



(Re)Discovering Focus and Clarity

How do you define strategy?

Most of us use the term in reference to plans, objectives or activities. But strategy is much more comprehensive, isn't it? **A better definition of strategy is a facilitated conversation about what decisions must be made to achieve a new future state.** Strategy is about arriving at a moment when you know what needs to be accomplished (vision consistent with the mission) and then making decisions about what you will and won't do to pursue it. Put another way: **Strategy is the art of saying no.** Why? Because it means stepping away from one thing in order to pursue another.

How do you know if you should start strategic planning? Here are some diagnostic questions.

1. Are you satisfied with your current mission, vision, values, and value proposition statements?
2. Are you sensing that the organization is losing focus or clarity of purpose? Are your teams saying yes too often because they don't know when to say no?
3. Do you have a good sense of your operating space, your competitors, or what is generally going on among organizations similar to yours?
4. Have you been keeping track of your organization's success against your stated goals? Do all your teams have access to this information? Are you happy with this success?
5. Is your current strategy no more than three years old?
6. Do you have an operating plan that identifies specific tasks and projects with specific deadlines and people accountable for delivering these projects?
7. Does your strategy and operating plan determine your budget every year?
8. Is your board aware of the plans of staff and their progress towards the aims of the organization?
9. Do you wish you had more time for innovation or exploring new channels of value for your clients or members?
10. Can anyone associated with your organization describe your purpose in a sentence?

"STRATEGY IS ABOUT MAKING CHOICES,
TRADE-OFFS; IT'S ABOUT DELIBERATELY
CHOOSING TO BE DIFFERENT."

MICHAEL PORTER

Lifehack Quotes

Milestones of the StrategyHike

Milestone	Key Question for Milestone	In Other Words...
Getting Prepared	What is my mindset?	What do we know about the terrain?
Reflection/Research	What do we need to learn?	
Evaluating the culture	What is our 'operating system' and is it healthy?	
Mission	What is our purpose?	Why are we doing this? Where are we going?
Vision	What do we want to accomplish?	
Motto	How do we make it memorable?	
Value Proposition	What is our unique contribution?	
Opportunity Statement	What do we need to seize in this moment?	What is most important?
Strategic Themes	What do we need to focus on?	
Result Expected	What does success look like?	
Urgency Goal	What must be done now?	
Culture Enabler	What do we need to change about ourselves (practices, behaviors)?	How are we getting there?
Objectives	What must we do to achieve the result?	
Initiatives	What specific tasks do we need to accomplish?	
Accountability <ul style="list-style-type: none"> ● Who ● When ● Measures 	Who is going to carry out the tasks and how will we know it's making a difference?	Will we be safe?
Multi-year Operating Plan	What's the medium-term view?	
Financial Plan	How is it going to be resourced?	
Change Management	How do we help our people?	
Communication Plan	What do our people need to hear and how often?	

**A VISION WITHOUT A
 STRATEGY REMAINS
 AN ILLUSION**

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