

BEING STRATEGIC

Consistently making those core directional choices that best move you toward your hoped-for future.



STEP 1: DEFINE THE CHALLENGE

- Ask "What isn't working?"
- Ask "How can we/1...?"
- Ask "Would this feel like success?"

STEP 2: WHAT IS?

- List key positives and negatives of the current situation relative to the challenge.

STEP 3: WHAT'S THE HOPE?

- Pick a time frame for success.
- Describe what success looks and feels like.
- Select the key elements.

STEP 4: WHAT'S IN THE WAY?

- Identify the most likely and most problematic obstacles—internally and externally.

STEP 5: WHAT'S THE PATH?

- Build the plan: Strategies first, then tactics with what, who and by when.



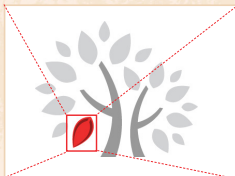
REPOSITION Review progress, assess what's changed, and update the path accordingly.

STRATEGIC SKILLS

BE A FAIR WITNESS



PULL BACK THE CAMERA



SORT FOR IMPACT



Confirming you've completed each step

DEFINE THE CHALLENGE

- Have you given enough time and attention to “what’s not working”?
- Have you avoided defining the challenge so specifically that it proposes a part or all of the solution?
- Will meeting the challenge as defined feel like success to all involved?

WHAT IS

- Is the description of current state directly related to the challenge question?
- Is the content fact-based and objective?
- Is the content balanced between internal and external positives and negatives?
- Does the SWOT describe current state, not what to do about it?

WHAT'S THE HOPE

- Is the time frame for addressing the challenge realistic?
- Do the vision elements describe a destination, rather than how to get there?
- Is the vision a “reasonable aspiration”?
- Are there no more than six vision elements?

WHAT'S IN THE WAY

- Are the obstacles prioritized—those most likely to arise and most problematic if they do?
- Is there adequate attention on “internal” obstacles (those within the group responsible for the plan)?

WHAT'S THE PATH

- Were strategies (a core directional choice) created before tactics (a specific action to implement the strategy)?
- Are the strategies statements of intention and directional?
- Is the time frame for strategies longer-term?
- Does each tactic describe an action with a specific due date and owner?
- Are the strategies and tactics feasible, impactful, and timely (FIT)?

Staying on Track

- Is there clear accountability with mechanisms to follow-up, assess progress and improve the plan ongoing?
- Is there a clearly designated “Keeper of the Flame” who acknowledged his/her role during meeting?