

STRATEGY MADE SIMPLE

Review and/or establish

1. **Vision** – clear and compelling for members and funders to buy into.
2. **Purpose/Mission** – strategic view of how the Vision will be achieved.
3. **Current State** – understand where the business is, right now. How the management team and staff feel, what perceptions the management team has of the business, what perceptions others have of the business and what tangible results have been achieved.
4. **Values** – critical to identify. These drive beliefs and attitudes, beliefs and attitudes drive behaviours.
5. **SWOT** – where do current skills lie, what blind spots and real strengths does the business have.
6. **Desired Future State** – flesh out the Vision into how the management team and staff would feel if it was achieved, what perceptions the management team would have of their business and what perceptions others would have of the business if the vision was achieved and what tangible results would have been attained if the vision was achieved.
7. **Key Result Areas (KRAs)** – those areas that it is critical to achieve in for the Vision to be realised.
8. **Goals** – establish a measurable and specific goal for each of the KRAs.

1 – 8 form the Strategic Plan

9. **Annual Plan** (or Operational Plan or Business Plan) – specific for the 12 month period. For each of the KRAs and their Goals, develop Objectives, Activities, Who, When and What Success Would Look Like (or KPIs).
10. **Job Descriptions** – extract from the Annual Plan all the activities that relate to the same person/role.
11. **Establish a Monitoring and Review process** – so that managers can identify when someone needs support and they have a structure to hold people accountable for what they have committed to do.

There is no short cut to working through this process. It takes time, lots of it. This needs to be weighed up against the pain and cost of not investing time.

By actioning these steps the result will be a management team that has a clear understanding about what the business stands for, where it is going and what needs to be done to get there. Alignment and buy-in is an outcome. Then with the management team members empowered to act, the motivation will be there for the hard part, implementation.