VAXCYTE

Creating Strategic Vision and Aligning Your Team

Leading @Vaxcyte

The following are our agenda and learning objectives for Creating Strategic Vision and Aligning Your Team.

Session Outline:

1. What is Strategic Vision and Why It Matters

2. Leadership and Management: Both are Required

3. Understand the Importance of Co-Creation

4. Start with Your Why

5. Align Your How and What

Our Objectives:

☑ Understand why creating an elevating and inspirational strategy and aligning your team are critical to yours and Vaxcyte's success

☑ Learn how to create an elevating, inspirational and actionable *Why*, *How*, and *What* of your strategy

☑ Learn how to co-create strategy with your team and align their commitment, passion, and enthusiasm

My Notes: ✏️

My Notes: ✏️

Strategic vision can be defined as …

What your organization or team hopes to become...the "business" you will be in tomorrow.

Strategic vision gives you and your team a shared, elevating, and inspirational direction.

My Notes: ✏️

It's more than just vision ...

When it comes to a clear, elevating, inspirational, and aligned strategic vision, there are 3 key drivers to consider:

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	My Notes:
Mission - why do we exist	
Vision - what do we want to become and how does this support our Mission	
Values - how do we want to work together and how do we want to be regarded by others	

Leadership and Management

Highly effective leaders both lead and manage …

Leadership Behaviors	Management Behaviors
• Seeks change and movement	• Seeks order and consistency
• Establishes a direction - looks at the big picture, clarifies the situation, creates a vision, and determines strategies	• During planning and budgeting, establishes agendas, sets timetables, and allocates resources
• Aligns people, communicates vision, and strengthens commitment	• With relation to staffing, provides structure, job placements, and defines rules and processes
• Focuses on motivating and inspiring people through empowerment, looking at how to satisfy unmet needs, and energizing others	• Focuses on controls and solving issues by taking actions to correct issues, creating solutions, and defining incentives to reward good work

Management and Leadership Actions

Beyond behaviors, Dr. Kotter and Dr. Hill also researched different actions that define Management versus Leadership. Some examples of these actions are indicated above.

My Notes: ✏️

Leadership and Management Actions

Effective leaders take both leadership and management actions ...

Leadership Actions	Management Actions
• Innovates and defines new ways of working	• Administers and oversees current ways of working
• Defines and provides original solutions	• Leverages what has been done before and proven to be effective
• Places emphasis on an elevating purpose of the organization and people's role within this	• Places emphasis on structure and systems in the organization
• Typically focuses on longer-term opportunities and problems	• Typically deals with issues that are short-term in nature
• Asks questions like "why?" Or "what?"	• Asks questions like "how?" Or "when?"
• Continually reviews the horizon	• Continually reviews the bottom line
• Prefers to challenge the status quo	• Sticks with status quo and works within it

My Notes: ✏️

Self-Assessment

Use the following to assess your leadership and management proclivities:

Behaviors

Use the following to first assess your behaviors. Tick the boxes that you agree with and take note of those you don't agree with, as these may be areas for your further development.

- ❏ I tend to focus on order and consistency

- ❏ I tend to seek change and movement

- ❏ I am good at establishing agendas, setting timetables, and allocating resources

- ❏ I tend to look at the big picture and am good at setting vision and strategy

- ❏ I am good at providing others with structure, defined rules, and processes

- ❏ I tend to focus on motivating and inspiring others through empowerment and energizing others

Actions

Use the following to first assess your actions. Tick the boxes that you agree with and take note of those you don't agree with, as these may be areas for your further development.

- ❏ I tend to focus on current ways of working

- ❏ I tend to look for new ways of working

- ❏ I leverage what's been done before and proven to be effective

- ❏ I routinely work on original solutions, doing things differently than we've done in the past

- ❏ I emphasize the structure and systems in our organization

- ❏ I emphasize our broader purpose and the role people play within this

- ❏ I tend to deal mostly with short- to medium-term issues

- ❏ I tend to focus mostly on longer-term opportunities or problems

- ❏ I ask mostly "how" and "when" questions

- ❏ I ask mostly "what" and "why" questions

- ❏ I focus heavily on the bottom line

- ❏ I focus mostly on our longer-term horizon

- ❏ I like to stick with the status quo and work within this

- ❏ I like to routinely challenge the status quo

My Notes: ✏️

Getting Started on Strategic Vision

Try some conversation or meeting starters like the following to co-create Vision, Strategy, and more with your team.

	Your Notes:
▶ Review your organization's broader Mission, Vision, and Strategy and discuss with the team the role that the team currently plays in meeting these vs. what more the team could do	
▶ Discuss a fresh perspective on what your team does vs. what the team can do in the future	
▶ Look at other industries to see what novel ideas the team could adapt	
▶ Consider tackling some of the team's or organization's toughest strategic challenges	
▶ Evaluate key trends and business drivers both for your organization and your team's work	
▶ Identify best practices and evaluate where the team can use these to enhance team vision and strategy	

Start with The Why

Use the following space to record your notes from this video:

Simon Sinek is a British-born American author and motivational speaker. He is the author of five books, including *Start With Why*.

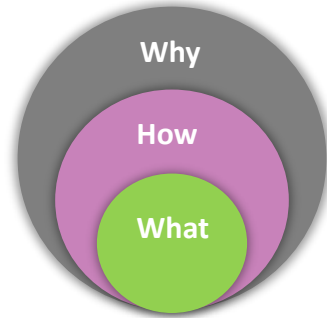Let's take a moment to watch Sinek explain his theory that we should start with the Why.

My Notes: 🖊

How the Why, the How, and the What work together …

Why- Your Purpose
What is your cause? What do you believe?

How- Your Process
What specific actions should be taken to realize your Why?

What- Your Product
What do you do? (The result of Why. Proof.)

My Notes:

More on The Why, How, and What

Consider the following example for an internal IT organization.

Why- Your Purpose What is your cause? What do you believe? Why do you exist?	We enable efficient working across the organization through best-in-class technology.
How- Your Process Specific actions taken to realize your Why.	Each year, we: • Evaluate our current technology portfolio (systems, networks, applications and infrastructure) to ensure it stays apace with the growth and direction of our business • Implement a recurring and systematic calendar for technology education programs to ensure our internal customers know what and how to use for different work purposes • Implement and review our SLAs with our internal customers to ensure they understand how and when to engage our support
What- Your Product What do you do? The result of Why. Proof.	We provide: • The full range of technology necessary to run our business at the enterprise and functional levels (systems, networks, applications and technical infrastructure) • Technology services, including business needs analysis, helpdesk, development engineering, information security, data storage, technical troubleshooting, testing, deployment and education

More on The Why, How, and What

Use the following to start to create your Why, How, and What:

|	
Why- Your Purpose What is your cause? What do you believe? Why do you exist?	
How- Your Process Specific actions taken to realize your Why.	
What- Your Product What do you do? The result of Why. Proof.	

More on The Why, How, and What

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Aligning Your Team

Key steps for aligning your team to your strategic vision …
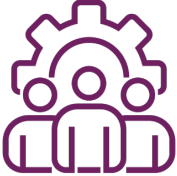
|		My Notes:
1	Align your vision to the organization	
2	Ensure your team understands the organization's vision and their roles within this	
3	Co-create your team's vision with your team	
4	Develop goals and work plans that enable the vision	
5	Talk frequently about the team's vision	
6	Share success stories as soon as these occur	
7	Reward your team for executing to the vision	

Communicating Your Vision

Another key action that the leader takes is to communicate the vision in an elevating and inspiring way:

1. Tell a story.
When you tell a good story, you give life to a vision. A good storyteller creates trust, captures hearts and minds, and serves as a reminder of the vision. Plus, people find it easier to repeat a story than to talk about a vision statement.
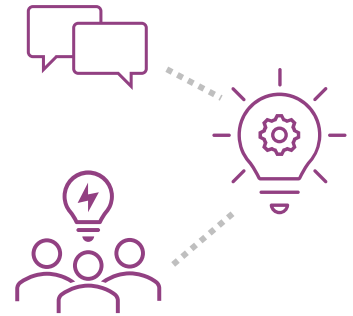
2. Perfect your "elevator speech."
What compelling vision can you describe in the amount of time you have during a typical elevator ride? Every leader needs to be able to communicate the vision in a clear, brief way. Be prepared to talk about it in line at the cafeteria, when you visit another department, and even walking through a parking lot.

3. Use multiple forms of media.
The more channels of communication you use, the better the chance of your organization understanding the vision. Use the newest communication technologies, but don't forget the tangible swag like coffee mugs, T-shirts, luggage tags, or whatever else you can think of that will keep the message in circulation.

4. Have one-on-one conversations.
Engage others. Personal connections give leaders opportunities to transmit information, receive feedback, build support, and create energy around the vision. Be thoughtful about what approaches you use and try different tactics to influence people based on what they'll find most persuasive.

5. Draw a crowd internally.
Identify key players, communicators, stakeholders, and supporters within your organization who will motivate others to buy into the vision.

6. Go outside the organization.
Communicate with customers, partners, and vendors with advertising and public relations campaigns, catalogs, and announcements.

7. Make memories.
Create metaphors, figures of speech, and slogans — and find creative ways to use them. Write a theme song or a memorable motto.

8. Guide the expedition.
Use visual aids and updates to keep everyone aware of the progress you're making toward your vision. Create a vision GPS, but don't just give out maps. Travel alongside, stay out in front, offer directions, and point out guideposts.
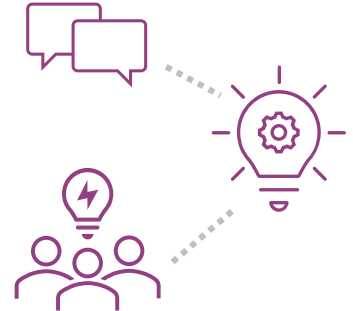
9. Back up what you're talking about.
Bolster what you're saying with your behavior. If people see one thing and hear another, your credibility is shot, and your vision is dead. But if you're not part of your organization's senior leadership team, the broad organizational vision probably didn't come from you. Part of your job is to understand and communicate the vision in a way that's relevant to you and your group. Be able to answer these key questions:

- *What exactly is the company's vision?*
- *How do I connect to my organization's vision, and what's my role in achieving that vision?*
- *How do I show my passion and enthusiasm for the vision and the organization?*
- *Are there any obstacles in my way to prevent me from communicating this vision? If so, how can I surmount those obstacles?*

Be excited — and proud — to communicate your company's vision. By doing so, you're letting colleagues know what a promising future you and Vaxcyte have.

My Notes: ✏️

Communicating Your Vision

My Notes:

1	Tell a story.	
2	Perfect your "elevator speech."	
3	Use multiple forms of media.	
4	Have one-on-one conversations.	
5	Draw a crowd internally.	
6	Go outside the organization.	
7	Make memories.	
8	Guide the expedition.	
9	Back up what you're talking about.	

Example Strategic Narrative

Review the following example to understand how a strategic narrative can work.

arby Parker was founded with a rebellious spirit and a lofty objective: to offer designer eyewear at a revolutionary price, while leading the way for socially conscious businesses.

Every idea starts with a problem. Ours was simple: glasses are too expensive. We were students when one of us lost his glasses on a backpacking trip. The cost of replacing them was so high that he spent the first semester of grad school without them, squinting and complaining. (We don't recommend this.) The rest of us had similar experiences, and we were amazed at how hard it was to find a pair of great frames that didn't leave our wallets bare. Where were the options?

It turns out there was a simple explanation. The eyewear industry is dominated by a single company that has been able to keep prices artificially high while reaping huge profits from consumers who have no other options.

We started Warby Parker to create an alternative.

By circumventing traditional channels, designing glasses in-house, and engaging with customers directly, we're able to provide higher-quality, better-looking prescription eyewear at a fraction of the going price.

We believe that buying glasses should be easy and fun. It should leave you happy and good-looking, with money in your pocket.

We also believe that everyone has the right to see.

Almost one billion people worldwide lack access to glasses, which means that 15% of the world's population cannot effectively learn or work. To help address this problem, Warby Parker partners with non-profits like VisionSpring to ensure that for every pair of glasses sold, a pair is distributed to someone in need.

There's nothing complicated about it. Good eyewear, good outcome.

My Notes: ✏️

Appendix

More on The Why, How, and What

Use the following to start to create your Why, How, and What:

Why- Your Purpose What is your cause? What do you believe? Why do you exist?	
How- Your Process Specific actions taken to realize your Why.	
What- Your Product What do you do? The result of Why. Proof.	

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