

Strategy Development Events and Strategy Review

Purpose and format

This activity is intended for the Executive Team in an organisation (or sometimes large departments) to develop or review organisational (or departmental) strategies.

The exact content will be tailor-made to suit the circumstances and will take into account whether or not there are already strategies in place, how long ago they were developed and how successful they have been. The event can include:

- Developing or reviewing the organisation's Annual Corporate Planning Process
- Mission and Vision review
- Defining the Strategy Horizon (i.e. what period the strategies are intended to cover)
- Listing the new strategies or reviewing the existing strategies
- Articulating the 'what' for each strategy
- Populating the 'whys' and 'hows' for each strategy
- Populating the Strategic Achievement Measures for each strategy
- Identifying next steps

These are highly practical events and this type of activity usually requires 2 days. The activity gets easier and quicker year-on-year.

Possible contents

The content will be designed to fit the situation and typically includes:

- Individual Perspectives - Strategic Review
- Leader Speaks
- Development of new strategies or review of existing strategies
- Planning for strategy deployment, design or review of the Annual Corporate Planning Process
- Annual Planning - production of a Project Steering Grid for the coming 12 months
- Input from ourselves - Strategy teach-in/refresher

A potential next step

Executive Teams that have some experience of strategy development and review should plan for rapid involvement of the Next Tier Down of managers - i.e. Heads of Service/Direct Report to Directors. This can be as soon as the next day depending on the level of previous experience.

How we work with you

Stage 1 - Planning meeting

We will hold a meeting with the leader of the organisation or department to find out the background, the status of any current strategies, objectives, who is involved, issues and other relevant information. If necessary, 1-1 meetings can be held with other key individuals to find out their viewpoints.

Stage 2 - Proposal

We will prepare a proposal outlining the structure and contents of the event.

Stage 3 - Delivery

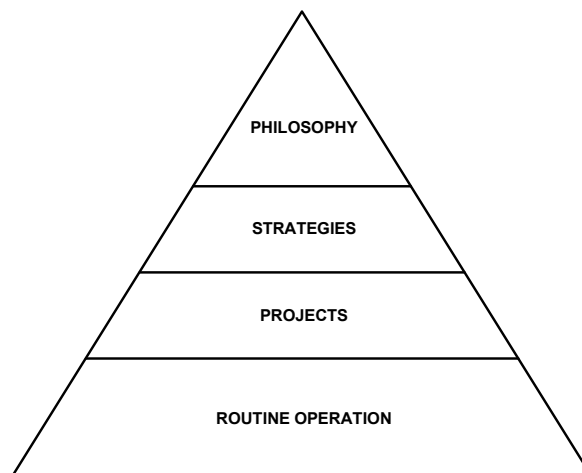
We facilitate the event.

Stage 4 - Review letter and review meeting

Finally we will provide a review letter and then hold a review meeting to share reflections, find out what's happened since and give guidance on next steps.

The Organisational Activity Model

This is the key model we use for developing philosophy, strategy and projects:



The Organisational Activity Model explains the different types of activity in an organisation and puts strategy development into context. Work gets done and the customer is served through routine operation. Routine operation is improved through projects. Projects are set up as a result of strategies. Strategies are developed as a result of philosophy - principally the Mission and Vision of the organisation.