



CASE STUDY

Using idea collaboration to develop the new Victoria University strategic plan



It was a matter of the right technology, at the right time. Through a pandemic, The Workshop enabled us to engage authentically and democratically with our staff to deliver a Strategic Plan we are all proud of.

Professor Adam Shoemaker
Vice-Chancellor
Victoria University

4,000 votes

1,200 people consulted
(including external partners
and students)

16 challenges issued for
feedback and input

SUMMARY

Victoria University identified the need for a new seven-year strategic plan, and they only had three months to put one together.

Using Medallia Ideas, which they refer to as The Workshop, the university delivered their new Strategic Plan in a 10 week sprint with a new Vice-Chancellor, and achieved their highest level of staff engagement in strategic plan development.

The benefit of this approach was the democratisation of the process, making staff at all levels feel empowered to contribute, whether they posted or voted on an idea. This gave staff ownership of the strategic plan, as opposed to it being viewed as a corporate document handed down by upper management.

Due to the success, they will continue to grow The Workshop as their main hub for staff engagement.

The need to develop a new strategic plan

Victoria University (VU) prides itself on being excellent and inclusive. Being a large and diverse institution, with more than 40,000 students from over 90 countries, the university has a variety of different roles – from professional staff, to teachers and researchers.

The university needed a new seven-year strategic plan, and only had three months to put one together. The previous strategic plan had a low level of staff engagement, with feedback being that staff did not understand the university's objectives or feel connected to it.

With it being the middle of the pandemic, staff were working remotely, and the impacts of COVID were taking a toll. There was a need to elevate their ambitions to the next level, and regenerate a new strategy for the university.

Idea collaboration to drive staff feedback and engagement

VU aimed to move away from the top-down approach, and wanted to co-design their strategy with staff and students. They used Medallia's idea collaboration platform, which they named The Workshop, to consult with staff through every stage of development. This ensured that staff felt heard and involved.

The Workshop provided a digital common space and community that drove authentic staff engagement. "We wanted our staff to feel empowered to be creative and brave, and engaged in forming our new strategic direction," said Natalie Meagher, Director, Strategy and Planning at Victoria University. "The great strategies are designed from the inside out."

The first phase of the approach began with creating "Challenges" where staff would respond to key questions, giving them the option to like or comment on discussion

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An organisational culture reset

By the time VU released the Strategic Plan, it was already ingrained as an organisational culture reset. By giving staff ownership over the strategy, it made their workforce feel valued and that everyone plays a part in shaping the future of the university.

They even created a persona called The Disruptor, to encourage staff to challenge ideas and the status quo (in a respectful way) and to provoke critical thinking. This was really well-received and the staff loved the intrigue.

The Strategic Plan was approved by the Council and launched in a 10-week sprint. Due to the success, VU will continue to grow The Workshop as their main hub for staff engagement.

About Us

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