



People-Driven Insights from Root

“Human beings work here.” With all of the processes, systems, and data we are bombarded with every day, it can be easy to lose sight of the simple fact that people are the ones who ultimately drive the success or failure of transformative change. Everything else is meaningless if your people aren’t engaged in the strategy or don’t understand their roles. You need them to breathe life and meaning into your company, your strategic initiatives, and your customer experience.

Many companies spend time and money gathering data that provides analytical information about things like how long a customer waits at the drive-through window or identifies chokepoints where an invoice gets hung up in the process. They might then implement new required steps or restructure roles. But chances are these changes will not improve performance because they have been created without understanding the beliefs, informal routines/activities, and behaviors that drove people to act a certain way in the first place. Many business leaders do not actually know what goes on at the individual contributor level on a daily basis, so they are, in essence, making decisions in a vacuum.

Root knows the importance of data in strategic decision-making and change management; however, and more importantly, we know that you need to look beyond the process to ensure that a new strategy is successful. Root goes to the source that provides the real insight – your people, the most overlooked operations element of your business. Then we help you devise a clear and purposeful plan of action to help you achieve your goals – with your people at the heart of the effort.

“From my perspective, your approach is a systematic process that has allowed us, as a staff, to take what we know or believe about our business and synthesize that into a comprehensive plan.”

– President and COO, energy technology and services company

People bring strategy to life

At Root, we believe that while strategy may start at the top, it comes alive in the hearts and minds of your people – from leaders to managers to individual contributors. How can you create meaningful change if you don't understand your people and what motivates them? Root can help you understand how to drive engagement and ownership deep into and across the entire organization. Our consultants start with the most crucial step – helping you ensure your people are embedded into every decision. Do they have unmet needs? How can we create plans and programs and develop ideas that will foster their engagement? And, most importantly, how will we know it's working? We consistently build feedback loops into our development process to ensure strategy deployment meets people exactly where they are in the change process.



Breaking through barriers

There are a variety of barriers organizations may encounter during a transition. Many of them are “human factors” such as employee emotions, organizational culture, internal communication, employee skill sets, workflow and processes, and daily routines. If left unaddressed in the strategic change process, these factors can impede progress and sabotage desired outcomes. Root looks carefully at all of the people aspects of your business to identify the potential barriers, and we build steps into our recommendations and execution plans to tackle them head-on with your team.

People provide valuable insight

At Root, we know that the more insight we have from the people within your organization, the more personal and customized our approach can be. We gather insight into how they feel about the company and their level of engagement, how processes are working or not working, the way people approach their jobs, and what their role is in supporting the company strategy.

For example, we have helped organizations:

- Assess the impact of a merger on decision-making capabilities within the corporation.
- Determine the factors that influence customer perceptions of speed in the drive-through of a major restaurant chain.
- Isolate the critical routines of top-performing general managers to scale throughout a national hotel brand.

Telling the story

Our method is a personal one. We ensure that no one in the business loses sight of the fact that “human beings work here” and that you need to ensure your organization is:

- Exploring the gaps between policy and procedure.
- Understanding why the intent fails to become reality.
- Determining whether behaviors, culture, or unarticulated needs are getting in the way of success.

By focusing on human factors like people’s beliefs, knowledge, culture, and behaviors, people-driven processes enable your leaders to make better decisions and drive higher levels of employee engagement. Root can then help you translate this information into powerful stories about the strategies and goals of the organization that your leaders can tell in a more meaningful way and ensure successful strategic outcomes at a more accelerated pace.

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About Root

Root is a strategy execution company that helps organizations engage people as a catalyst for change using a proven framework that consistently achieves clarity, ownership, and results.

