

The Anatomy of Strategy

Strategy has many parts. There is the visionary part that requires long-term thinking. There is the action part that puts the focus on the short-term steps. Further, there is a technical analysis that leads to the discovery of trends and patterns. Finally, there is the conceptual work of making sense of what you have discovered. Like any integrated system, the overall health of your organizational strategy depends on the strength of the individual parts.

YOUR VISION

YOUR ACTION



Reflection is about looking inward in search of clues... Specifically, a healthy strategy is built on an understanding of the following:

- What is our current strategic position?
- How did we get here?
- What have we learned about ourselves and the people we serve?

Investigation is about looking outward in search of opportunities to enhance mission impact. Rather than the “next big thing,” strategic opportunity is often incremental resulting from careful analysis of the following:

- Is there unmet need among our target population?
- Are the needs of our target population changing?
- What other options are emerging for our target population?

Aspiration is about moving forward, armed with a deep understanding of ourselves and the people we serve. The desired destination is that “sweet spot” that allows us to create the greatest mission impact in the most sustainable manner. The destination emerges from consideration of the following:

- What do we desire to be?
- What does the community need us to be?
- What do we have the ability to be?

Track events begin with the commands, on your mark...get set...before the firing of the starting gun. **Implementation** planning is about getting set before taking action. Implementation planning addresses the following:

- What are the three to five strategic priorities that will guide us forward?
- Are our human and financial resources aligned with the strategic priorities?
- What is our timeline for execution, including expectations for key milestones?

Evaluation is best understood as a mindset. The days of predict/plan/control are long-gone. Instead, we are in an environment that requires a fluid approach to tracking progress in attaining strategic goals. The evaluation mindset is shaped by periodic discussions around the following questions:

- What were we thinking then?
- What has happened since?
- What do we do next?



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