

## STRATEGY DEVELOPMENT CHECKLIST

Critical strategic Issues are what generally prevent executives from achieving more of their goals. We therefore use critical issues as the point of departure for formulating strategies. Effective strategies result when you apply the Strategy Development Checklist below

<b>Objectives</b>	<ul style="list-style-type: none"> <li>◆ The result to be achieved in resolving the issue</li> <li>◆ The ultimate outcome must be realistic and achievable</li> <li>◆ Must be quantifiable and therefore measurable</li> </ul>	WHAT
<b>Strategies</b>	<ul style="list-style-type: none"> <li>◆ How will the objective be achieved</li> <li>◆ What methods or means will be used</li> <li>◆ Strategies must support every objective</li> <li>◆ Strategies can be divided into actions</li> </ul>	HOW
<b>Actions</b>	<ul style="list-style-type: none"> <li>◆ The nitty-gritty detail and activities supporting the strategy</li> <li>◆ Indivisible bite-size "work" packages</li> <li>◆ Allocate resources</li> <li>◆ Define accountabilities</li> <li>◆ Set time schedules</li> <li>◆ Specify budgets</li> </ul>	WHAT WHO WHEN
<b>Performance Indicators</b>	<ul style="list-style-type: none"> <li>◆ How will success be determined</li> <li>◆ When do we know when we have achieved our objective               <ul style="list-style-type: none"> <li style="width: 33%;">– input</li> <li style="width: 33%;">– output</li> <li style="width: 33%;">– efficiency "doing it right"</li> <li style="width: 33%;">– process</li> <li style="width: 33%;">– outcome</li> <li style="width: 33%;">– effectiveness "doing the right thing"</li> </ul> </li> </ul>	WHAT

An issue can translate into one or more objectives and one objective can relate to several issues. We apply the checklist by asking the following questions and ensuring conformance with each dot point.

**What** is the tangible, measurable outcome you want to achieve within a stated timeframe? An objective can translate into one or more strategies and one strategy can relate to several objectives.

**How** will the objective be achieved? There are only 8 genuine strategic pathways, viz Fast response (effectiveness), low cost (efficiency), surprise (innovation) and loyalty (strong relationships) or valid combinations.

**Who** will be ultimately be accountable for the results? **When** can the results be delivered? **What** resources (people, money, technology, equipment etc.) will be required to deliver the expected results? Finally, **What** metrics will be used to measure our progress along the journey?

For a detailed step-by-step explanation of how to apply the checklist, buy the Strategic Fit Taking Action Module