

Appendix A

The PATH to Strategic Impact in a Nutshell

You've got a bold vision and a smart strategy! But how do you get your team to act on it? How do you align the thousands of tiny choices each member in the organization has to make every day to realize the strategy? In other words: How do you light the PATH for your team?

PATH is an acronym that combines four principles to help you turn strategy communication into a powerful decision-making tool: Plain and Simple, Actionable, Transformative and Heartfelt.

The four PATH principles help you get your strategy communication right, identify holes in your communication, and even spot weaknesses in your strategy (so that you can fix them). You will empower every team member, from the ground up, to make the right choices with clarity and conviction so they can understand, participate in, and drive forward the strategic vision.

1. Plain and Simple

Answer the simple question “What is our strategy all about?” in plain English!

In a nutshell: Strip away the jargon, speak a language everyone understands, and capture it in a Core Credo. When you get this right, your strategy will get passed along and morph into your company’s culture, guiding behaviors even when not explicitly stated.

Helpful questions:

- What is our core strategic message in one sentence?
- Does our strategy avoid industry jargon in favor of plain English, with clear and universally understood terms?
- Can our team members (at all levels) articulate the strategy in their own words without losing its essence?
- Is our Core Credo reflected in daily conversations and decisions across the organization?
- Are new employees able to grasp our strategic direction quickly?

Your thoughts: _____

2. Actionable

Make the right choice stand out as if it were the only one!

In a nutshell: Ensure the strategy can guide day-to-day decisions and actions and foster an intuitive understanding of the right choices. The true value of an actionable strategy lies in its ability to light the path so distinctly that choices don't just become easier, they become obvious.

Helpful questions:

- Do we focus on actions as opposed to outcomes?
- Are our team members able to independently translate the strategy into actions without having to consult leadership?
- Can everyone on the team describe in plain English what a choice that aligns with our strategy looks like?
- Does our strategy provide a clear direction when faced with uncertain or complex situations?
- Do we collect and share examples of where our strategy has illuminated clear and obvious choices?

Your thoughts: _____

3. Transformative

Encourage your team to confidently make bold choices!

In a nutshell: *Declare that the status quo is no longer enough. A transformative strategy is the force that makes your team want to walk the PATH. It's the robust voice over the murmurs of hesitation, the firm hand that guides your team not only towards doing different things, but doing things differently.*

Helpful questions:

- What significant change or impact do we aim to achieve with our strategy?
- Do we encourage bold moves and decisive action?
- Do our team members see how their actions will make a difference?
- Is that difference aligned with their personal motivations?
- What behaviors or cultural shifts are we expecting or encouraging?
- What success stories can we share that exemplify transformative results?

Your thoughts: _____

4. Heartfelt

Find words that your team truly believes in about the things they deeply care about!

In a nutshell: *Connect emotionally. A strategy that endures is one that is felt deeply. It answers the soul-searching question of “Why us?” It’s the genuine passion for your collective mission that lights up the PATH, not just for the mind to follow, but for the heart to lead.*

Helpful questions:

- Do our team members feel a personal and emotional connection to the actions our strategy encourages?
- Does our strategy contribute to a greater purpose and align with the underlying “Why” of our organization?
- Are the words we use heartfelt and passionate or dry and corporate?
- Do we trust our team with making choices?
- How do we celebrate achievements in a way that resonates with our team’s values?

Your thoughts: _____

Implementation and Review

Don't persuade: resonate!

In a nutshell: *Light the PATH with clarity! Regularly revisit these principles to ensure the strategy remains dynamic, relevant, and deeply integrated into the fabric of the organization.*

Helpful questions:

- How do we communicate and reinforce the PATH principles in our everyday operations?
- Do we use stories and provide additional resources to make the abstract concrete and to fill our PATH with meaning?
- What practices do we have to ensure the PATH principles are consistently applied across all levels of our organization?
- How frequently do we review our strategy for alignment with the PATH principles?
- What forums or platforms do we use for open discussion and feedback on our strategy?
- How do we adapt our strategy in response to new insights or market changes?

Find more resources on the book's website: <https://michaelgerharz.com/the-path/resources>

Get Your Strategy Communication Right!

Finding the right words to communicate your strategy is no small task. While the PATH principles themselves are simple, that doesn't mean implementing them will be.

I've assembled a number of resources to help you:

RESOURCES ON THE BOOK'S WEBSITE

The book's website hosts an extensive list of resources that will help you choose and implement the PATH principles in your own business. This includes checklists, case studies, and a self-assessment to help you see where your strategy communication is doing well and where it can lead to stronger outcomes and a more motivated team.

YOU'LL FIND EVERYTHING AT

[https://michaelgerharz.com
/the-path/resources.](https://michaelgerharz.com/the-path/resources)



CLARIFYING QUESTIONS

Communication is a two-way street, and I would love this book to embody that. If you have a clarifying question about any of the concepts and ideas in this book, don't hesitate to shoot an email to the-path@michaelgerharz.com, call me on +49 (2241) 899-7777, or connect on LinkedIn. I trust you to be responsible with this offer.

Of course, I would very much love to hear back from you if you've found the book useful or if it has led to a breakthrough.

COMMUNICATION ADVISORY

If you want my support in making the PATH principles work for you, contact me via email at the-path@michaelgerharz.com or call me on +49 (2241) 899-7777.