



Six Rules of Engagement

Winning hearts and minds

Part 1 of the Transformation Toolkit Series

Welcome to the first chapter in the Transformation Toolkit series

No business' strategy will be successful unless it's brought to life by its people who truly believe in it.

We call this
**Strategy
Activation.**

Even the most logical plans struggle to achieve success or break-through - not because they're wrong, but because they're missing something human. The ability to connect individuals as well as teams; the ability to inspire action, and to make people feel – and become – part of what's next.

This toolkit helps you see where you can develop a solid narrative, how your strategy activation might be falling short and where it already shines.

Designed to reveal the hidden gaps between what you say and what people hear, between logic and emotion, between message and meaning.

You'll explore six key dimensions that determine whether your strategy lands or loses energy and start to see how making your strategy more human can turn understanding into belief and action.



How do we bring our strategy to life so that it's understood, believed and acted on?"

If every strategy
succeeds by
changing
human
behaviour, then
your strategy
has to be

**made
more
human**

The six rules for successful strategy activation

1.

Clarity

People understand the story

2.

Relevance

They see themselves in it

3.

Emotion

They feel something that moves them

4.

Leadership

Leaders live and tell the same story

5.

Consistency

The same message is related across BUs

6.

Embedding

And the rhythm of progress keeps the story alive



Why strategy execution fails

Strategy execution is particularly at risk in the following environments:

- You have a new vision and direction for your business, are undertaking a change in strategy or a strategy refresh.
- Your business is going through a transformation that requires fast and successful implementation
- You need to galvanise your sales teams and go to market activity with a consistent, inspiring UVP, or to improve your customer experience and loyalty
- You need new ways to improve performance and capability within your business
- Your people are feeling disengaged, or are underperforming or at risk of leaving
- You need to integrate multiple organisations successfully into one business

Unless your strategy is made more human, your people won't respond to it. This puts your objectives, as well as the investments you will have made into systems and processes at risk too.

Take a quick test on where your current 6 gaps of change could be improved with the right activation >

70% of transformations strategies fail to achieve enduring change*

*McKinsey

The Six Steps to Strategy Activation

Rate each gap from 1 to 5, using the guide on the next page

Step	The human lens	Self-reflection	Score
1. Clarity	People respond to simplicity. The cause and effect of your strategy must be clearly communicated in a language your people will understand and respond to.	- You know who you need to activate, you can identify the motivations and can segment communications and activity accordingly. - You have clear feedback from your people and understand what they need to be able to achieve your goals. - You have articulated the single biggest challenge the business faces in their language, and you have described how much better the business will be when you overcome it.	0 
2. Alignment	People are easily distracted. If leaders or managers are delivering mixed messages, your people will switch off.	- Leaders and managers are equipped and able to consistently communicate the same narrative. - Teams understand the initiatives, and which will take priority, and why. - There is a clear and accessible method of measuring success.	0 
3. Motivation	People need to know this matters – to them, personally as well as to their team and the business as a whole.	- You have identified how to ensure this strategy is different from what has gone before. - You are creating a sense of inspired urgency for teams and individuals to play their part. - You've clarified what's in it for individuals, teams and the business as a whole to do so.	0 
4. Inspiration	People respond to inspiration over instruction. Which is why an inspired workforce is 225% more productive than a satisfied one.	- You're clear on what it will look and feel like for your people to be on the journey. - You have articulated what it will look and feel like to win. - You have rewards and recognition programmes to encourage your people to aim higher.	0 
5. Organisation	Strategy activation requires specific investment in a programme that includes ongoing interventions, optimisation and maintenance.	- You have the communications and capabilities to ensure motivation and inspiration are cascaded through the business. - You are able to measure outcomes frequently and reward and recognise those who are achieving.	0 
6. Embedding	People need to feel a part of the organisation's unfolding success. They need to see themselves and others recognised for the part they are playing and will play.	There are clear two-way channels for communication – enabling you to capture and replay both challenges and success stories.	0 

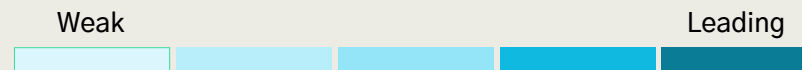
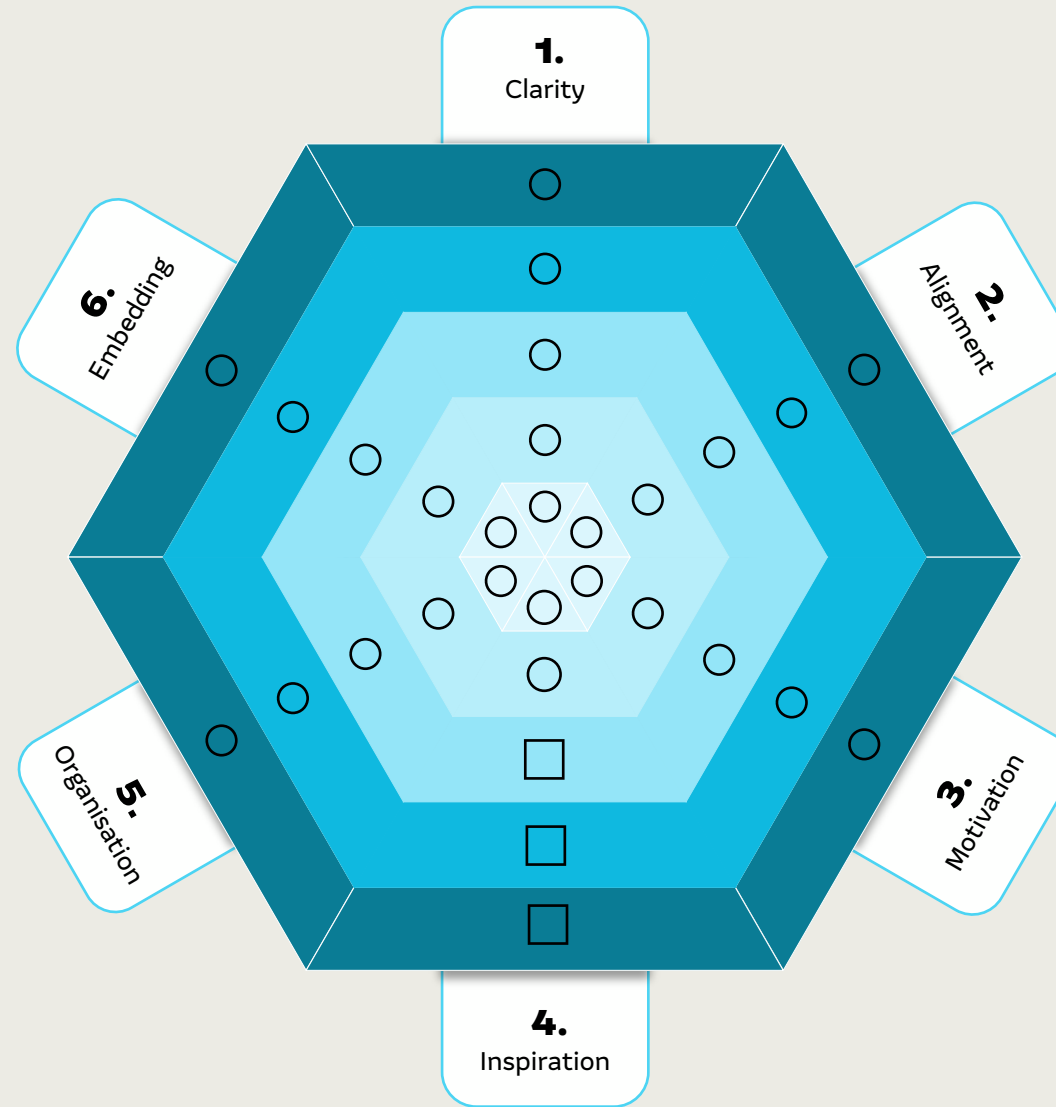
Your Narrative Strength Profile

When you've scored yourself across all six gaps, connect your scores on the hexagonal chart to visualise the shape of your story.

If your chart looks balanced and full, your story is strong across clarity, connection and consistency.

If it dips inward in one or more areas, that's where your energy for change is leaking and where you can focus next.

Think of it less as a "scorecard" and more as a mirror reflecting how your organisation's story feels to the people inside it.



Score

1. Weak

This area needs immediate attention; the story often fails to connect here.

2. Emerging

Some progress, but not yet consistent or clear.

3. Developing

Solid foundations, there's clarity, but emotional or behavioural gaps remain.

4. Strong

This element lands well with most audiences.

5. Leading

This is a real strength - it drives belief, coherence and action.



You now have a clearer picture of what might be missing, in order to align and activate your strategy.

We can help you make your strategy more human to drive better outcomes through your people.

Our Story-driven approach will help you:

- Turn insight into story structure
- Create shared language across teams and leaders
- Build the clarity, alignment, motivation and inspiration that drives belief, connection and action.

For a simple, no-obligation introduction to how our story-driven approach can fill in the gaps and help you achieve your business' ambitions through your people, book your Strategic Narrative Workshop or chat with our team.



Make your strategy more human

A little bit more about us.

Six are a Strategy Activation partner

We help organisations make change stick by making it human.

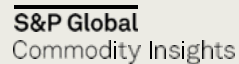
As a Strategy Activation partner, we bridge the gap between strategy and behaviour, turning big plans into lived experiences through the right stories, language and interventions that shift mindsets and drive action.

Working end-to-end across culture, brand, marketing and digital, we help leaders align around a clear story of change, connect employees to purpose and create the momentum that brings transformation to life.

We believe that lasting change doesn't happen when people are told what to do. It happens when they feel part of it.

How we can help:

- Strategic narratives
- Leadership alignment
- Behaviour change & Employee Experience
- Employer brand and culture (strategic definition and activation)



Ruth Clarke Managing Partner, Culture & Change

Ruth leads the company's vision to help organisations live their best brand culture as part of their transformation journey.

With over 20 years' experience shaping culture, change and brand for some of the largest and most complex organisations - including Lloyds Banking Group, Axa, BAM, EY, Babcock and IMI.

Ruth is a qualified CIPD leader who brings deep expertise in connecting strategy to human experience. A dynamic and authentic speaker, she's passionate about helping leaders and teams unlock the power of creativity and culture to deliver meaningful, lasting change across sectors from energy and defence to finance, retail and education.



Marcus Iles Strategy Partner, Chief Storyteller

A passionate strategist and communicator, specialising in proposition, strategy creation and activation.

25 years' experience building bridges between leaders' ambitions and the people who realise them.

Experienced comms and business strategist, Exec Coach, NED and Board Advisor, accredited mentor, facilitator and presenter.

Global communications award-winner for creativity and effectiveness (Cannes Titanium, DMAs, Effies, Google, LIA, Creative Circle...).



Ready to make your strategy stick?

Ruth Clarke

Managing Partner

ruth.clarke@six.agency

Marcus Iles

Head of Production

marcus.iles@six.agency