



From Vision to Impact: Embedding Strategy into Daily Operations

Counterpart International Case Study

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Organizational Context

Company and Impact Snapshot

Counterpart at a Glance

(as of Jan 25)

Impact Snapshot



Core Mission

Strengthening civil society, advancing women’s leadership, promoting resilient food systems, and expanding access to essential resources.



Approach

Collaborate with grassroots organizations and public institutions to drive sustainable, locally led impact.



Organizational Scope

Operated in 15+ countries with ~400 staff across HQ and field offices, managing an active project portfolio of ~\$200M.



Global 5-Year Strategy

Unified leadership through a 5-year board approved corporate roadmap spanning functions and regions.



Accelerated Local Funding

Unlocked \$23M+ in local funding by increasing direct partner disbursements from 16% to 28%.



Drove Aligned Delivery

Improved performance with enterprise KPI frameworks and real-time performance dashboards

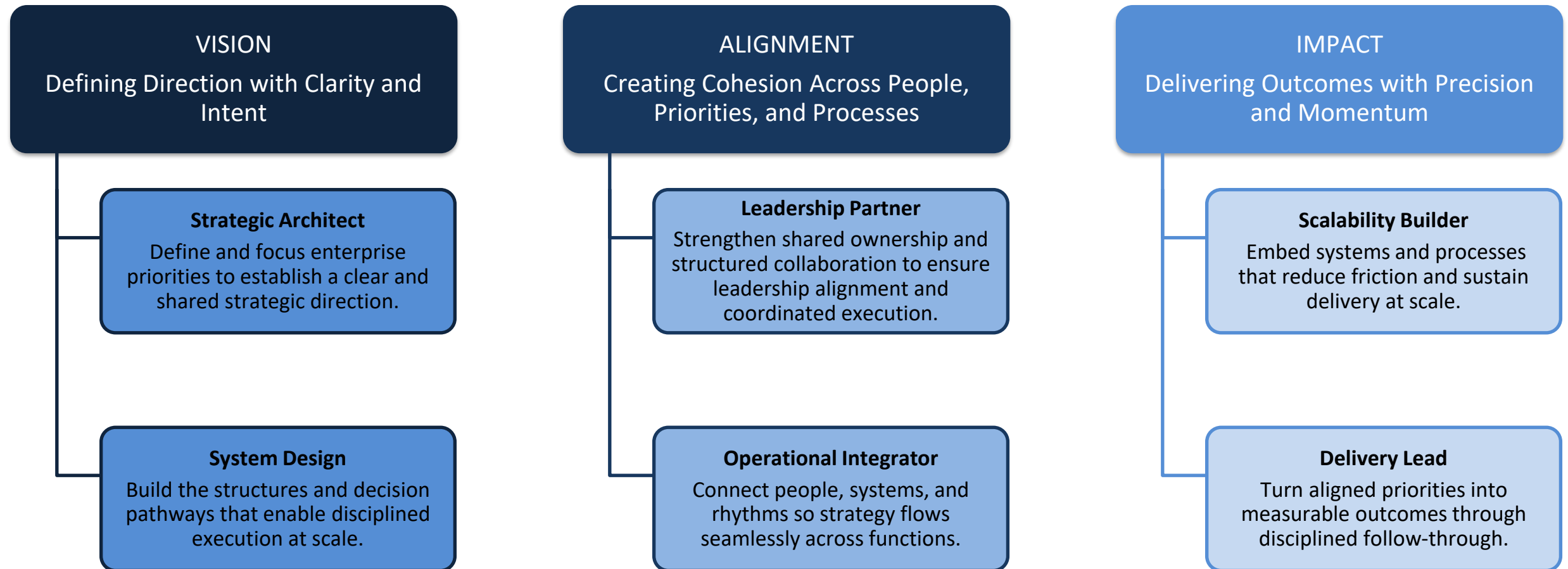
V.A.I Framework Overview

A Structured Approach To Turn Strategy Into Execution

The V.A.I Framework is designed to bridge the gap between what an organization aspires to do and what it can consistently deliver.

Built on three pillars and six execution pathways, it provides a structured approach to clarify priorities, align people and processes around measurable outcomes, and build systems that sustain performance and scale over time.

In this case, it served as the operating backbone for moving from strategic intent to organizational traction.



Known Issues

Fragmented Understanding, Ineffective Communication, and Inconsistent Delivery

Fragmented Understanding

Different parts of the organization operated with different interpretations of what mattered most.

No unified framework linked enterprise goals to departmental plans.

Execution often reflected competing assumptions rather than one aligned direction.

Ineffective Communication

Teams lacked visibility into how daily work tied to enterprise goals.

Top-down initiatives were often introduced without context, reducing engagement and ownership.

Limited communication channels weakened alignment across teams.

Inconsistent Delivery

KPIs weren't aligned to strategy, making real progress hard to track.

Performance expectations were vague and inconsistently applied.

Leaders lacked the structure to hold teams accountable in a fair, transparent way.

Strategic Objectives

Creating a single, shared understanding of enterprise priorities

Clarifying Priorities and Shared Goals

Enabling teams to anchor decisions, resources, and execution around clearly defined enterprise priorities.

Creating Operating Rhythm Linking Vision to Action

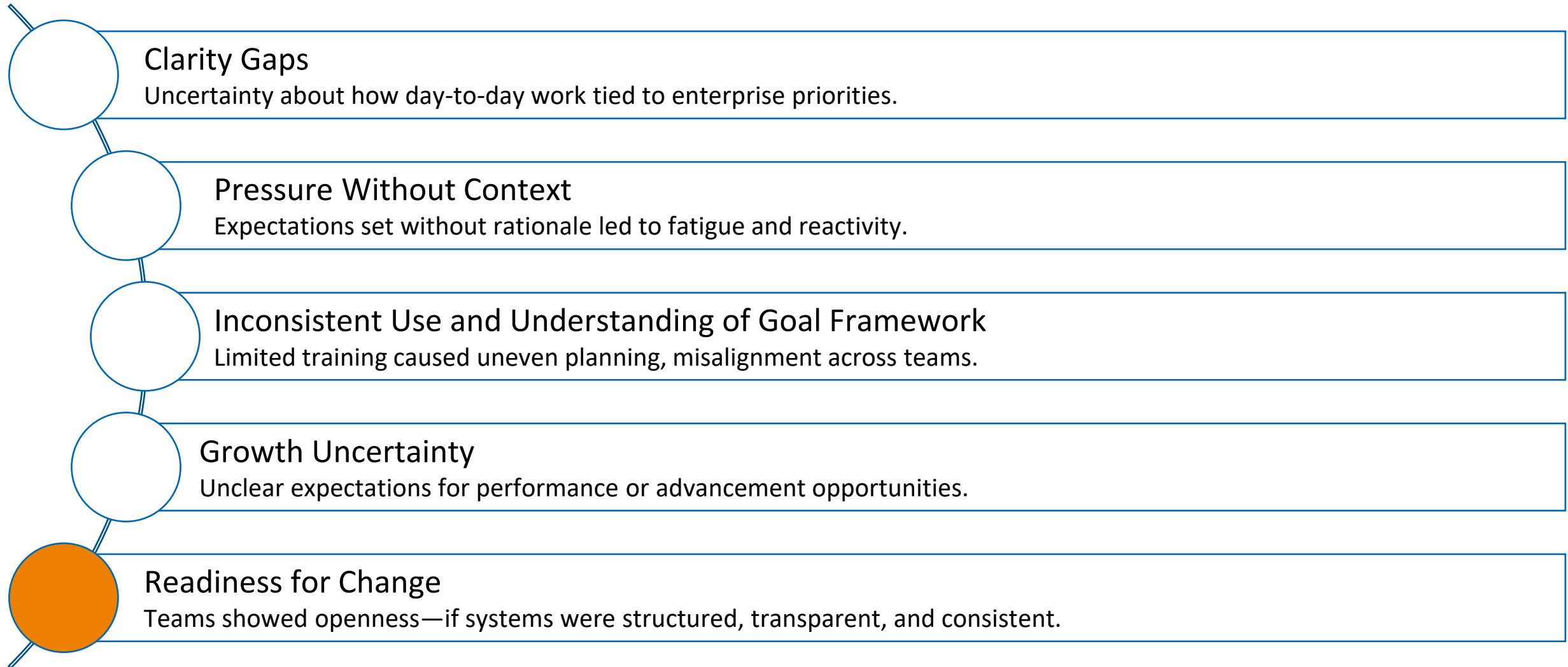
Building a predictable cadence that turns strategy from a static plan into a living execution system.

Building Accountability Systems and Measurable Outcomes

Designing transparent performance systems that make contribution visible and trusted.

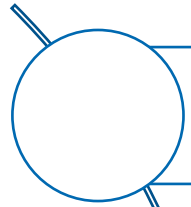
Organizational Findings

Staff Insights from the Listening Tour



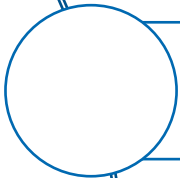
Listening & Insights

Engagement Survey Insights



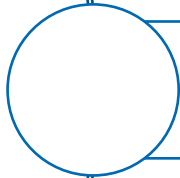
Mission-Aligned, Execution-Disconnected

Belief in the mission remained strong, but many couldn't see how their work supported it.



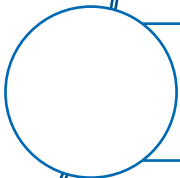
Limited Mobility Opportunities

Unclear advancement criteria and lack of stretch assignments drove disengagement.



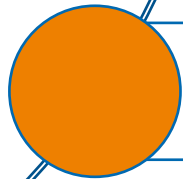
Disconnected Follow-Through

Feedback to leadership prompted action, but poor communication and partial fixes led to skepticism.



Lingering Disengagement

Participation was respectable but required repeated nudging, pointing to deeper morale issues.



Cautious Optimism

Staff were willing to re-engage—if future changes showed transparency and follow-through.

Designing for Alignment

Built for Today, Geared for Tomorrow

Start with Leadership

Co-designed the solution with senior leaders to build early momentum and shared expectations.

Lead with Clarity

Used transparent, practical messaging to connect the "why" to leaders' daily responsibilities.

Establish Consistent Cadence

Created simple, repeatable routines that made follow-through easy and sustainable.

Improve on What is There

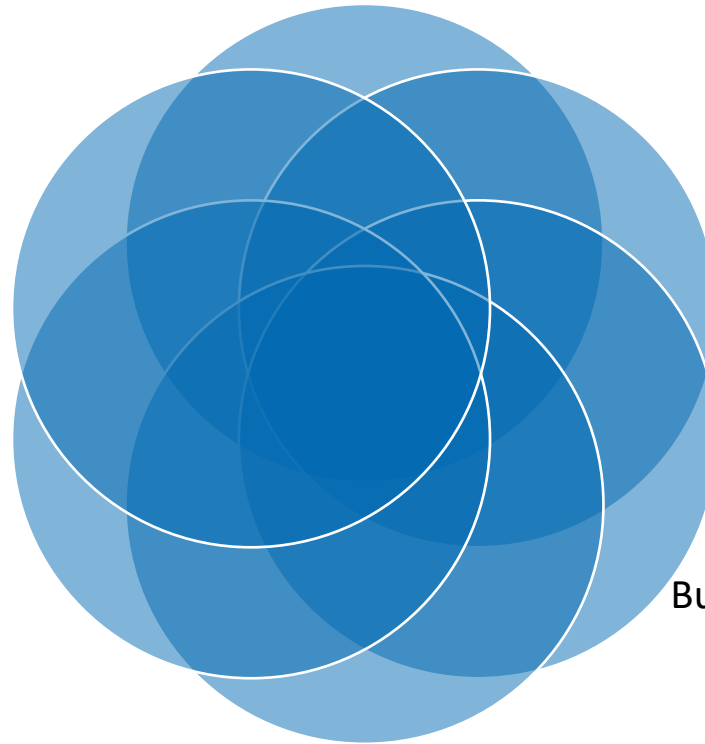
Refined the existing framework with clearer definitions and consistent application.

Design for Reality

Built to reduce noise and help leaders focus on what mattered most.

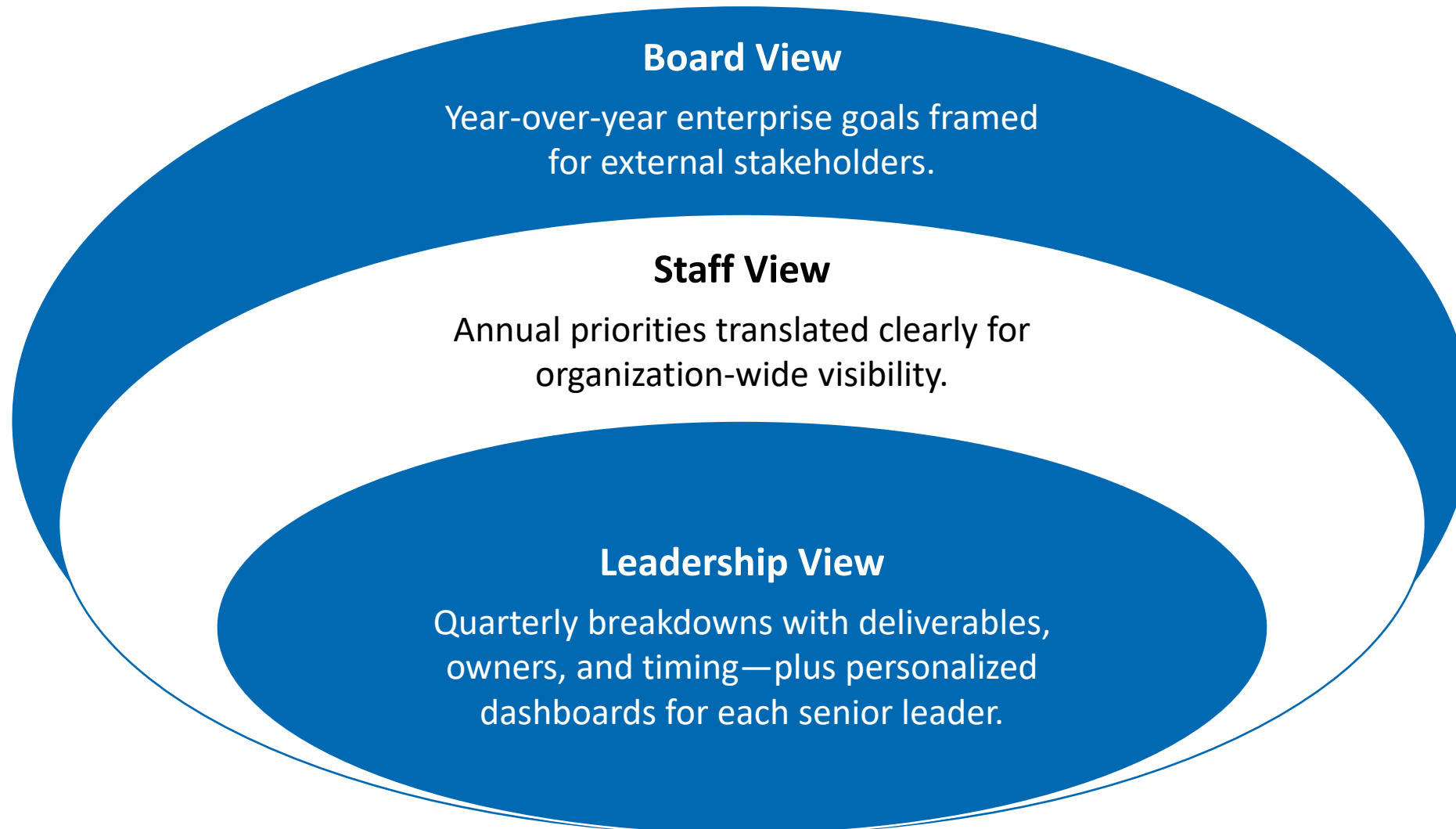
Be a Support Partner

Served as a hands-on resource—offering support without adding friction.



System Architecture

One System, Three Views



Execution Cadence

Light-Touch Rhythm

30–45 min check-ins designed to be efficient and useful.

Start-of-Quarter Check-In

Reviewed past performance and aligned on upcoming goals.

Mid-Quarter Touchpoint

Monitored progress, addressed blockers, and offered support.

Measurable Outcomes

Clarity, Ownership, and Results Across the Enterprise

Organization-Wide Success

Every department met or exceeded its targets—marking the first time in recent years that enterprise-wide goals were fully met.

Executive Endorsement

VPs called the system “game-changing”—citing its clarity, focus, and low-friction design.

IMPACT

Empowered Decision Making

Mid-level leaders used the framework as a “guiding star” to prioritize, push back, and deliver.

Expanded Framework Organization-wide

Partnered with HR to extend the framework to individual contributors—scaling clarity, alignment, and performance visibility across all levels.

Key Takeaways

What Drove Results That Stuck

Shared Ownership

Co-designed with senior leaders to build early buy-in and clarity.

Practical, Not Overbuilt

Built on existing system—kept it intuitive and easy to adopt.

Support Over Friction

Tools and check-ins reduced effort and boosted follow-through.

Grounded in Reality

Fit into daily workflows—not just layered on top.

Trust-Driven Alignment

Empowered leaders with just enough structure to stay aligned.