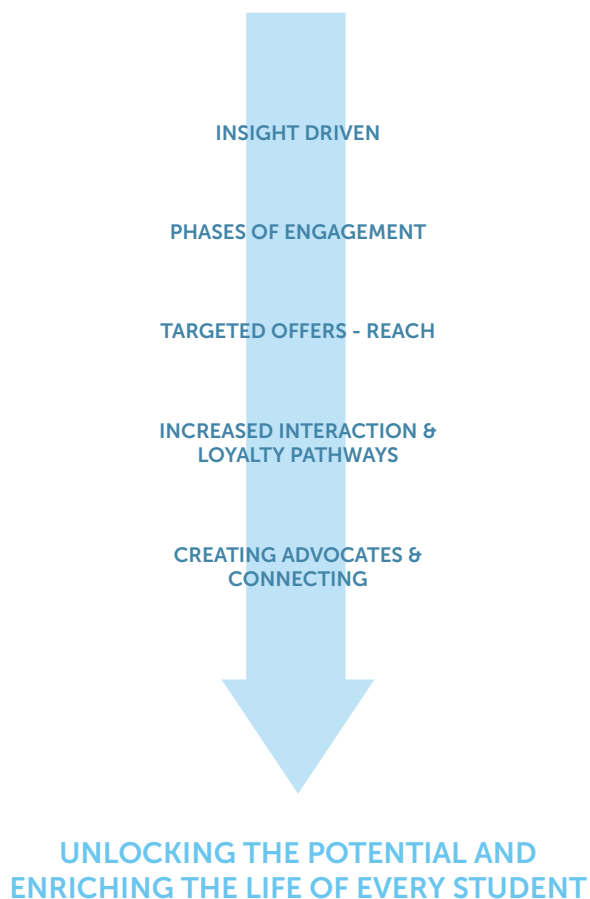
The key focus points outlined in this document will inform all planning.

DELIVERY AREAS



PRINCIPLES OF DELIVERY PATHWAY

This should be a simple model that all employees incorporate into planning. The key target of this plan is to change the way we think in the organisation and these simple planning thoughts will be key to moving in a new direction.



ALL ACTIONS UNDERPINNED BY..

This is worth repeating. These are the principles we must apply to all decision making, offers and services. We must ensure all of our activities can pass this check list if evaluated against each of these points. This will be a strong foundation for visioning and operational planning and modelling in each of the Directorates.

Insight
DEEPER UNDERSTANDING

Innovation
CUTTING EDGE SOLUTIONS

Focus
ON MAXIMUM IMPACT AREAS

Brave
RESPONSIVE DECISION MAKING

Structures
REACTIVE AND EFFICIENT

Pathways
IDENTIFIED AND UNDERSTOOD

Phased
PLANNING FOR SPECIFIC OPPORTUNITIES

Resources
IMPACT ALLOCATION

Reach
REACHING NEW CONSTITUENCIES

Reputation
RESULTS AND SATISFACTION

KEY CAMPAIGNS

DEVELOPMENT OF A LOYALTY PATHWAY

REACHING THE ENTIRE MEMBERSHIP

HIGH LEVEL CUSTOMER SERVICE PROJECT

SATELLITE CAMPUS INITIATIVE

DEVELOPING KEY PARTNERSHIPS

UNION CONNECT CAMPAIGN

RECOGNISING OUR AREAS OF EXCELLENCE

ONE COMMUNITY CAMPAIGN

OFFER EVALUATION

We must be more realistic and critical about our offers and intended offers of the future. This Vision 2020 is about how we can expand our horizons and reach the entire membership in a more meaningful way. In order to do this we must continuously evaluate and review everything we do to ensure that our offers are wide-reaching and provide good value for money.

Our strategic vision must target the outer groups, the 12,000 or more that probably just engage with us through The Shop and possibly other peripheral channels – in many cases not even understanding that it is the Union providing the offer. This is our challenge and we must design a clear evaluation form and parameters for the continuation of programmes. We must make brave decisions to guarantee success.

We need a very clear method of measuring the effectiveness of everything we do with a view toward maximising the impact of our available resources.

We have designed a simple evaluation system based on the headers on this page to review and rate all our activities to ensure they are relevant to a sufficient number of members and cost efficient. This will be a priority project to support our insight driven decision making in the future.

CATEGORY OF OFFER

CATEGORY OF IMPORTANCE

COST

STAFF RESOURCES

DURATION

ISSUES

REACH

OUTPUTS TO DELIVER

OUTCOMES

IMPACT

PATHWAY

TARGETED IMPACT PHASES

LONGEVITY

FUTURE/LIFESPAN

OVERALL PROGRAMME IMPACT RATING

IN ORDER FOR US
TO FULFIL THE
MISSION OUR
FACILITIES PLAY
AN IMPORTANT ROLE

5 FACILITIES

In order for us to fulfil the mission, our facilities play an important role. Our people, passion, resources, facilities and offers/services are the five key ingredients to success. It is clear from sector analysis that those students' unions with exceptional facilities do very well in the student satisfaction ratings. It is not a guarantee of success, but it is certainly one of the key factors that contributes to positioning a union amongst the best. We have an ageing building that is functional, but is in need of a major refurbishment and some structural changes.

We have been working with Estates and Facilities to develop our vision through 2020 and beyond, recognising the fact that there is limited or no potential for a new building within the University's Facilities Strategy, Capital Plan 3 (CP3) or CP4.

Therefore, we have based our vision around a consolidation of our spaces into buildings 42 and 57 (The Shop) and will trade back some of our less important spaces in a variety of other buildings. We would gain almost total control of 42 with the exception of the Sports Hall. This would allow us to convert the current Piazza and concourse into one large central gathering space, feeding into The Bridge, where students know they can come for a variety of goods and services in a one stop shop union experience.

This would also allow us to consolidate the staff into one building to facilitate smoother working practices. We would ultimately retain roughly the same amount of space that we have now but it would be consolidated space which would provide us with much great potential.

We have submitted a Facilities Vision Document to the University which is based on us consolidating our operations in Buildings 42 & 57. We have received funding from the University to complete a feasibility study in 2015 and a strong indication of funding of up to £10M in CP4 for a complete refurbishment of our

consolidated spaces. We envision the creation of a true centre by opening up the entire first floor of Building 42 in an open plan, mall type setting for social spaces and services.

CREATE

CONSOLIDATE

CENTRE

IN BUILDING 42 & 57

**5% YEARLY
GROWTH
ACROSS THE BOARD**

TARGETS

KEY AREAS OF MEASUREMENT

5% annual increase in National Student Survey (NSS) results

5% growth in resources – we want to grow our membership specific spend based on increasing income and cutting costs through innovation

5% growth in Union advocates each year

5% growth in engaged members each year

5% growth in positions directly supporting the membership

Ensure we are focusing at least 75% of our available financial resources outward on the membership

Completion of feasibility study in 2015 to set the stage for the major refurbishment of building 42 to be completed by 2018/19

Launch 2-3 major campaigns per year

Improving the relevance and importance to the University at all levels each year. Become part of the decision making process for applicants.

We will create a yearly Operational Plan, geared to our structure, to incorporate the specific targets for each year and this will form the main working document for evaluating our progress.

At the end of each year we will review specific 5% objectives to see if we are on track. This will be targeted to be done shortly after the NSS results are released each year in August and this number will form an important part of our process.

WHAT DOES SUCCESS LOOK LIKE?

Recognised as one of the leading students' union organisations, with the ability to positively engage with every University of Southampton student.

Being a key player in facilitating a fantastic student experience

Working in true and effective partnership with the University at every level

Financially strong, with high level governance and a highly developed risk management programme

Creative and in a strong position to make brave decisions and take risks to provide new opportunities and services to stakeholders

Have a deep understanding of the needs of the membership and ensure we deliver offers which provide maximum impact

Reaching the entire membership in a meaningful way to ensure we deliver our mission in full

Confident that we are positively helping to develop passionate, experienced and employable citizens well prepared to embrace an independent life

Be part of the reason why students elect to attend the University

Being ranked by our members as a top five students' union in the UK

THIS STRATEGIC
VISION IS ABOUT
CHANGING THE
WAY WE THINK
AND OPERATE

7 SUMMARY

This strategic vision is about changing the way we think and operate. We must break out of our current relatively narrow comfort zone and adapt to a rapidly changing membership and continuously increasing demands. We must think and act differently. There is much work to be done and the simple principles of the plan must underpin everything we do going forward.

This is our challenge to 2020, and this is our Vision for 2020. If we can make everything 5% better each year we will be on a solid pathway to be a top five union in the UK sector within five years. This is a very ambitious target, and we are confident that we can achieve it.

RELEVANCE REACH RESULTS

This is a simple concept – but will be very challenging to deliver. In order to improve our reach and daily relevance we must have a much greater insight into the diverse and rapidly changing membership base that is the University of Southampton student population. We should not underestimate the work that must be done.

Armed with this insight and greater understanding, we must make very brave decisions which will not always be universally popular. We will have to involve and convince our large group of current advocates that we must make changes to move forward and they all need to be part of this movement.

We do many things very well and we cannot neglect our business as usual as we move forward but we will ultimately have to divert resources and grow our capacity, both in resources and capabilities, in order to fully embrace our wider membership.

TOP FIVE STUDENTS' UNION



8 MODEL

STRATEGIC FOCUS AREAS 15/16

- REACH
- COMMUNICATIONS
- EMPLOYABILITY
- SPORTS & ARTS

High impact, massive potential.

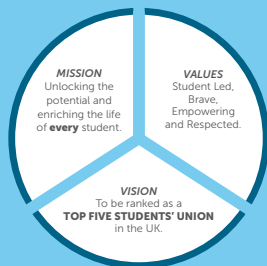
ORGANISATIONAL CHANGE



Changing the way we think and operate.

Mission focused delivery.

STRONG FOUNDATIONS



The Mission is the key.

Every action is guided by our values.

Our Vision is our Ambition.

This graphic represents our strategic model. We have a strong foundation, we will implement large scale organisational change to become a professional membership organisation.

We will focus on four key strategic areas in year one of the plan, and we will deliver our vision to be a top five union during the next five years.

This will be the key handout to staff and volunteers so they can quickly understand and embrace the principles of change required to deliver our mission, and can relate all decision making back to the delivery of this mission.

