

THE STRATEGY HOUSE IS A TOOL FOR THE VISUALISATION OF COMPLEX REFORM STRATEGIES AND (MOSTLY) MAPPING THEM ONTO ONE PAGE.

PROMISING PES PRACTICE¹ Strategy House

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BELGIUM (FLANDERS)

The Belgian PES (Flanders) is undergoing a fundamental reform which applies to all areas and divisions within the organisation. Therefore it has become necessary to “translate” the complex reform strategy into concrete themes and actions to make it transparent and understandable for stakeholders and staff.

The visualisation tool, Strategy House, was developed to map the change programmes and operational changes. The presentation contains the change targets which are linked to the overall objectives of the reform strategy. The Strategy House enables management to set priorities and keep track of developments. It is thus used to plan and monitor all aspects of the vision’s progress and that the PES does not just go for quick wins, for example.

The Strategy House usually consists of the following elements:

- The ‘roof’ represents the strategic vision which is mapped by the sheet, e.g. the mission statement “career security for all citizens”, completed by the particular overall key performance indicators (KPIs).
- The three ‘floors’ represent the three main ambitions of the PES in the reform process and form the first column (pillar):
 1. Being an innovative network director that leads the co-creation of services with partners and stakeholders.
 2. Being an excellent service provider that helps each client on an individual basis.
 3. Being a leading brand in the labour market.

For each of the three ambitions, the second column contains the SMART KPIs.

- The next two columns contain the necessary actions to be taken for running the business and the goal of these actions. Using different colours and other formatting features, emphasis can be placed on certain issues and priorities can be set.
- The ‘basement/grounding’ may be used for additional topics such as instruments or methods of the particular support structure.

Name of the PES	Flemish PES (VDAB – Vlaamse Dienst voor Arbeidsbemiddeling en Beroepsopleiding)
Scope of measure	Regional (Flanders)
When was the practice implemented?	Summer 2017 - ongoing
What was the driver for introducing the practice? Was it internal or external?	Internal
Which organisation was involved in its implementation?	The strategy department is supported by the department O&O (‘Organisatie and Ondersteuning’ – organisation and support/development). They offer support and expertise on change management.
Which groups were targeted by the practice?	External target groups: information of supervising authorities (Ministries), social partners and stakeholders. Internal target groups: staff at all levels.

¹ Practices referring to promising changes/reforms/approaches.

What were the practice's main objectives?	By visualising change programmes, understanding of the complex and comprehensive reform process is facilitated. A link between the overall objectives of the reform and the single change programmes, or activities, is created. Furthermore, the tool improves the strategic target setting, for example by keeping track of developments.
What activities were carried out?	Brainstorming sessions and organised strategic reflective moments with social partners, stakeholders and management.
What resources and other relevant organisational aspects were involved?	The strategy department supported by the department O&O ('Organisatie and Ondersteuning' – organisation and support/development).
What were the source(s) of funding?	Belgian PES (Flanders) budget.
What were the outputs of the practice: people reached and products?	A set of presentations.
What outcomes have been identified?	The tool fosters understanding by all actors. It fosters acceptance and supports the reform process. Furthermore, it facilitates change management by setting targets and priorities and also keeping track of changes.
What are the lessons learnt and success factors?	An easy to understand presentation of single change programmes / activities as elements of the fundamental reform is crucial for acceptance and support by all actors.



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