

Strategy Definition Tools

From the webinar
"Deployment: Turning Strategy Into Action"



For more information email us at info@agilityze.com

Tool: TOWS Strategizer

PURPOSE: To help a team develop effective strategies focused on business mission and vision and that are responsive to the external environment and internal conditions.



PREPARATION

1. Clarify mission, vision, values, and business strategy. Conduct a visioning exercise.
2. Gather and research data related to the current external environment (e.g., market, social, political, economic forces) and internal conditions (e.g., financials, operations, people, customer feedback, etc.).
3. Conduct discussion with team of people with diverse views of the organization.
4. Prepare flipcharts or whiteboard to look like the graphic above. Leave plenty of space for people to write their input.

FACILITATING THE DISCUSSION

1. Briefly review and discuss each element of the model (Threats, Opportunities, Weaknesses, Strengths).
2. For S/O strategies, ask: what is one key opportunity that we could take advantage of by using one of our strengths? How?
3. Ask probing questions as needed and document their input on the prepared flipchart/whiteboard space. Instruct them to suspend judgement until the prioritization exercise.
4. Repeat the process using similar questions to identify S/T, W/O, and W/T strategies.
5. Summarize and verify that there is collective understanding about each of the strategy ideas before moving onto the prioritization exercise.

Tool: Cost/Benefit Prioritization Matrix

PURPOSE: To help a team identify the vital few strategic priorities.

COST/DIFFICULTY	High	9-FORGET IT!	6-Maybe, but...	4-Maybe later/Proceed deliberately
	Medium	7-Nice, but...	5-Maybe, if...	2-Do it soon!
	Low	8-Maybe not	3-Do it later	1-DO IT NOW!
		Low	Medium	High
		BENEFIT		

PREPARATION

1. Clarify mission, vision, values, and business strategy. Conduct a visioning exercise.
2. Conduct a TOWS discussion to create list of potential strategic priorities.
3. Verify collective understanding of each item on the list.
4. Populate spreadsheet tool with the ideas from the TOWS exercise.

FACILITATING THE DISCUSSION

1. Explain the matrix and develop a common definition of high, medium, and low for both Cost and Benefit.
2. Briefly review the list of ideas (do not discuss them).
3. Starting with the first idea, ask:
 - What would be the benefit if this was successful? Why? How?
 - How difficult or costly would this be? Why? How?
4. Repeat for each item. Keep the group focus and prevent them from going into story-telling or problem-solving.
5. At the end, review and compare across all items to verify all the ratings and make any changes necessary.
6. Ask group to make a choice of the vital few (2 or 3 items).