



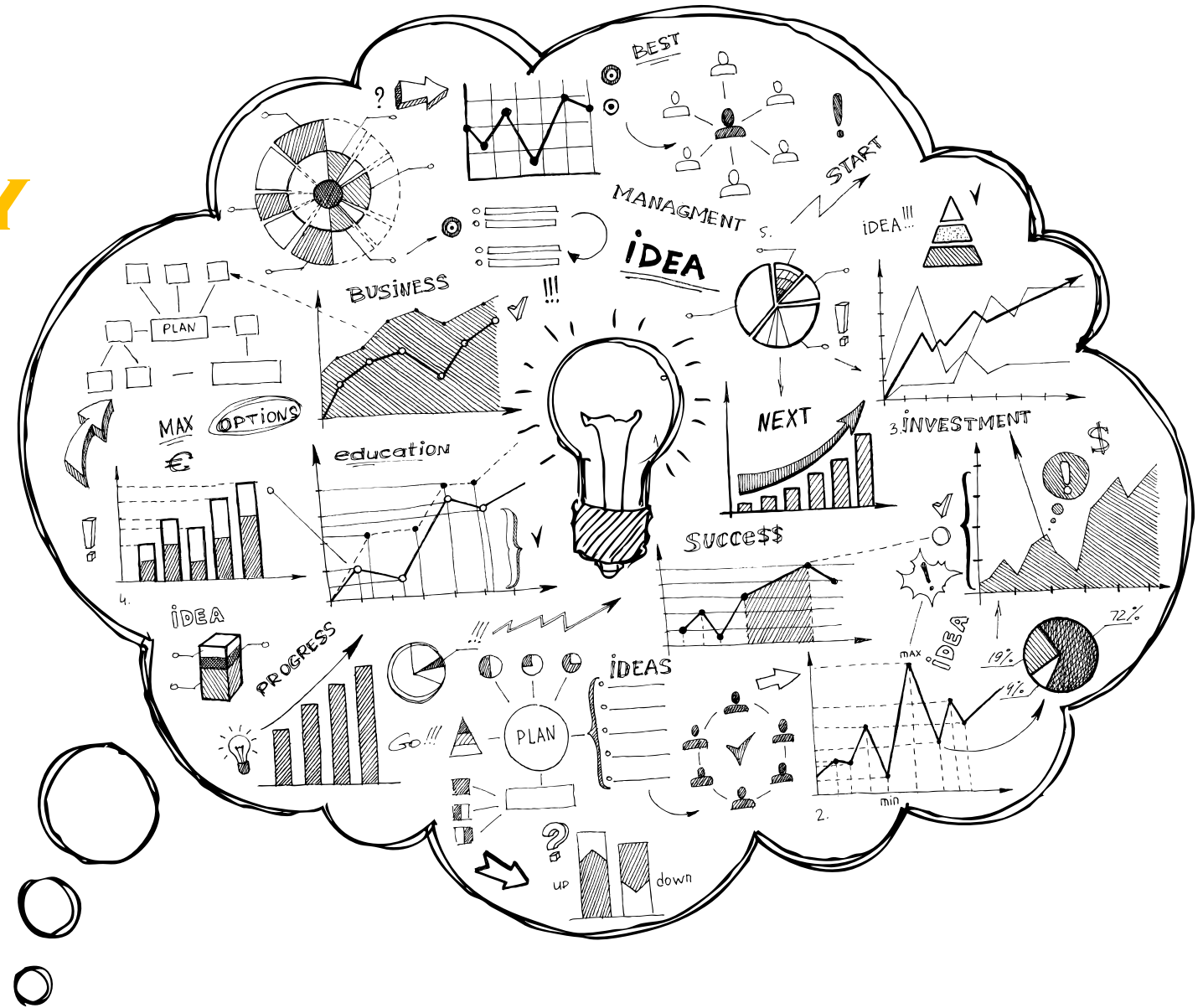
CLARITY FIRST

PROGRAM

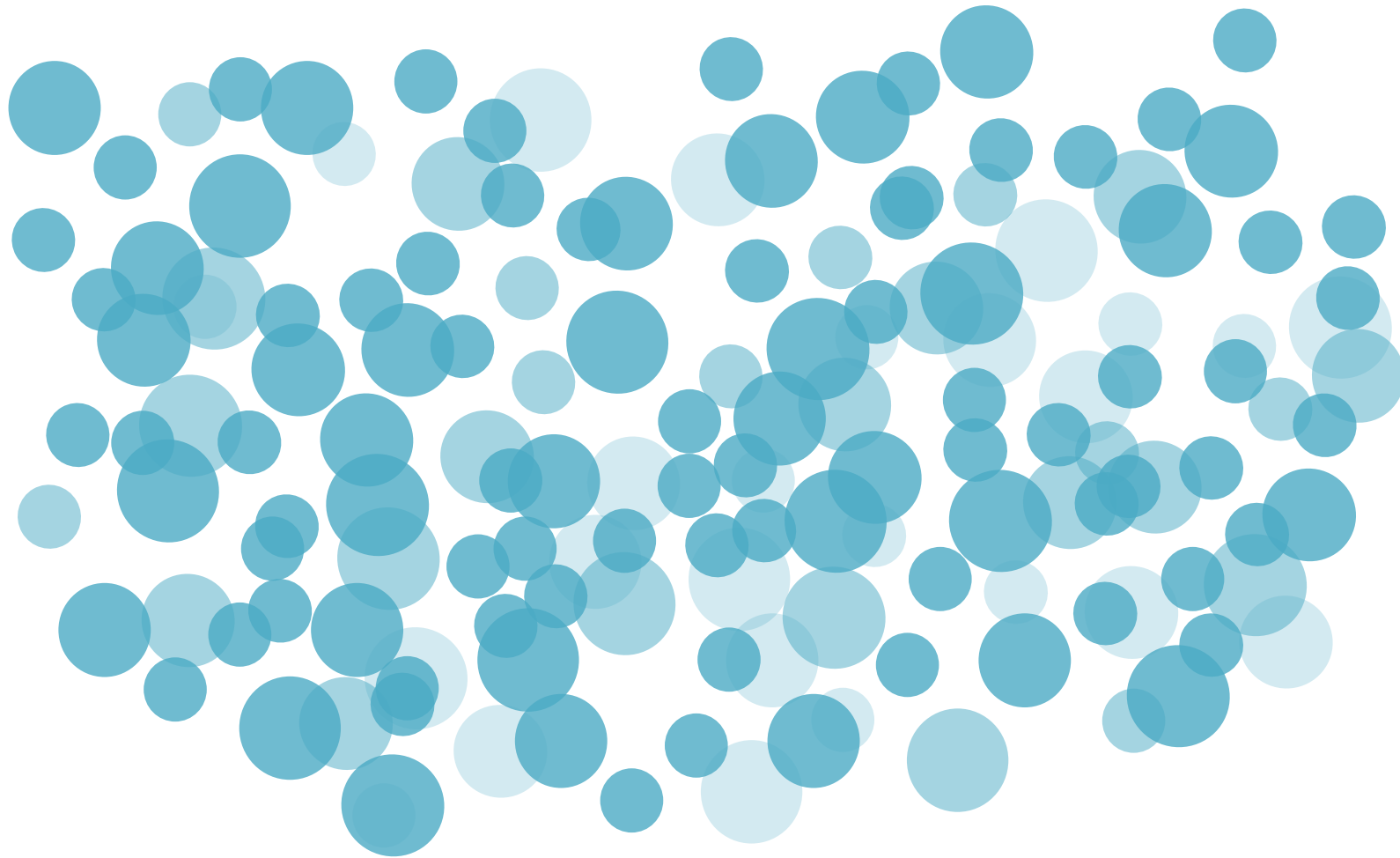
# SHOPCO: A CASE STUDY

## TOP-DOWN VERSUS BOTTOM-UP THINKING STRATEGIES

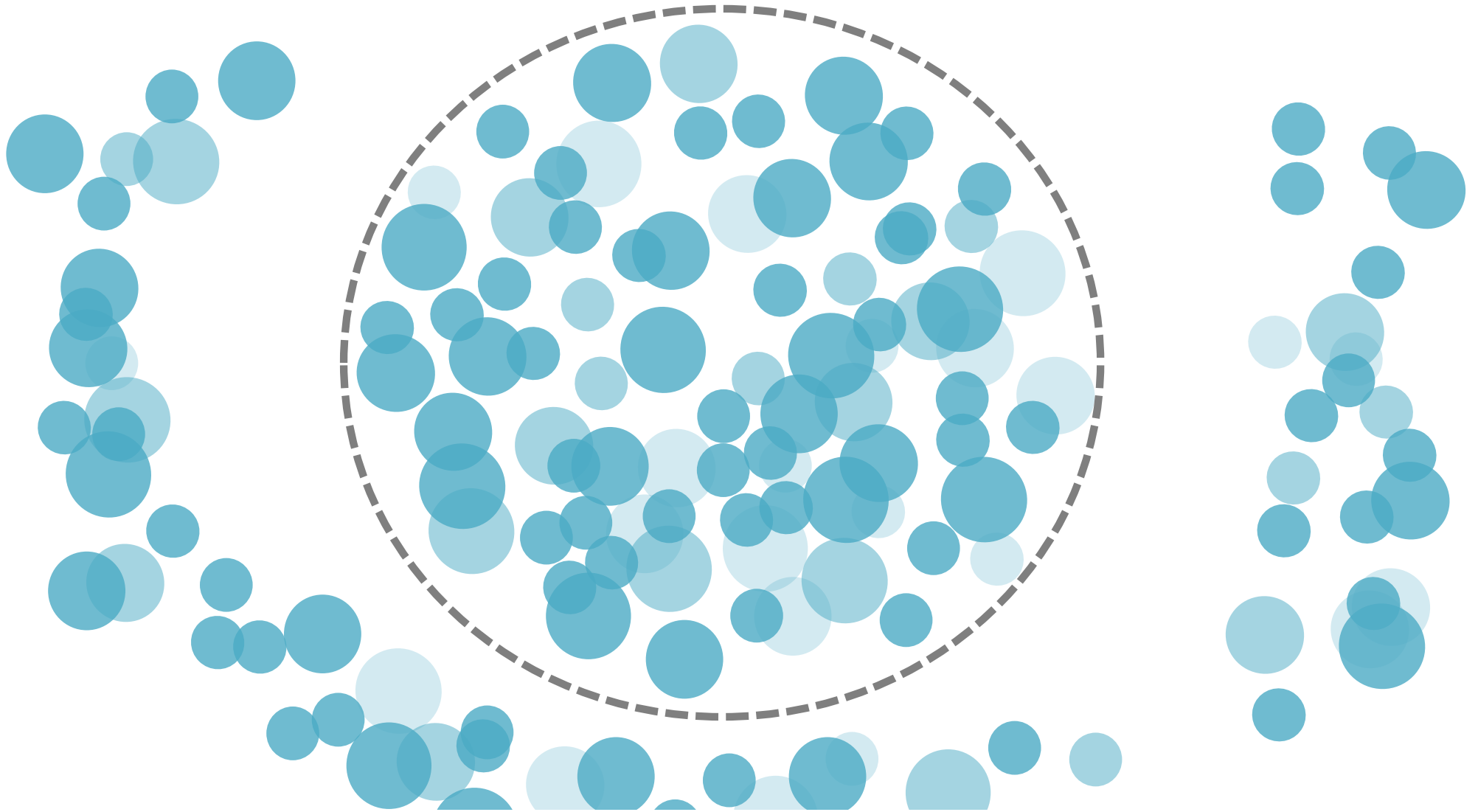
**HAS  
NEVER  
BEEN  
EASY**



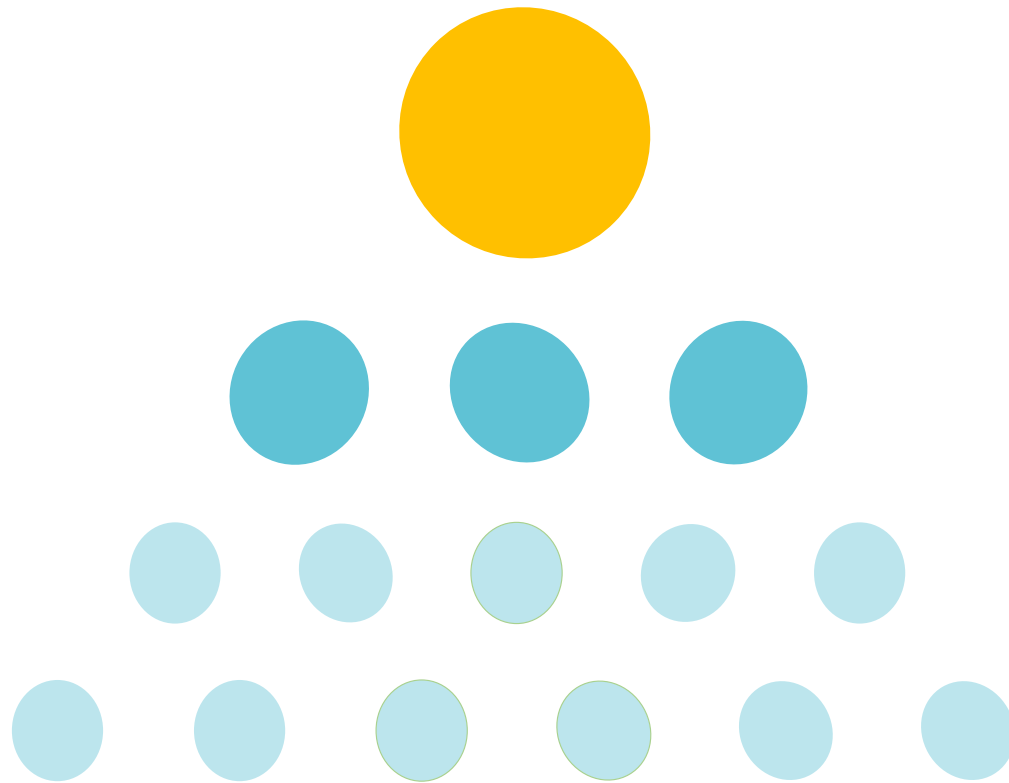
**COMPLEXITY** IS WHERE WE OFTEN START



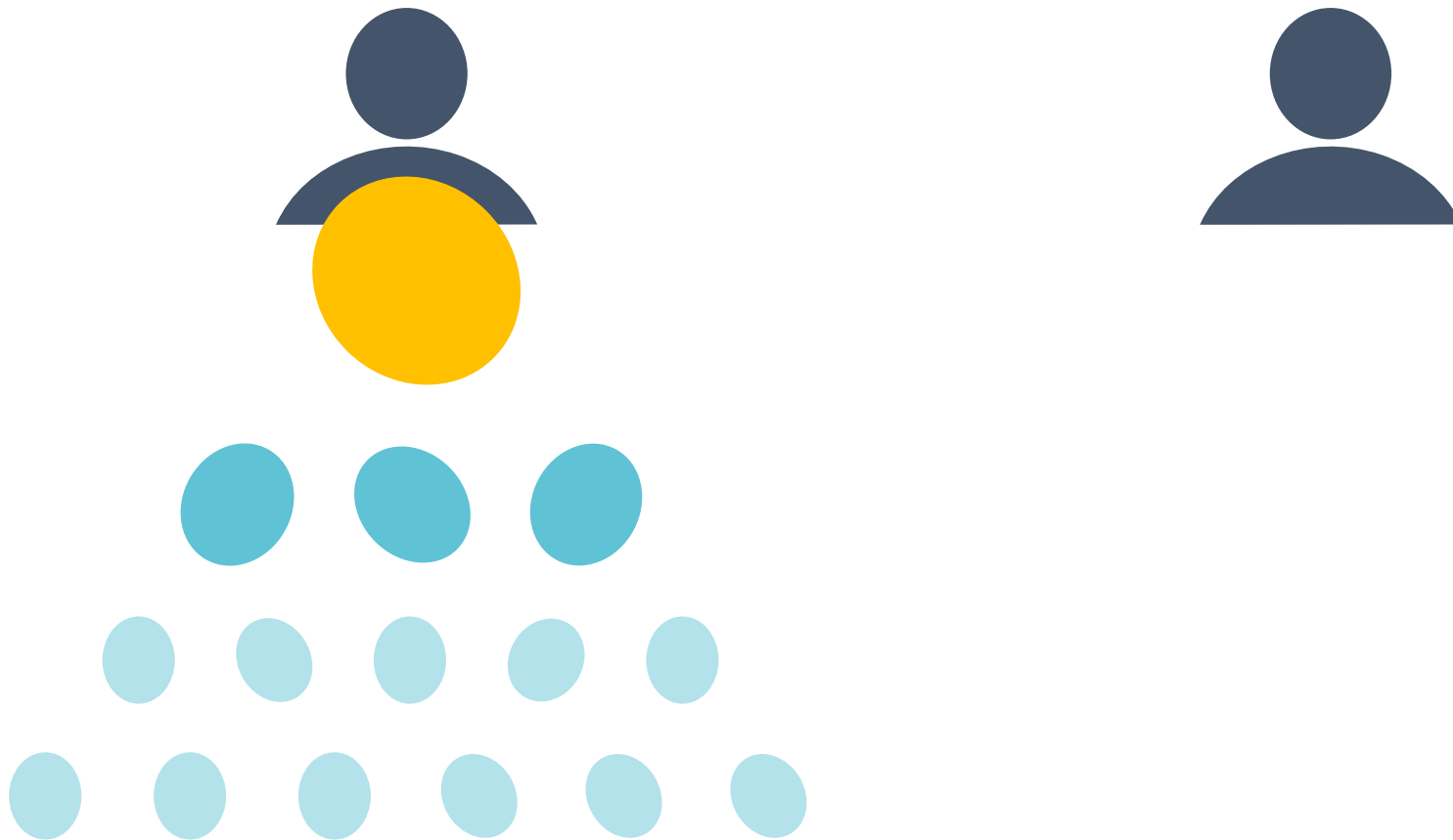
**WE ASK QUESTIONS TO CUT THROUGH COMPLEXITY**



**SO WE CAN DISTIL OUR INSIGHTS INTO A STORYLINE**



**AND SHARE THEM WITH OTHERS**



**TO ACHIEVE A SHARED UNDERSTANDING AND ACTION**





# SHOPCO: A CASE STUDY

- > Introduce ShopCo: A Case Study
- > Review the 'before'
- > Introduce the 'afters'
- > Offer 3 takeaways
- > Invite you to go deeper





## SHOPCo: A CASE STUDY OFFERS USEFUL INSIGHTS

- > Simple concepts poorly conveyed
- > Insights from working both top-down and bottom-up
- > Lessons that apply widely



# **SIMPLE CONCEPTS POORLY CONVEYED**

- > Retailer's email to consumers during Covid
- > Points to a messy drafting and approval process



# INSIGHTS FROM WORKING TOP-DOWN & BOTTOM UP

- > Original email – messy process & messy result
- > Rework #1 – tidy bottom-up process with 'OK' results
- > Rework #2 – tidy top-down process with powerful results





# LESSONS THAT APPLY WIDELY

- > Process management ideas
- > Thinking techniques to clarify messaging for any kind of communication
- > Present ideas for email or prose communication



# SHOPCo: A CASE STUDY

- > Introduce ShopCo: A Case Study
- > Review the 'before'
- > Introduce the 'afters'
- > Offer 3 takeaways
- > Invite you to go deeper





# SHOPCO HAS FALLEN INTO FAMILIAR TRAPS

## Important message for our customers

Hi Davina,

During this challenging period, ShopCo is focused on providing Australians with the products and services you need to run your businesses, learn and study, or work from wherever you are, whenever you need to.

## What does this mean for our customers and our team?

The wellbeing of our customers and team is our priority. So, we have introduced measures to minimise the spread of COVID-19. These include increased cleaning services in stores and distribution centres, with a focus on sanitising high traffic areas. Our distribution centre teams are temperature-checked at the start of each shift to monitor their health.

If you are unwell with COVID-19 symptoms or meet the criteria required by the Government to self-isolate, please shop with us online, rather than visiting our stores.

### Limiting hand to hand contact

Whenever possible, we're asking customers to tap and pay. We will have one register open in our stores for cash payments. Our online Print & Copy service continues to operate, and printed jobs can be either delivered to your homes or collected in store. You can plug in your own USB into the Print & Copy hub.

### Respect our team

Our teams in stores, distribution centres and our customer service centre are doing everything possible to ensure we get you the products you need. We are thankful for the respect, patience and gratitude you are showing towards them.

### Social distancing

We have introduced a number of measures to be able to serve customers, at a distance. These include:

- Monitoring customer numbers in our smaller stores.
- Installing floor marking at registers that indicate safe distances between you and the next customer.
- No longer asking you to sign for Click & Collect deliveries, however I.D will be required.
- Operating every second self-serve photo kiosk and photo copier.

### Contactless deliveries

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### Deliveries

Our online delivery service currently experiencing high demand. This is resulting in some longer than expected delivery times. Our distribution team is working extended shifts to ensure that you receive your order when required or as close to that time as we can. You can monitor most online orders status through our Track and Trace service. Our Click and Collect service also remains available.

### Product availability

Our teams and suppliers are working hard to make sure we have the products you need. We have experienced an increase in demand for many products including furniture, monitors, cables and computer accessories, so they may be temporarily out of stock. Please be assured that we are regularly receiving stock of these items.

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The whole ShopCo team is committed to ensuring customers have the products and services you need. At the same time, we will continue to monitor the situation closely and respond quickly to advice from Government health authorities.

Regards



Mr Big  
Acting Managing Director, ShopCo

EXERCISE

# TOO LONG ...

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**Mr Big**  
Acting Managing Director, ShopCo

# NOT SKIMMABLE

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**Mr Big**  
Acting Managing Director, ShopCo



# TITLES AREN'T HELPFUL

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**Mr Big**  
Acting Managing Director, ShopCo

# SUB TITLES RANDOMLY ORDERED

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**Mr Big**  
Acting Managing Director, ShopCo



# A BIT BOSSY

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Regards



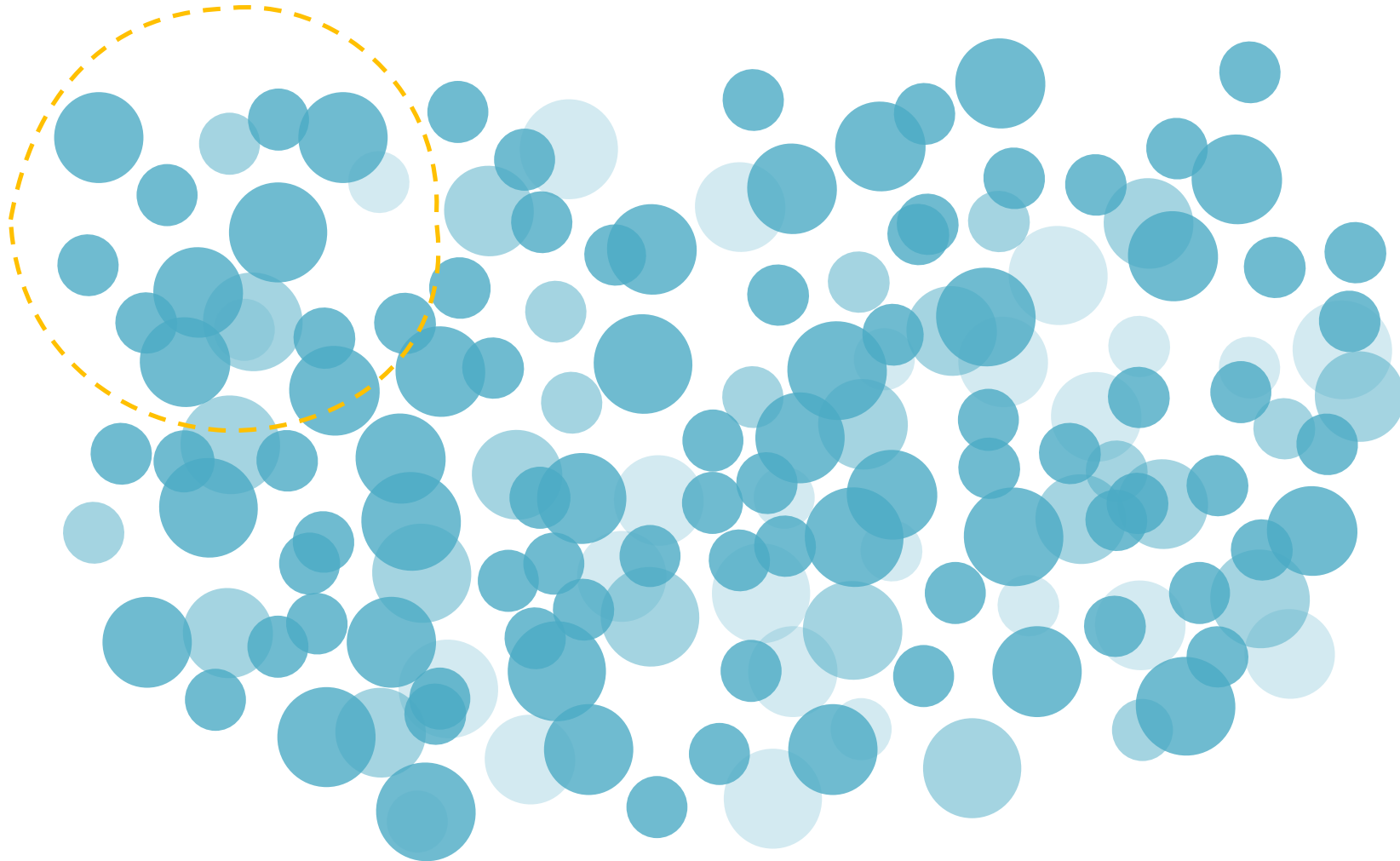
**Mr Big**  
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# SHOPCo: A CASE STUDY

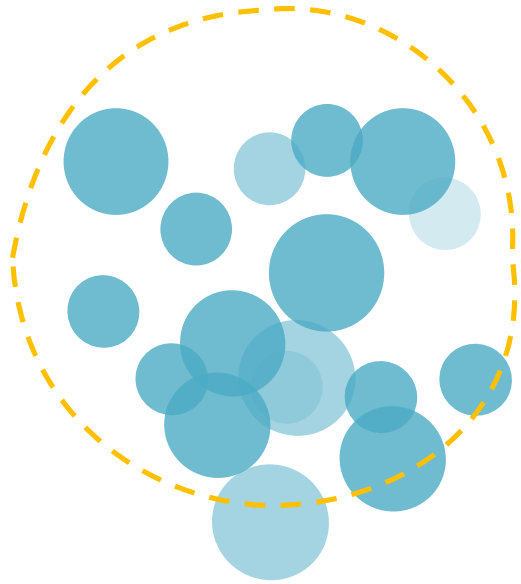
- > Introduce ShopCo: A Case Study
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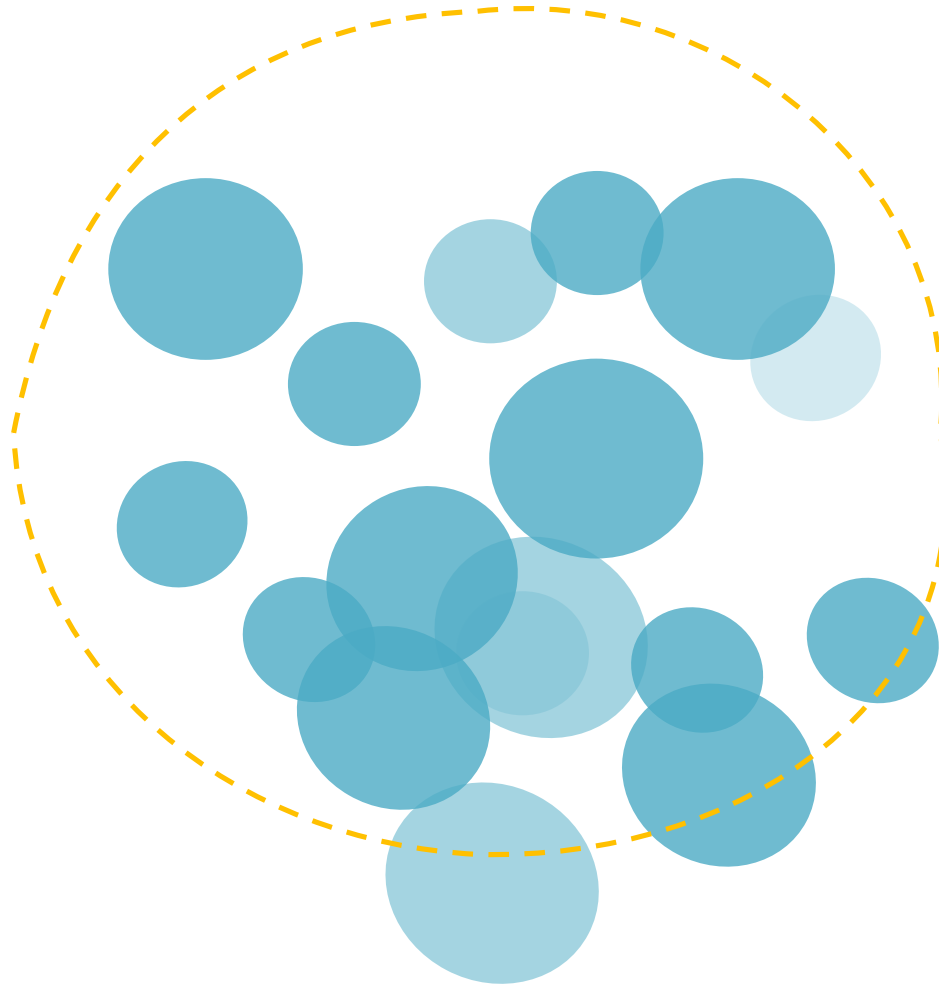
## VERSION 1: **WORKED** BOTTOM-UP



## IDENTIFIED THE FIRST CHUNK

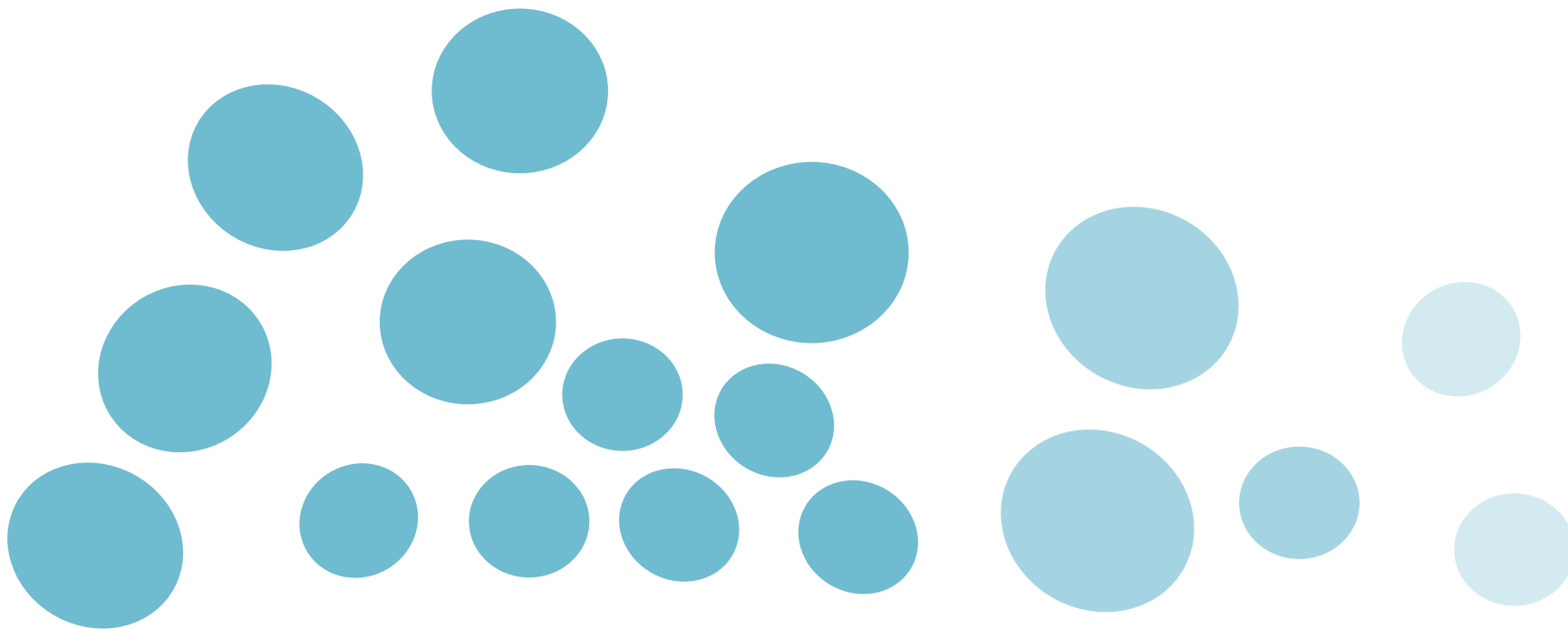


## ZEROED IN ON IT

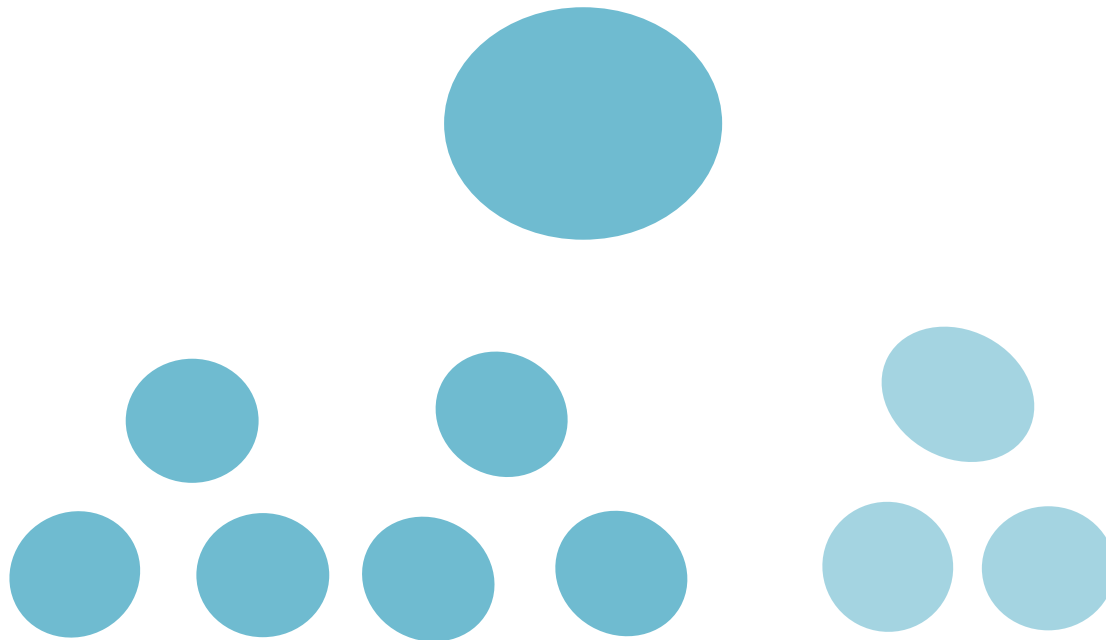




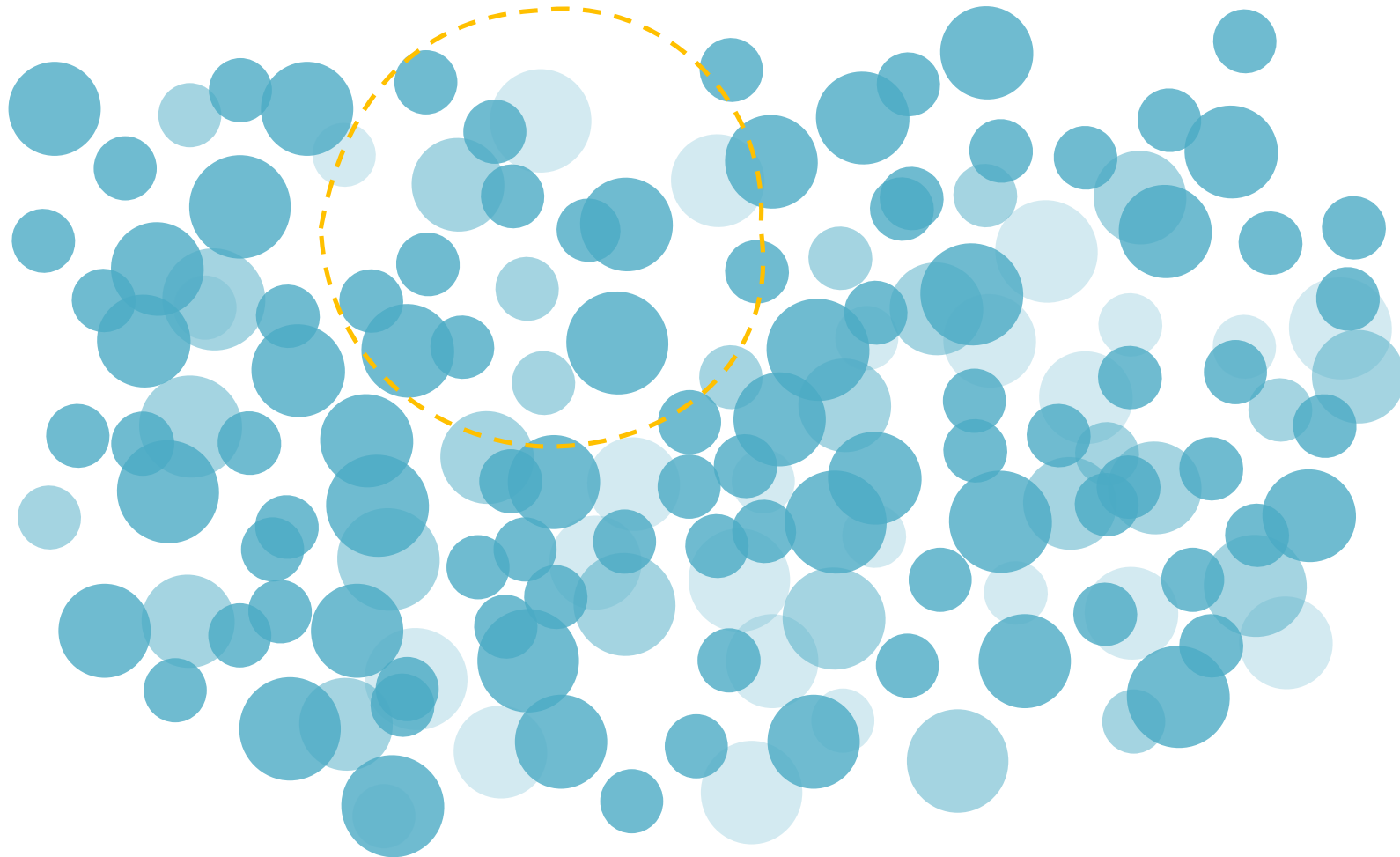
## **SORTED AND CATEGORIZED IDEAS**



## CREATED A HIERARCHY



**MOVED TO THE NEXT CHUNK**



The image shows a video conference window with four participants. The main window displays a document titled "What does this mean for our customers and our team?". The document content is as follows:

## What does this mean for our customers and our team?

The wellbeing of our customers and team is our priority. So, we have introduced measures to minimise the spread of COVID-19. These include increased cleaning services in stores and distribution centres, with a focus on sanitising high traffic areas. Our distribution centre teams are temperature-checked at the start of each shift to monitor their health.

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### Respect our team

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### Social distancing

We have introduced a number of measures to be able to serve

Page 1 of 1 0 words English (United States)

# IT WAS BETTER ... BUT ... 'TLDR'

Dear Customers,

Given Covid, we are all going through a difficult period and want to assure you we are doing everything we can to provide you with the best possible service.

**We have made changes to our instore and online operations to service you well and keep you safe and would like to share them with you.**

## **Maintaining the highest possible hygiene standards to keep you safe**

1. Increasing cleaning services in stores and distribution centres, with a focus on sanitising high traffic areas
2. Checking the temperature of the distribution centre teams at the start of each shift
3. Requesting all customers to shop online wherever possible to minimize store traffic and risk of transmission

## **Prioritising low-touch ways to service you, which involves**

1. Limiting cash payments to one register only
2. Continuing to offer service where you can plug in your own USB into the Print and Copy Hub
3. Encouraging you to use our Print & Copy Service, where you order online and we deliver to your home
4. Eliminating the need to sign for Click & Collect deliveries, only requiring ID instead
5. Offering online monitoring to enable you to track your deliveries

## **Reorganising the store operations to ensure we offer appropriate social distancing**

1. Limiting customers in store to keep everyone safe, especially in our smaller stores
2. Installing floor marking at registers that indicate safe distances between you and the next customer.
3. Operating only every second self-serve photo kiosk and photo copier.

## **Extending shifts to meet extra demand and contactless deliveries**

1. Introduced contactless deliveries, which means you will not be asked to sign for deliveries. Our drivers will keep a safe distance and record your initials on their device.
2. We put our distribution teams on extended shifts to get your orders to you quickly, given the extra demand.

## **Focusing on maintaining high stock levels**

We have experienced an increased demand for many products including furniture, monitors, cables and computer accessories. We are working with our suppliers to replenish as fast as possible so you can work at home with ease.

\* \* \*

The whole ShopCo team is committed to ensuring customers have the products and services you need. At the same time, we will continue to monitor the situation closely and respond quickly to advice from Government health authorities.

We ask for your patience as we work extra hard to serve you through this difficult time.

Kind regards,

Mr Big

**WORD COUNT: 640 -> 417**



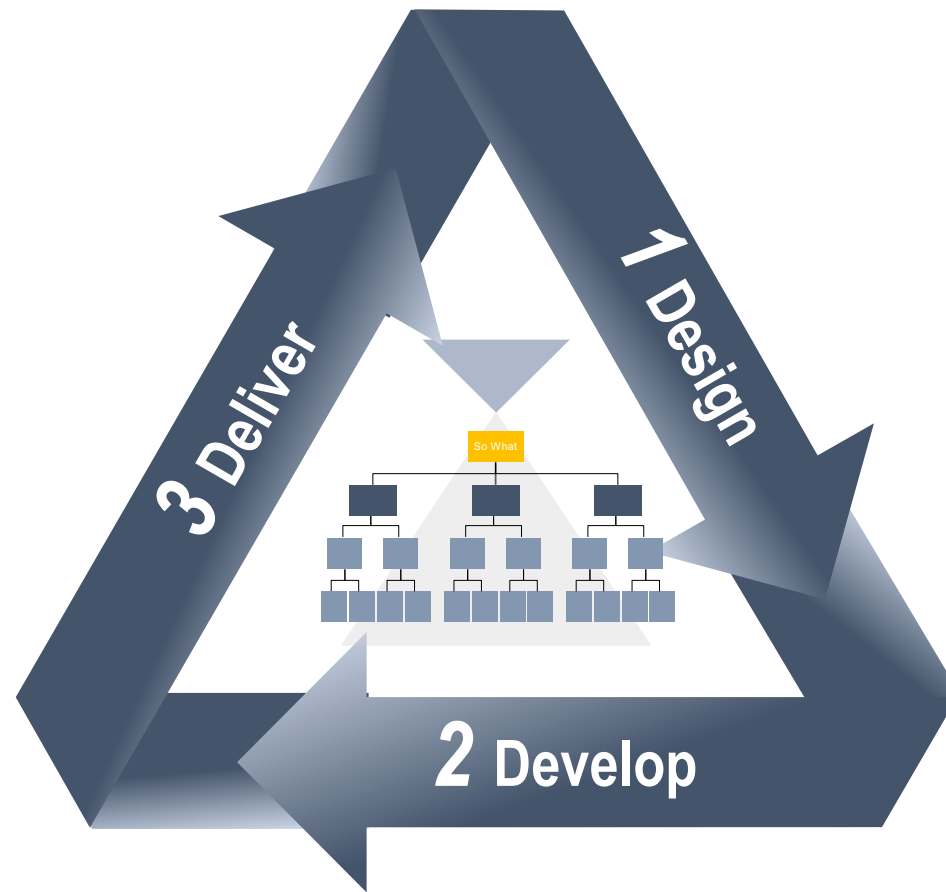
## SO, WE 'GUESSED' OUR THEMES



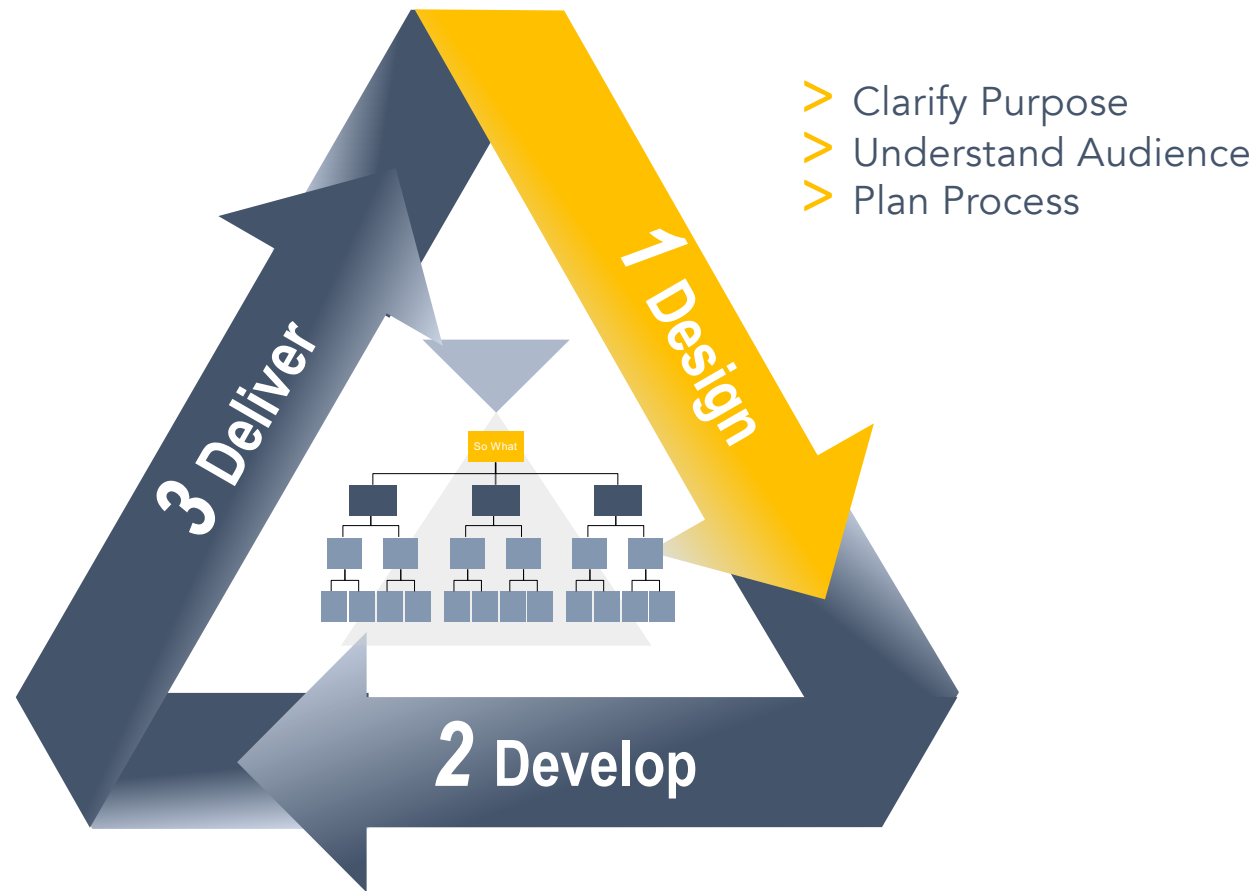
Thinking  
top-down  
saves time and  
stops us  
delivering  
too much  
detail

- > Trust us – it's safe to shop with us
- > Shop online wherever you can
- > Be patient – it's a difficult time

## VERSION 2: **WORKED TOP-DOWN**



## VERSION 2: **WORKED TOP-DOWN**



# DESIGN THE STRATEGY

## Original

**Purpose** – explain to customers what we are doing as a responsible retailer

## Our version

**Purpose** – encourage customers to trust us during covid 19 and beyond

# DESIGN THE STRATEGY

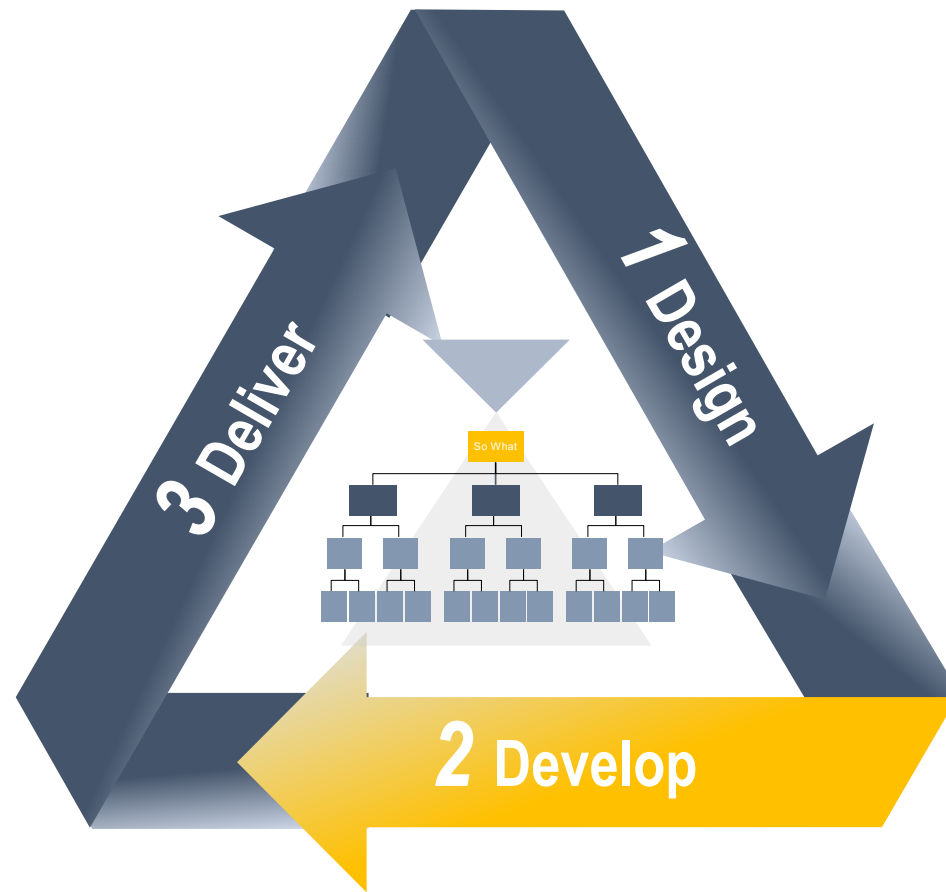
Audience - customers

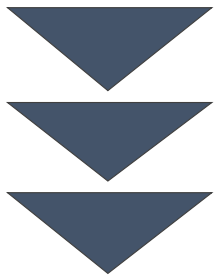
Audience - customers

- > Shorter attention spans than usual
- > Juggling Zoom / WFH / kids and cats
- > Receiving an overload of covid emails from suppliers



# INTRODUCE THE 'AFTERS'





During this difficult covid-19 period, we want to assure you we are working overtime to ensure we can meet your needs.

And given covid-19 is stretching us all, we want you to know we are here for you.

How can ShopCo help you through covid?

## We are doing everything we can to help you get your items while keeping you safe

Taking extra steps to deliver your items quickly so you can get on with work and life

- Working with suppliers to get products quickly
- Extending shifts of our distribution team members so we get products to stores and to you more quickly
- Increasing staffing so it is easier for you to use our Print & Copy Service, where you order online and we deliver to your home

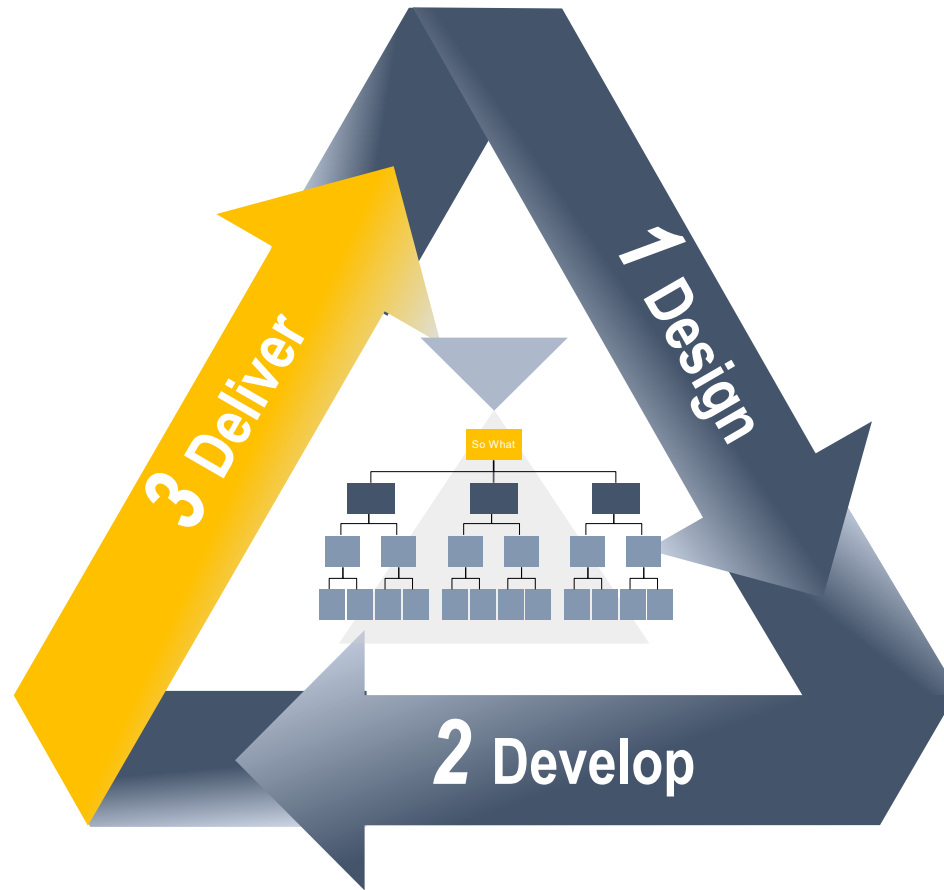
Making it easier to shop online so you can reduce the need to enter a store

- Offering online monitoring to enable you to track your deliveries
- Eliminating the need to sign for Click & Collect deliveries, only requiring ID instead

Changing our operations so you can feel safe in store

- Limiting customers in store to keep everyone safe, especially in our smaller stores
- Installing floor marking at registers that indicate safe distances between you and the next customer
- Operating only every second self-serve photo kiosk and photo copier
- Continuing to offer service where you can plug in your own USB into the Print and Copy Hub
- Limiting cash payments to one register only

# INTRODUCE THE 'FINAL AFTER'



# WHAT DIFFERENCE DO YOU SEE?

Hi Davina,

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### Respect our team

Our teams in stores, distribution centres and our customer service centre are doing everything possible to ensure we get you the products you need. We are thankful for the respect, patience and gratitude you are showing towards them.

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Hi Davina,

During this difficult covid-19 period, we want to assure you we are working overtime to ensure we can meet your needs. And given covid-19 is stretching us all, we want you to know we are here for you.

## We are doing everything we can to help you get your items while keeping you safe

**Taking extra steps to deliver your items quickly so you can get on with work and life**

- Working with suppliers to get products quickly
- Extending shifts of our distribution team members so we get products to stores and to you more quickly
- Increasing staffing so it is easier for you to use our Print & Copy Service, where you order online and we deliver to your home

**Making it easier to shop online so you can reduce the need to enter a store**

- Offering online monitoring to enable you to track your deliveries
- Eliminating the need to sign for Click & Collect deliveries, only requiring ID instead

**Changing our operations so you can feel safe in store**

- Limiting customers in store to keep everyone safe, especially in our smaller stores
- Installing floor marking at registers that indicate safe distances between you and the next customer
- Operating only every second self-serve photo kiosk and photo copier
- Continuing to offer service where you can plug in your own USB into the Print and Copy Hub
- Limiting cash payments to one register only

\* \* \*

We thank you for your patience as we work extra hard to serve you through this difficult time.

Kind regards, Mr Big

EXERCISE

# SMALL WORD COUNT CHANGE

Hi Davina,

During this challenging period, ShopCo is focused on providing Australians with the products and services you need to run your businesses, learn and study, or work from wherever you are, whenever you need to.

## What does this mean for our customers and our team?

The wellbeing of our customers and team is our priority. So, we have introduced measures that include increased cleanliness, with a focus on sanitising temperature-checking teams are in health.

If you are unwell with COVID-19 symptoms or meet the criteria required by the Government to self-isolate, please shop with us online, rather than visiting our stores.

### Limiting hand to hand contact

Whenever possible, we're asking customers to tap and pay. We will have one register open in our stores for cash payments. Our online Print & Copy service continues to operate, and printed jobs can be either delivered to your homes or collected in store. You can plug in your own USB into the Print & Copy hub.

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# ANCHORED AROUND 1 MESSAGE

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During this challenging period, ShopCo is focused on providing Australians with the products and services you need to run your businesses, learn and study, or work from wherever you are, whenever you need to.

## What does this mean for our customers and our team?

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# SKIMMABLE

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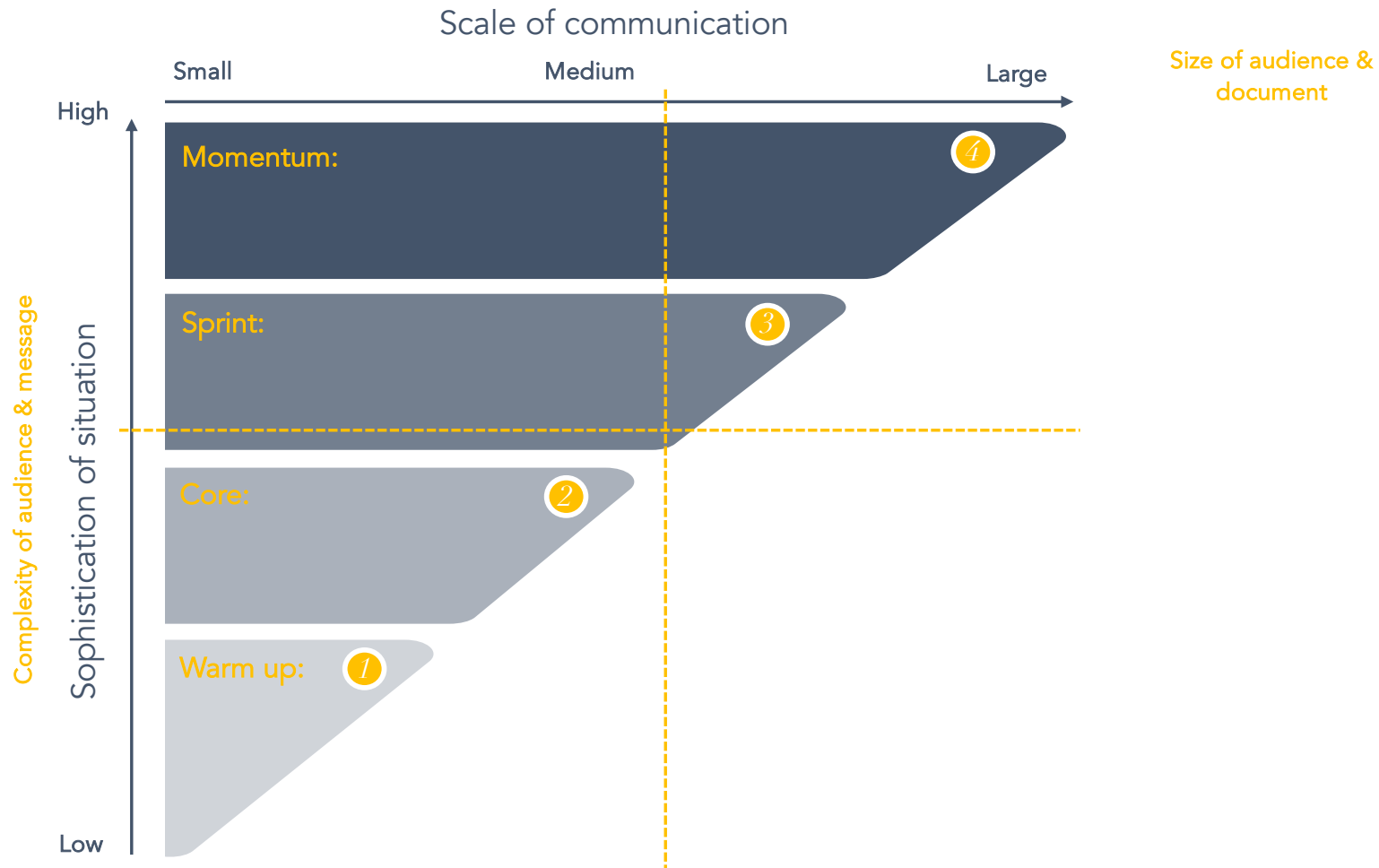
Kind regards, Mr Big

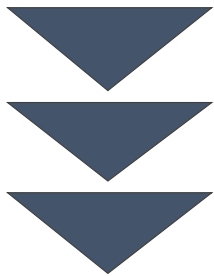
# HOW DO YOU RATE TODAY'S EMAIL?



EXERCISE

# HOW DO YOU RATE TODAY'S EMAIL?





During this difficult covid-19 period, we want to assure you we are working overtime to ensure we can meet your needs.

And given covid-19 is stretching us all, we want you to know we are here for you.

How can ShopCo help you through covid?

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# SHOPCo: A CASE STUDY

- > Introduce ShopCo: A Case Study
- > Review the 'before'
- > Introduce the 'afters'
- > Offer 3 takeaways
- > Invite you to go deeper



### 3 TAKEAWAYS

- > Take more time to think about your strategy before you start
- > Work top-down to build your story, testing bottom-up
- > Anchor everything around a storyline!



# SHOPCo: A CASE STUDY

- > Introduce ShopCo: A Case Study
- > Review the 'before'
- > Introduce the 'afters'
- > Offer 3 takeaways
- > Invite you to go deeper





## DEEPEN YOUR SKILLS



Learn to cut through



Collaborate with motivated peers



Unlock our growing resource collections



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[www.clarityfirstprogram.com/join](http://www.clarityfirstprogram.com/join)

## DEEPEN YOUR SKILLS



Learn to cut through



Collaborate with motivated peers



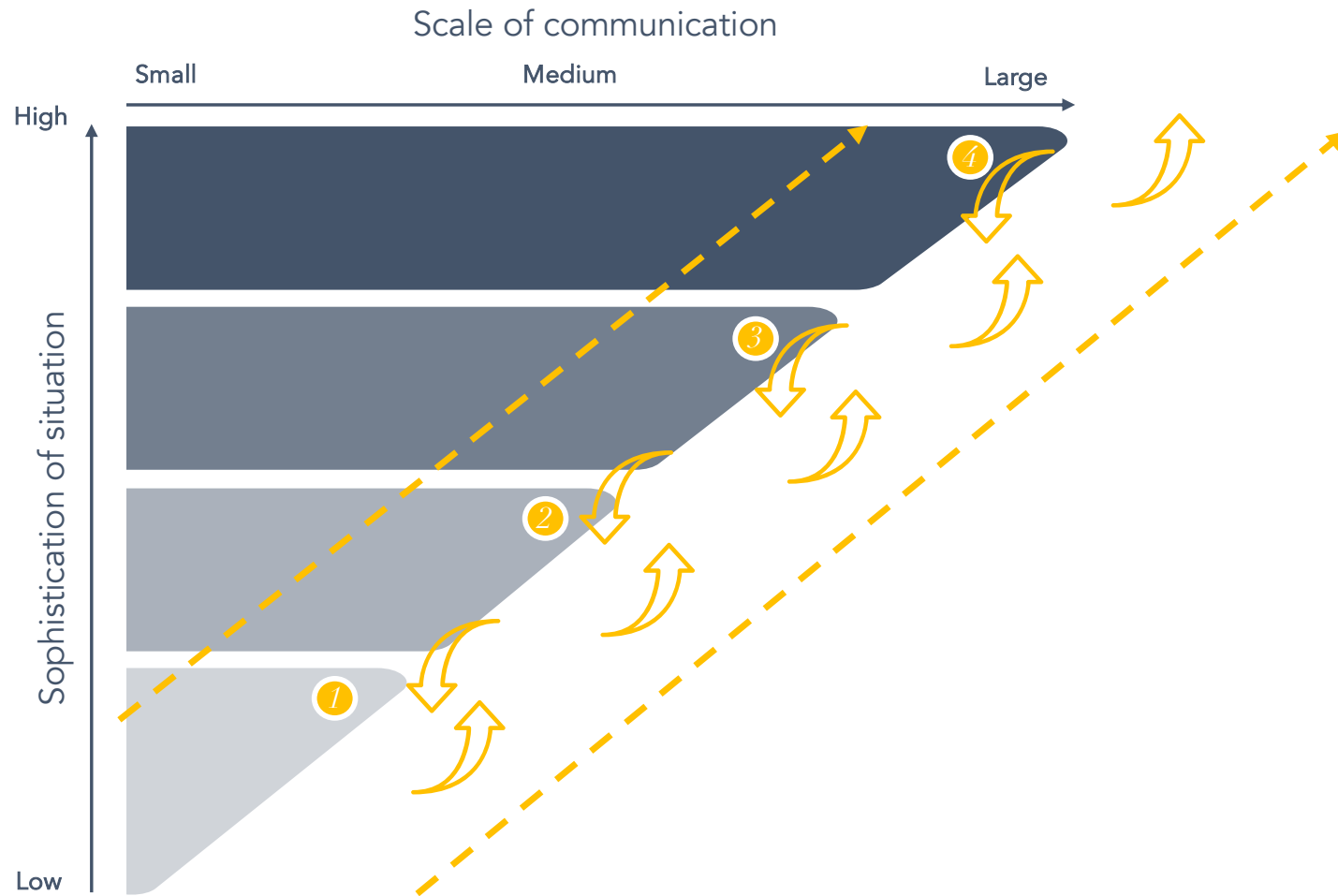
Unlock our growing resource collections



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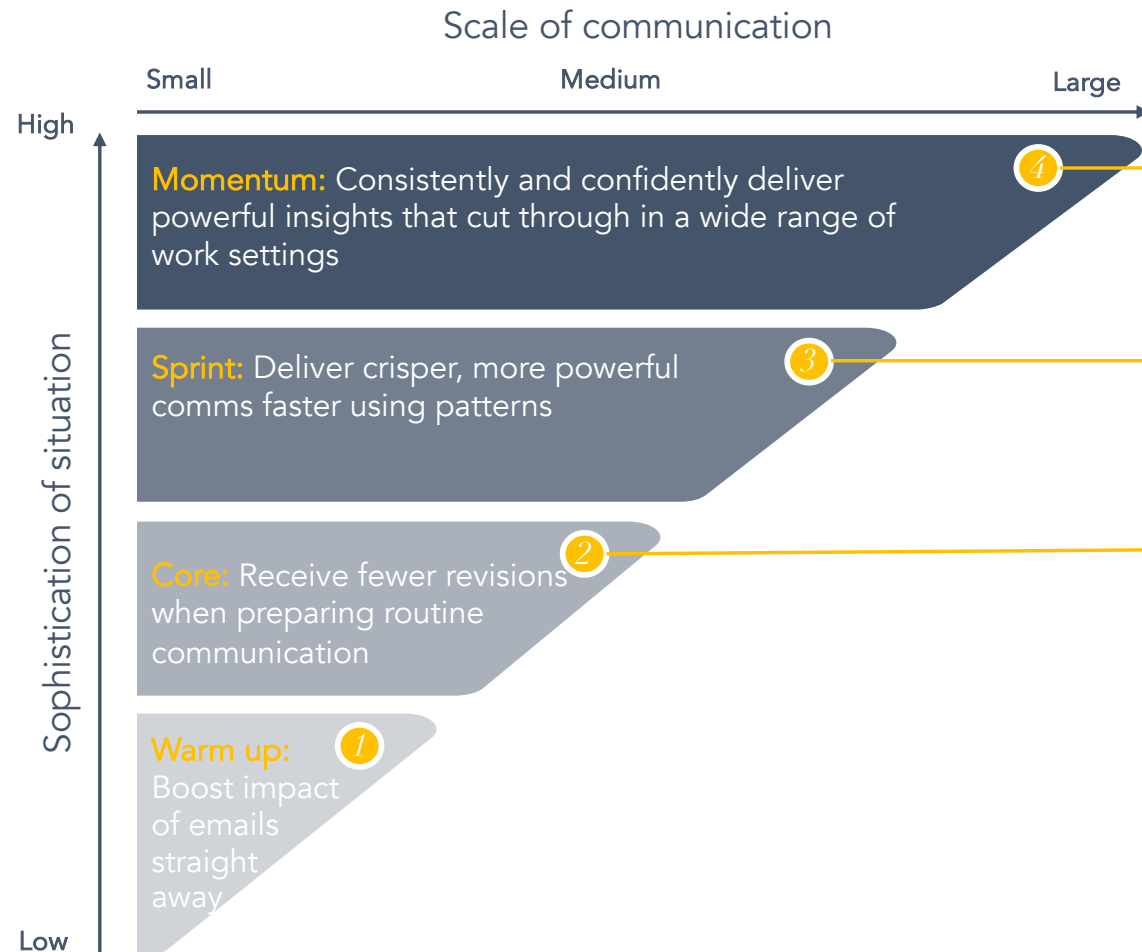
# ITERATIVE LEARNING TO COMPOUND GROWTH



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# PARTICIPANT'S JOURNEY



He is in Momentum

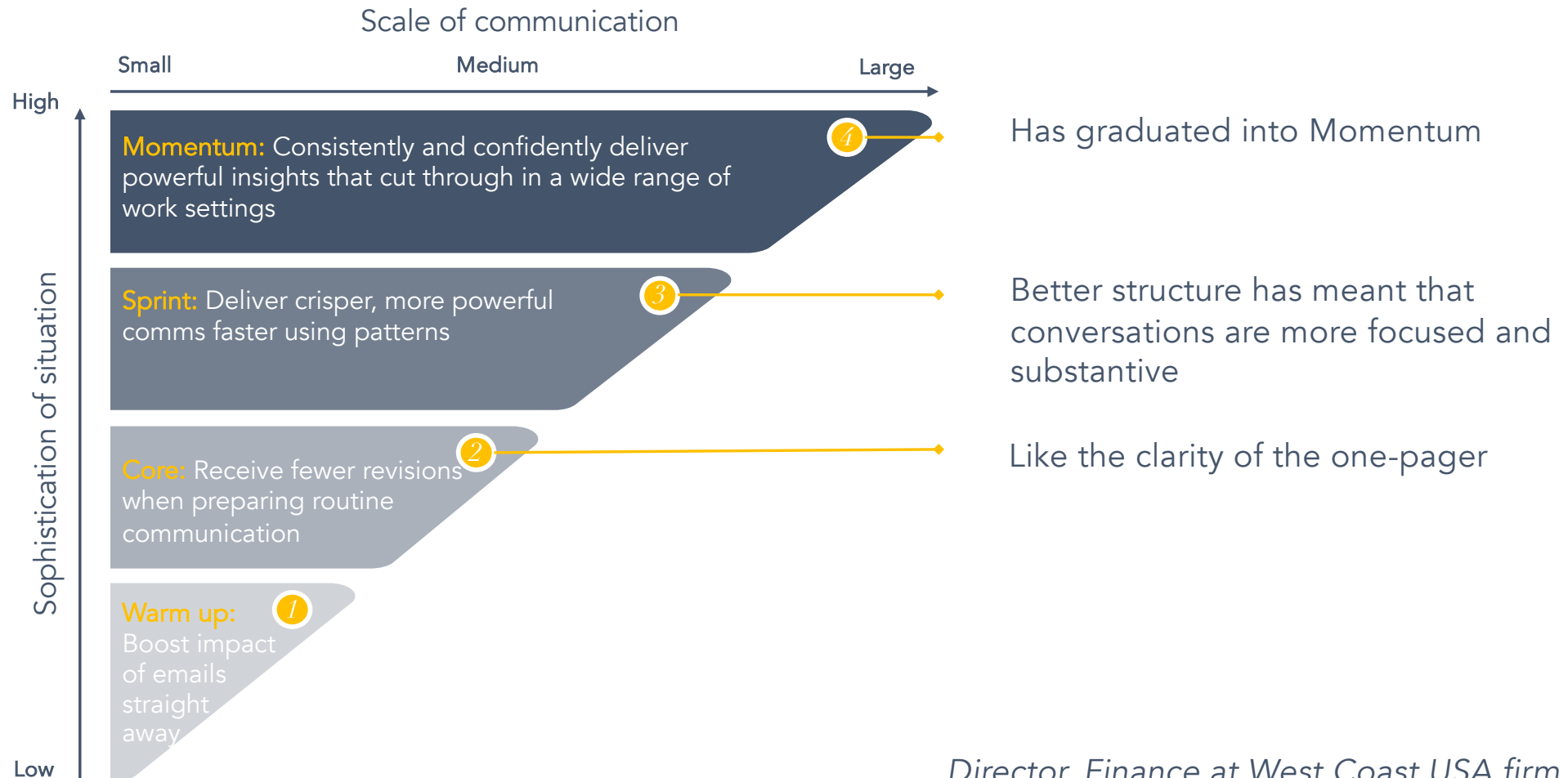
Colleagues - "Excellent and most transparent financial message"  
CEO - "The clearest and most concise finance paper I have seen in 3.5 years"

"The communication is clear and easy to understand"

Head of Finance, Finance Company, UK

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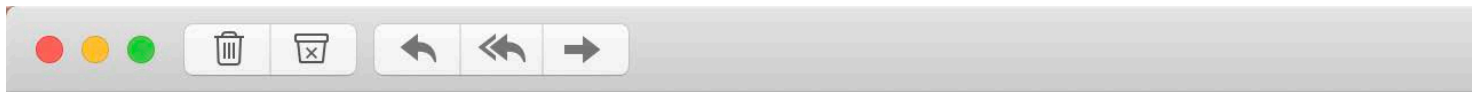
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**COLLABORATE WITH  
MOTIVATED PEERS**





**Raj S**

The story of a People powered digital transformation at St.....

To: Davina Stanley, Cc: Raj



Siri found new contact info Raj

Many thanks Davina

You make it come alive

Yesterday the session was like I was the F1 driver, had the support crew  
Strategized and orchestrated by a master tactician (You) to achieve a podium finish!

It was the ride of my lifetime

- Acceleration, deceleration at the right time
- At the pit, tire changes in record time (2 sec!)
- Breakneck speed yet following the methodology with laser focus

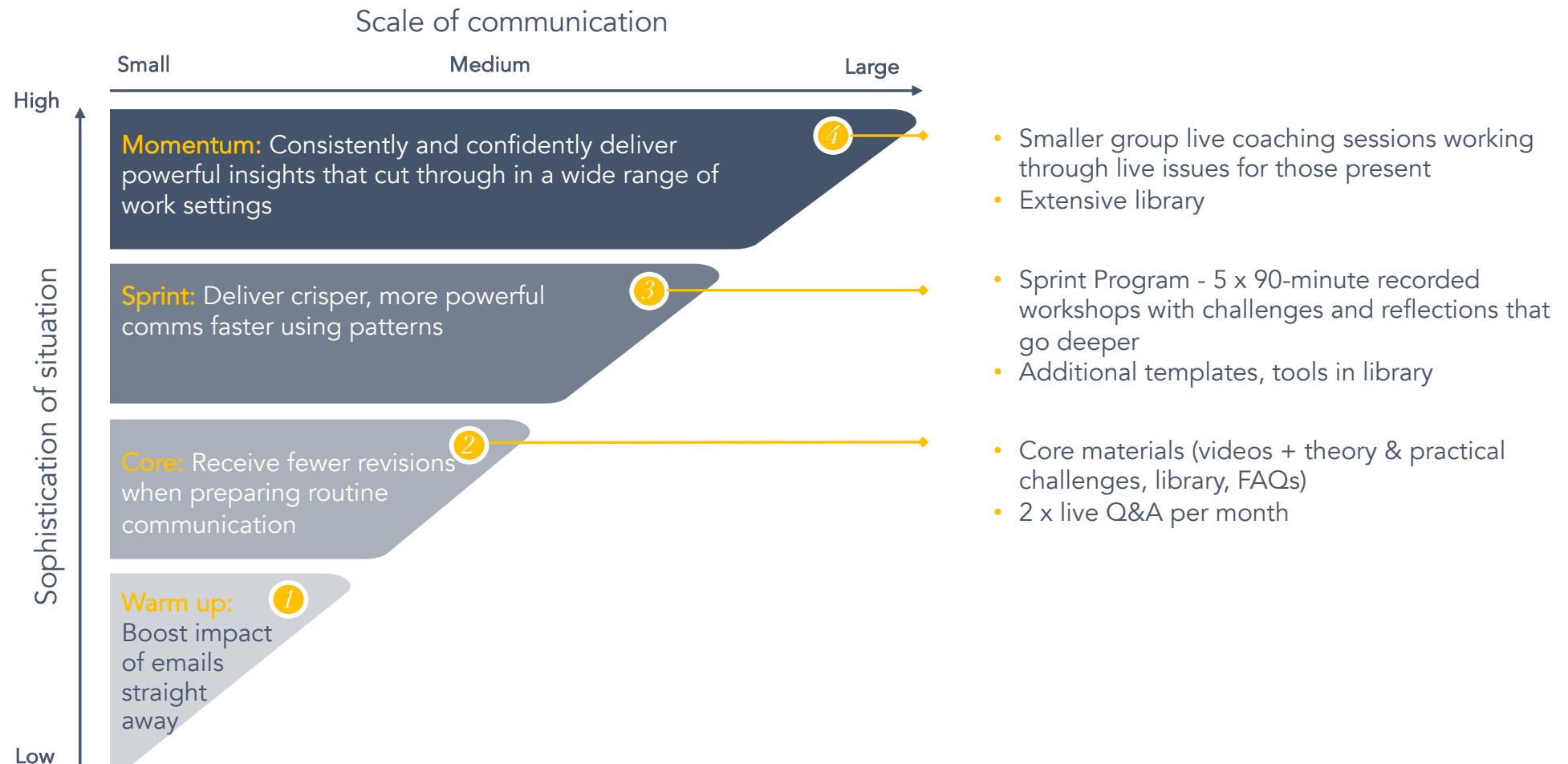
Cannot thank you more

My utmost regards

Raj

[www.clarityfirstprogram.com/join](http://www.clarityfirstprogram.com/join)

# COLLABORATE DURING YOUR JOURNEY



[www.clarityfirstprogram.com/join](http://www.clarityfirstprogram.com/join)



## DEEPEN YOUR SKILLS



Learn to cut through



Collaborate with motivated peers



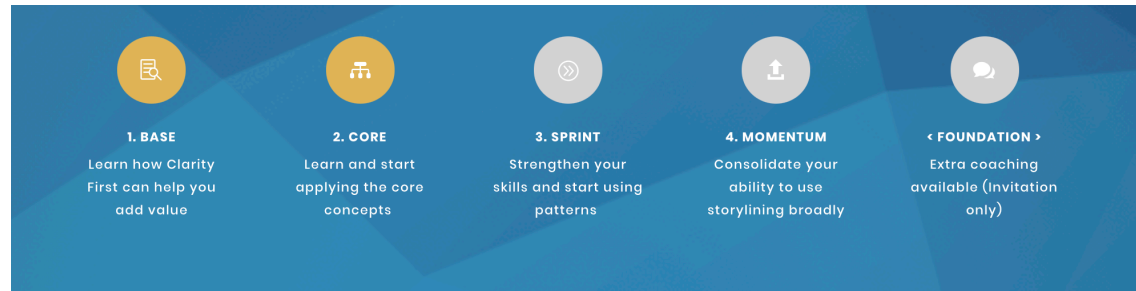
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Join today for welcome gift

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# UNLOCK OUR **GROWING RESOURCE COLLECTIONS**



[www.clarityfirstprogram.com/join](http://www.clarityfirstprogram.com/join)

## DEEPEN YOUR SKILLS



Learn to cut through



Collaborate with motivated peers



Unlock our growing resource collections



Join by 29 July for welcome gift

[www.clarityfirstprogram.com/join](http://www.clarityfirstprogram.com/join)

# PARTICIPANTS LOOK FOR SPEED

- Able to respond to emails **quickly**
  - Develop my own **set of templates** for translating the same message to different stakeholder groups (exec paper, project sponsor, project team, business stakeholders, end users)
  - Improve ability to influence a new team to develop team norms for communicating e.g. task focused teams who only use long email chains to communicate but can't **see how much time that's wasting** or understand why they don't get the outcomes they need.
  - 1 month – I have successfully launched the new change management framework for our team of 400 people with clear messaging about it's purpose, the benefits and how to use it.
  - 3 months – I have successfully helped our CIO (my one up manager) gain full budget approval for FY21 by preparing the pitch to his leaders.
  - 12 months – Our senior leadership team view me as a peer and always seek my advice when communicating with their leaders or on important matters. Communication is not an area for improvement in our team's engagement survey.
  - **Improve speed**
  - Find smarter ways of tailoring the same set of messages to different audiences
  - Learn how to communicate clearly within business templates provided
- I'd like to be able to prepare comms for our senior leadership team that they actually find useful, rather than creating documents that no one reads. For example:
- 1.1) weekly updates on what our wider team is doing so they are always current, not caught off guard!; and,
  - 1.2) packs that allow them to **make decisions based on the information in it, rather than having to ask clarifying questions.**
  - 2) I'd like to be more clear, succinct and persuasive when presenting to my peers and our leadership team.
  - 3) I'd like to be **more efficient** when I write and edit comms, stop ruminating about what to say where and constantly rewriting,
- > Being more structure driven when I write content (slide/email)
  - > Gaining more weight when I present/speak/communication (to be taken more seriously)
  - > Getting to **finish my drafts faster**

# PARTICIPANTS LOOK FOR IMPACT

- Able to respond to emails quickly
  - Develop my own set of templates for translating the same message to different stakeholder groups (exec paper, project sponsor, project team, business stakeholders, end users)
  - Improve **ability to influence** a new team to develop team norms for communicating e.g. task focused teams who only use long email chains to communicate but can't see how much time that's wasting or **understand why they don't get the outcomes they need**.
  - 1 month – I have successfully launched the new change management framework for our team of 400 people with **clear messaging** about it's purpose, the benefits and how to use it.
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  - 12 months – Our senior leadership team view me as a peer and always seek my advice when communicating with their leaders or on important matters. Communication is not an area for improvement in our team's engagement survey.
  - Improve speed
  - Find **smarter ways of tailoring the same set of messages to different audiences**
  - Learn how to **communicate clearly** within business templates provided
- I'd like to be able to prepare comms for our senior leadership team that they **actually find useful, rather than creating documents that no one reads**. For example:
- 1.1) weekly updates on what our wider team is doing so they are always current, **not caught off guard!**; and,
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  - > Getting to finish my drafts faster

# RECENT POST-PROGRAM RESEARCH\* HIGHLIGHTS THE PRODUCTIVITY SHIFT OUR APPROACH DELIVERS ...

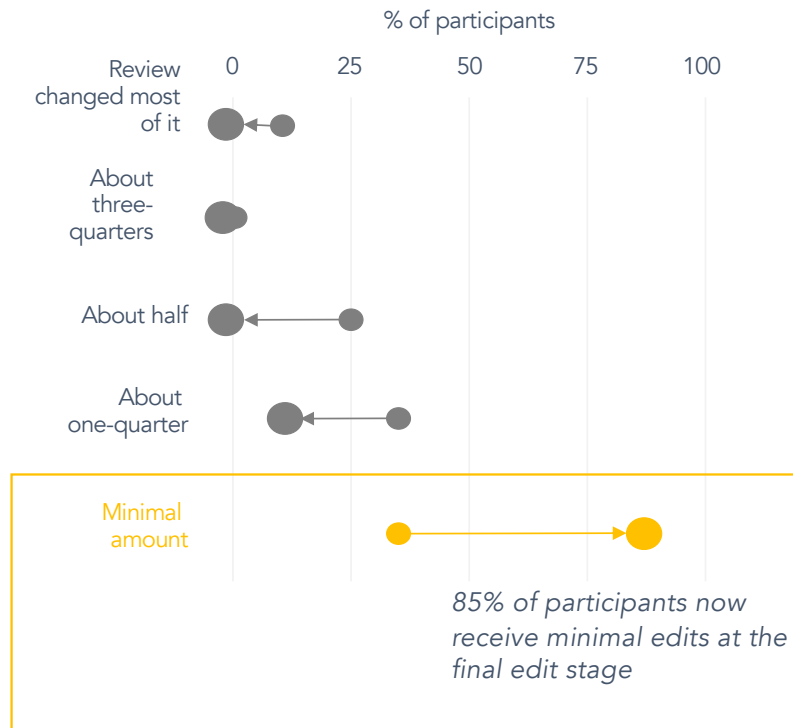
## First drafts were faster to prepare

- Nobody now takes more than 10 hours to complete their first draft
- 22% more participants now take less than 1 hour to complete their first draft

## Reviewers asked fewer questions about the first draft

- 12.5% of drafts now lead to no review questions at all
- 20% fewer drafts now always lead to stakeholder questions

## Reviewers made fewer changes at the final edit stage

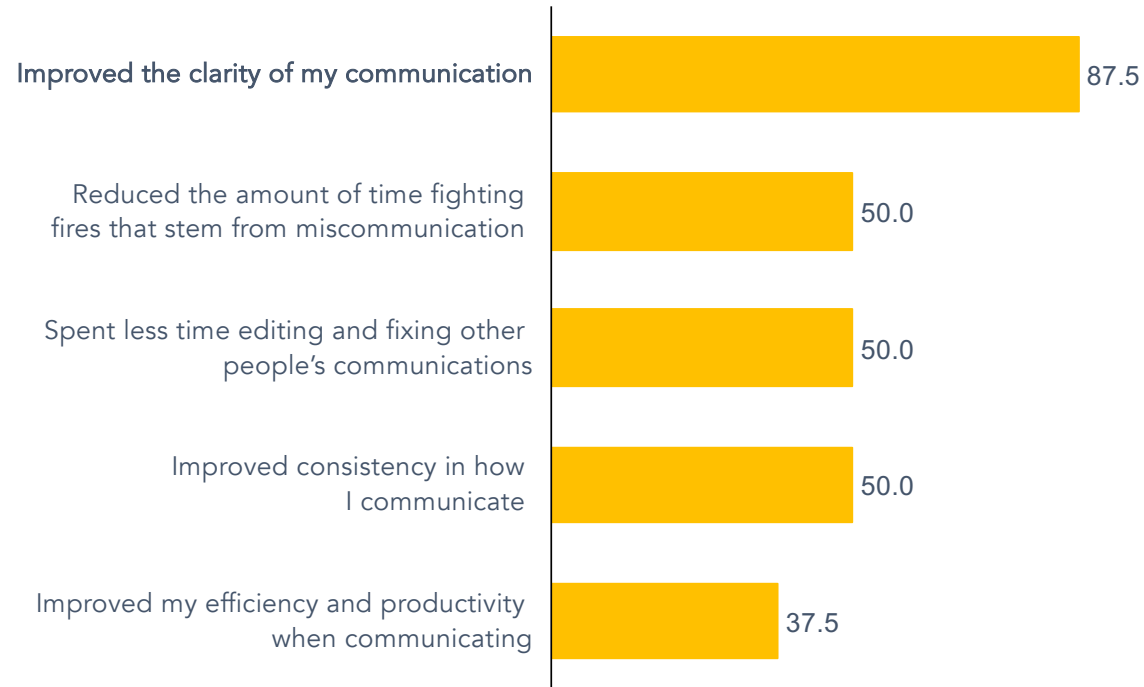


\* Source: post program survey for a recent client program



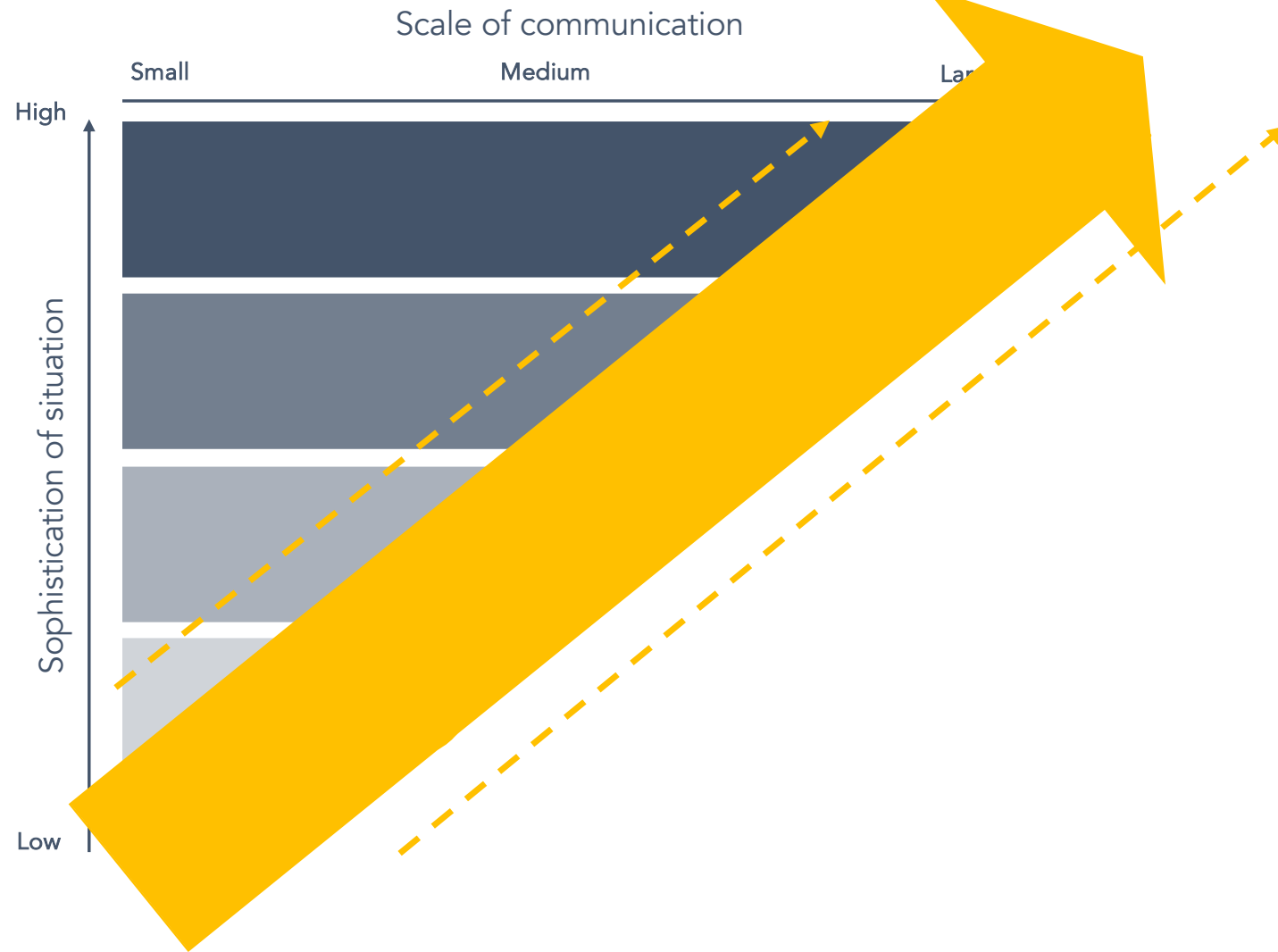
## ... ALONG WITH **GREATER SATISFACTION & IMPACT**

All participants identified improvements with the majority having improved the clarity of their communication  
% of participants (all chose multiple options)

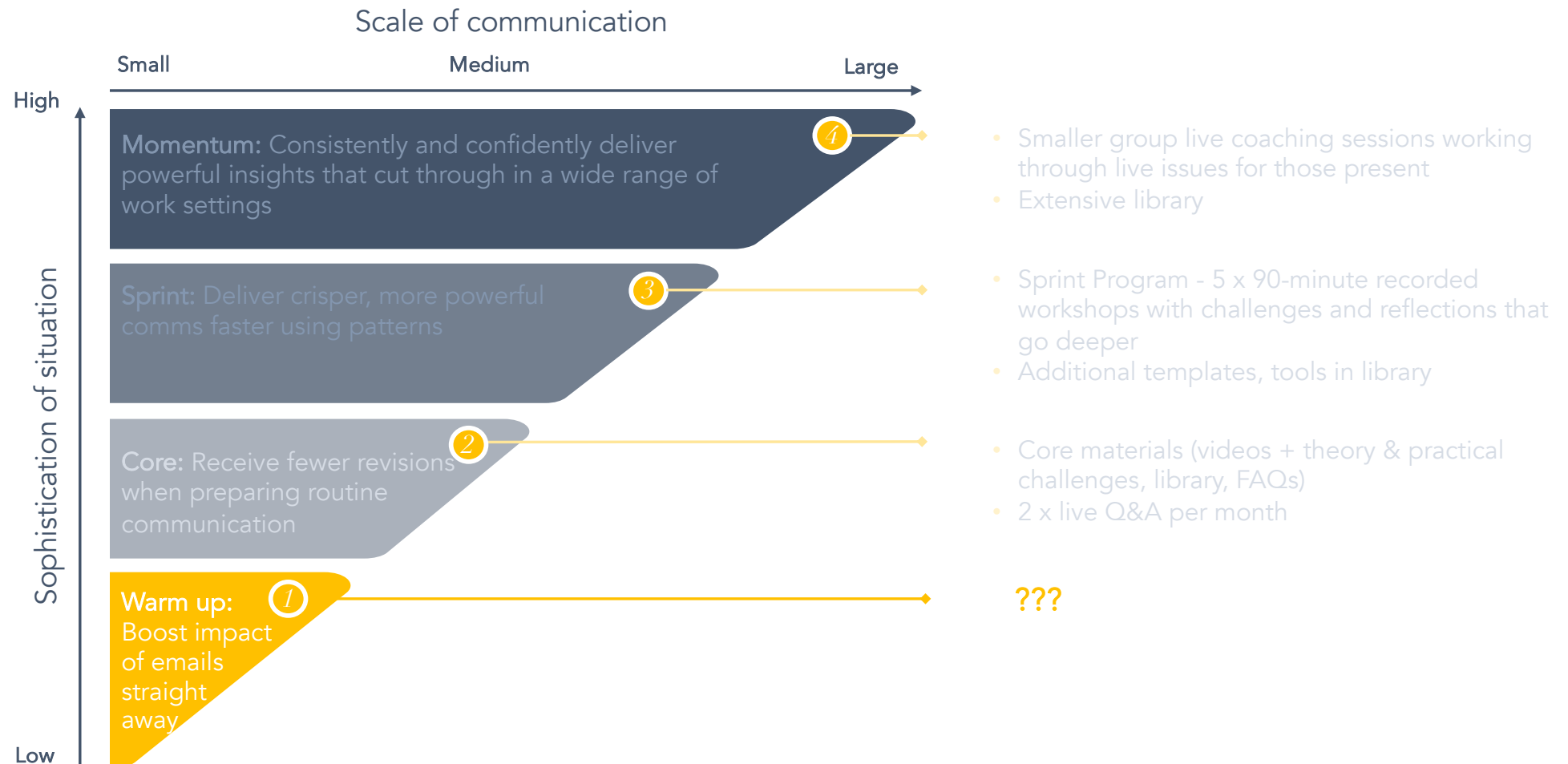


\* Source: post program survey for a recent client program

# HENCE ... TODAY'S BONUS



# LET'S KICK OFF YOUR JOURNEY



[www.clarityfirstprogram.com/join](http://www.clarityfirstprogram.com/join)

# >> LET'S KICK OFF YOUR JOURNEY



## Access materials today

- > Doors close 9PM 29 July
- > Start growing immediately



## Attend Synthesis Workshop 1

- > 2 x times on 30 July
- > Learn the basics
- > Complete challenges
- > Get going immediately



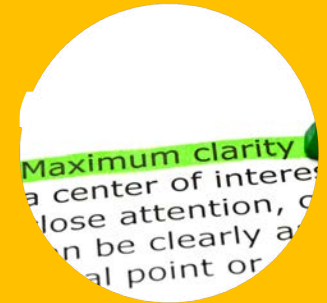
## Attend Synthesis Workshop 2

- > Review progress
- > Ask questions
- > Complete more challenges



## Maintain Momentum >>

- > Continue with online program
- > Attend regular live workshops
- > ITERATE & GROW!



Deliver powerful insights in any setting with clarity and confidence

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**WE OFFER A 14-DAY NQA GUARANTEE**



CLARITY FIRST  
PROGRAM

**SHOPCo: A  
CASE STUDY  
TOP-DOWN  
VERSUS BOTTOM-  
UP THINKING  
STRATEGIES**

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