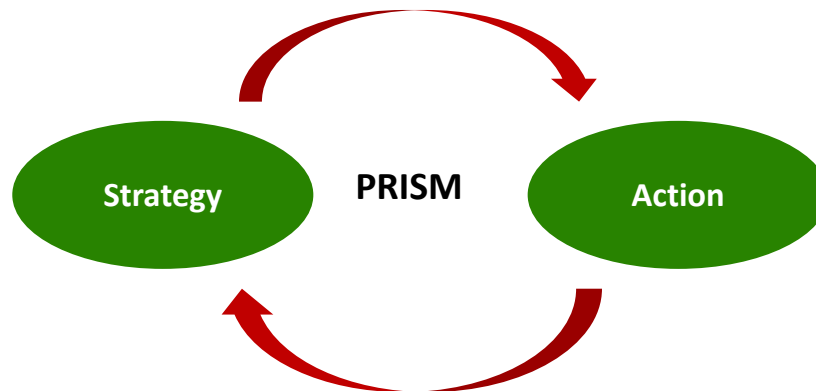




## PRISM – Strategy to Action and Back

### A Strategy Implementation Support Tool

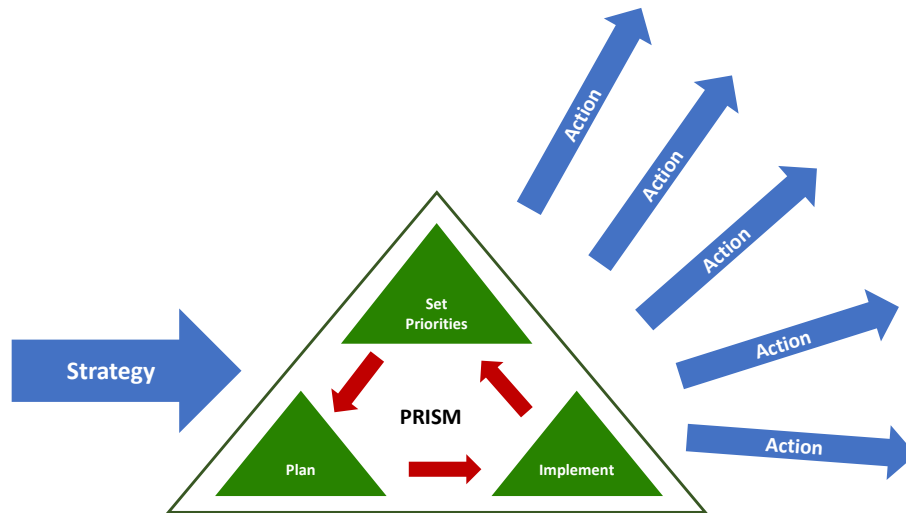
**About:** PRISM is a methodology and associated toolbox developed by New Growth International (NGI) to bridge the “implementation gap” between **aspirational strategies** framed in broad directional terms, on one hand, and **concrete actions** comprising time-bound and location-specific investments and programmes, on the other. The “bridging” is envisioned as a two-way process, with iterative feedback between strategy and action. Current applications of PRISM are in the agrifood sector, but the methodology is fully adaptable to other sectors.



**Rationale:** Globalization, market liberalization, privatization, urbanization, population growth, climate change, conflict, COVID-19, and the changing proprietary nature of technology are redefining the opportunities and challenges facing leaders, managers, and teams in the agrifood sector. Strategic reviews and realignments are underway across the board. There is an urgent need for effective translation of the emerging new strategies into new operational priorities and new action plans for effective implementation.

**Methodology:** The PRISM methodology is built on interrelated sets of activities that guide: (1) priority setting; (2) planning; and (3) implementation. *Priority setting* refers to the process of making choices amongst a set of potential options. It assumes finite resources and thus the impossibility of doing everything all the time. *Planning* comprises efforts that aim to guide prioritized activities and investments toward the most relevant outputs in the most cost-effective and inclusive manner. It entails deciding in advance what is to be done in the future. *Implementation* is the process of putting a decision or plan into

effect. It requires specificity regarding the organizational structures and processes through which the priority-driven decision or plan is to be executed.



**Prism Metaphor:** Just as a three-sided physical prism causes one to see an image in a more colorful way, the three-component PRISM methodology brings novel insights and outcomes to efforts to translate ambitious strategies into rewarding actions.

**PRISM Acronym:** PRIority Setting, Planning and IMplementation

**Team Outcomes:** A defining outcome of a PRISM initiative is a “strategically action-oriented” team – i.e., one that is overtly aware of the strategic foundations and implications of its action agenda. PRISM initiatives are therefore designed and implemented in close collaboration with clients, based on structured and time-bound interactions with leaders and their teams. Strategically action-oriented teams are important in any context, but they are vital during this turbulent period for the world, and especially in the fast-changing agrifood industry.

**Strategy to Action:** The three-component PRISM methodology assumes the existence of a newly developed organizational or thematic strategy. The methodology holds that successful rollout of a new strategy entails: (1) articulating and developing a clear and widely shared understanding of the operationally-significant priorities implied by the new strategy; (2) deliberately ranking and choosing among the identified priorities; (3) linking these priorities to desired outputs through disaggregated plans; and (4) committing to put in place and sustain the organizational mechanisms and routines that take the plans to execution.

**Steps:** Deploying participatory and non-hierarchical consultation techniques and state-of-the-art real-time data management and visualization tools, PRISM initiatives comprise five interrelated and incremental steps:

1. Develop a “baseline” understanding of the client group’s relevant characteristics and attributes, and the group’s collective understanding of the new strategy;
2. Fill any perceptual or awareness gaps about the new strategy identified in step #1;

3. Specify appropriately disaggregated operationally-significant strategic priorities;
4. Develop appropriately disaggregated action plans under each strategic priority;
5. Develop implementation arrangements specific to each prioritized action plan.

**Delivery:** NGI creates bespoke platforms of technical experts and thought leaders to work with clients to develop and execute customized PRISM initiatives based on five modules corresponding to the five steps. Each module is adjusted and delivered according to client characteristics and needs.

*Module 1 – Strategically Relevant Client Characteristics*

*Module 2 – Strategy Perception and Awareness: Gaps and Corrective Measures*

*Module 3 – Setting Priorities*

*Module 4 – Action Planning*

*Module 5 – Implementation Requirements and Arrangements*

**Size:** The PRISM methodology can be adapted to groups of any size.

**Duration:** A full five-module PRISM initiative is delivered within an interactive three-day workshop, with significant preparation undertaken by NGI and clients prior to each workshop. A compressed three-module version can be delivered over two days.

**Deliverables:** PRISM initiatives yield changes in mindsets (attitudes) and behaviors that allow strategically action-oriented teams to emerge and thrive. Several concrete outputs are also delivered. These comprise databases and reports developed during the process:

1. A database and document detailing the client group’s relevant characteristics and attributes, and the group’s collective understanding of the new strategy;
2. A document specifying identified perceptual or awareness gaps within client groups and recommendations on how the gaps should be addressed;
3. A document specifying disaggregated operationally-significant strategic priorities;
4. A document specifying disaggregated action plans under each strategic priority;
5. A document specifying implementation arrangements specific to each prioritized action plan;
6. A synthesis report covering the full PRISM process including recommendations and guidance for executing agreed next steps.

**Follow-Up:** Given the inherently iterative nature of the PRISM™-based strategy-to-action methodology, NGI commits to supporting clients to ensure effective feedback and refinement processes for as long as necessary during strategy implementation.