

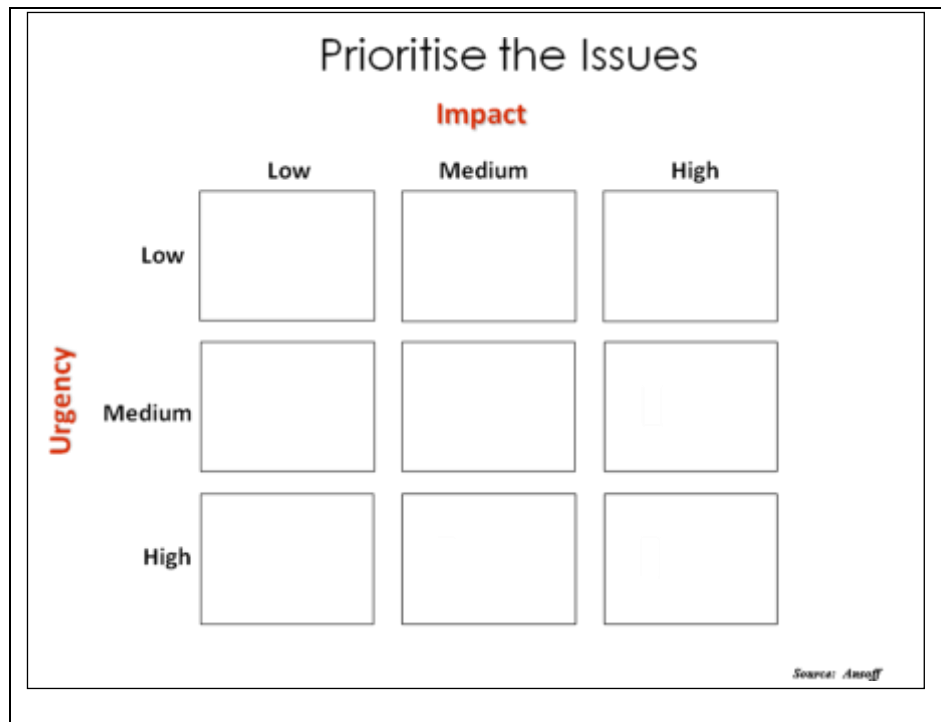
CRITICAL ISSUES PRIORITISATION MATRIX

Executives often get caught in the activity trap. They work hard but are not effective.

Ansoff originally developed a matrix to assist executives to focus on what is important. The matrix is based upon two constructs:

Impact

Your assessment of what is high, medium or low impact on the business will largely be subjective



Urgency

Urgency clearly relates to time. It is the time frame within which we will **begin** to address the issue. Some issues can be addressed relatively quickly. Others may take years to accomplish.

The scale on the urgency axis is determined based upon the strategic and operating context (e.g. making bread will tend to have short timeframes compared to building and operating power stations). A sudden change in the 'rules of the game' or competitive landscape may determine the urgency scale.

- **High** urgency issues – work would probably begin within the first quarter of the planning period, e.g. within the first three months of an annual planning period
- **Medium** urgency issues – work should begin within the financial year i.e. within the next 12 months
- **Low** urgency issues – work should begin in the following period i.e. after year 1 but before the end of the planning horizon (2-5 years).

Determine your urgency scale.

List all your critical strategic issues. Prioritise them in accordance with impact and urgency. Ensure that all your colleagues agree. Focus on the high impact High Urgency issues first, followed by the Medium Impact High Urgency issues and then The High Impact Medium Urgency issues.

For more information see the Strategic Fit Taking Action Module.