

TRY IT

Being Strategic

Challenge:

WHAT IS	Key Strengths (internal)	Key Weaknesses (internal)
	Key Opportunities/Support (external)	Key Threats (external)

WHAT'S THE HOPE	Time frame (date when challenge will be addressed): Most important elements of my hoped-for future:
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WHAT'S IN THE WAY	Key internal obstacles to achieving the vision	Key external obstacles to achieving the vision
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WHAT'S THE PATH—STRATEGIES, THEN TACTICS	Strategy #1		
	Tactic	Owner	Due Date
	Strategy #2		
	Tactic	Owner	Due Date

WHAT'S THE PATH—STRATEGIES, THEN TACTICS	Strategy #3		
	Tactic	Owner	Due Date

EXAMPLE

Being Strategic: HR Field Organization

Challenge:

How can we get key initiatives embraced and implemented successfully by all our 'clients'?

WHAT IS	Key Strengths (internal) • HR has a strong relationship with business unit • Initiatives help managers achieve their goals in the long term • Initiatives are supported by senior leadership	Key Weaknesses (internal) • Competing priorities for manager's attention • Perception of too many new initiatives rolled out in succession • Some managers don't see the value of changing
	Key Opportunities/Support (external) • Communication tools available that can make implementation faster and easier • Ability to pull in extra resources from Corporate for roll outs	Key Threats (external) • Speed of market shifts makes it challenging to keep initiatives relevant and 'just in time' • Unique regional needs means one size doesn't fit all

WHAT'S THE HOPE	Time frame (date when challenge will be addressed): October 2016 Most important elements of my hoped-for future: • You Deserve a Break Today Managers see how new initiatives will support their business and personal success. • Easy as Pie Simplified and consistent 'look and feel' make all roll outs easier to understand and do. • Listen to Learn We listen to managers to make roll outs better now and and in the future. • Make Change We use change management tools to support roll outs and share best practices with one another.
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WHAT'S IN THE WAY	Key internal obstacles to achieving the vision • HR Consultants spend disproportionate amount of time fighting fires vs. initiative implementation. • We're overwhelmed with lots of initiatives at once.	Key external obstacles to achieving the vision • Speed of market change impacts relevance. • Unique regional needs.
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WHAT'S THE PATH—STRATEGIES, THEN TACTICS	Strategy #1 Always build our business case for new initiatives from the manager's perspective.		
	Tactic	Owner	Due Date
	1. Hold focus groups to get input on what will motivate them to give high priority to the new initiative.	Connie	March 1
	2. Pilot next initiative in two sales offices and use resulting data to build business case for other locations.	Beth	May 1
	3. Create template of 'Top 10 list' which highlights the benefit to the managers of any new initiative.	Tom	May 31
	Strategy #2 Grow the HR team's skill at guiding managers through change.		
	Tactic	Owner	Due Date
	1. Find a change management training provider and pilot class with HR Directors first.	Beth	May 1
	2. Get HR Directors to sponsor change management workshops with their HR teams.	Beth	June 31
	3. Create an electronic change toolkit that all HR managers can access when introducing a rollout.	Beth	July 31

WHAT'S THE PATH—STRATEGIES, THEN TACTICS	Strategy #3 Simplify the materials managers (and HR) need when rolling out new initiatives.		
	Tactic	Owner	Due Date
	1. Create a standard communication template for all new initiatives (include: Who, What, When, Where and How).	Meghan	April 1
	2. Create talking points for managers and HR for consistent messaging on new initiatives.	Alex	June 31
	3. Create an intranet page to house all communication materials for new initiatives. (One-stop shopping for managers and HR to get what they need quickly.)	Alex	July 31