



Strategic Planning Process Facilitation

1. Situation analysis
 - a. What is your current state?
 - b. What are your accomplishments, misses, wins, losses?
 - c. What feedback have you received from your stakeholders?
 - d. What has changed or is new in technology, demographics, compliance requirements, economic opportunity, etc. since your last review?
 - e. How do you as leaders feel about the state of the organization?
2. Vision and mission
 - a. If you have one, review and refresh in the context of the above and to make sure it is enabling the larger organization with achieving their vision and mission.
 - b. If you do not have one, create from scratch with a broad-based group of stakeholders.
 - c. In either case, relevance and resonance matter most.
 - d. Definitions
 - i. Vision is what you want to be known for externally and internal (or what do you want people to say about you)
 - ii. Mission is what you do every day (or what would not be happening if your department or organization did not exist)
3. SWOT analysis
 - a. Do this in the context of your desired vision and mission, not your current state. That is the difference between this step and #1.
 - b. Strengths and weaknesses are generally internal.
 - c. Opportunities and threats are generally external, but not always.
 - d. Brainstorm a fully exhaustive list and then see if you can consolidate into themes.
4. Barriers and obstacles
 - a. What are the biggest barriers or obstacles to your department fully and consistently achieving the vision and mission?
 - b. Brainstorm a fully exhaustive list first.
 - c. Then use a 2x2 grid with Impact on one axis and Resource on the other axis to plot the barriers and obstacles. (Example in Appendix)
5. Strategic priorities
 - a. Use this prioritization exercise as a guide to select the top 3 strategic priorities that you want to go after over a 3-year time frame.
 - b. They should be strategic, not tactical.
 - c. Three (3) is a manageable number that is also tied to how many things the brain can resolutely recall.



6. Goals
 - a. For each of the 3 strategies, identify the top 3 specific goals, tactics or plans which will ensure that each priority is achieved.
 - b. Each goal should be executable over no longer than a 3-year time horizon.
 - c. They should also be specific, measurable, achievable, realistic, and time bound.
 - d. Sometimes there are goals which can help achieve more than one strategic priority. That would be nirvana.
7. Resources and structure
 - a. For each goal
 - i. Who is accountable for it?
 - ii. What other resources will it involve?
 - iii. What will the cost be?
 - b. Map out your internal resource needs for years 1-3
 - i. Headcount
 - ii. Total budget
 - iii. Compare that to year 0.
 - c. What changes need to happen to your organization structure to efficiently get the work done?
8. Checks and balances.
 - a. How does all this fit with the downstream and upstream departments which you interact with?
 - b. Can your organization afford your budget needs that are requisite to achieve the desired strategic plan?
 - c. Refresh the strategic plan based upon 8a and 8ab.
9. Execution
 - a. 360-degree communication is key along the way, especially after it is finalized
 - b. Use the What, Why and How communications model and any important Change Management concepts to get full buy in
 - c. Create an annual calendar, with tactics broken down by quarter which need to be properly executed to bring the plan to fruition.
 - i. This would include obtaining the resources, staff, and structure you need and is approved to execute the plan.
 - d. There is a fantastic book called Execution: The Discipline of getting things done by Larry Bossidy and Ram Charan which I highly recommend.
 - e. Make sure you celebrate and recognize success and failure along the way.
 - f. Building and sustaining a strong culture is the glue which makes a strategy successful or not.

Note: Some of this is done as pre-work. Also works best to conduct in at least 2 sessions.

Appendix

