



BACKGROUND

An industry leader reached out to bring a fresh approach to their strategic planning.

Their last strategic planning effort defined a significant growth goal with little to no strategic direction on how to achieve this big leap forward.

WHICH COMES FIRST?

A Case Study in
Strategic Thinking
Alignment

THE STRATEGIC DILEMMA

Their BHAG (Big Hairy Audacious Goal), provided initial enthusiasm but left each department head to define how to accomplish goals in relative isolation.

After two years of allocating resources based on the viability of each plan presented, complexity was growing, and unity within the leadership team was in short supply. There were calls for “a real vision.” Team leaders reporting to the executive team asked. “What is the plan?” Their BHAG had left them over budget, behind their deadlines, and vulnerable to competitive pressures.

A Case Study in Strategic Thinking Alignment

THE ENGAGEMENT AND OUR APPROACH

Over nine months, the Focused Momentum LLC (FM) team worked with the executive team and select unit managers to complete a comprehensive strategic planning process (a Strategic Summit® engagement). The planning team began with a full strategic assessment of the company's market dynamics as well as an analysis of the strengths and weaknesses of its current plan and business model.

The FM team used the insights gained from the strategic assessment to deepen the planning group's understanding of where the company was today and how it might leverage what it had to a higher degree in the future.

Before the first group planning session, the FM team also developed a robust strategic hypothesis to flesh out the strategic thinking that formed the original BHAD so that during the session, the entire group could develop a rich and shared holistic vision of future success. The gap between their strategic assessment and their hearty vision established clear priorities for how it should proceed forward, but with resources already committed, we could not stop there.

In the next phase of the project, the FM team guided small groups of strategic development teams through a process to elaborate on the significant shifts to be made and create a recommended plan for each. These "Strategic Initiative" plans were then presented in another group strategic planning session and integrated into one comprehensive company-wide strategic direction.

THE RESULT

This in-depth planning effort resulted in significantly higher clarity on priorities and increased accountability to execute this plan. It also created greater alignment across the organization, making it easier to make tough decisions. Because so many in leadership roles participated in strategy development, each had a deep understanding of what they were ultimately striving to achieve and why shifts would be necessary.

Economic shifts and market changes aside; they are still using this plan to guide their decision-making ten or more years later.