

Strategic Thinking Framework

01/07/2016

Sessions	Activities	Discussions	Deliverables
1.	1. Scan External Environment	<p>What forces or trends will influence our future?</p> <ul style="list-style-type: none"> Consider economic, technical, governmental/regulatory, demographic and customer/stakeholder trends Analyze customer needs Analyze competition 	1. Scanning the External World
	2. Determine Critical Implications	<p>What is going to shape our future?</p>	2. Key Forces/Trends and Implications
	3. Develop Desired Future States	<p>What is our vision for where we want to be?</p> <ul style="list-style-type: none"> Formulate or update our future state vision Describe service/product being provided Describe the audience for the service/product Describe what is distinctive about the service/product 	3. Preferred future state headlines and bulleted description
	4. SMARTify Future States to Strategic Objectives	<p>What are the Specific, Measureable, Attainable and Realistic outcomes desired within a Timeframe?</p>	4. SMARTified Strategic Objectives
2.	5. Assess Current State	<p>What are the strengths and weaknesses of the organization in regard to reaching the desired future state?</p>	5. Strengths, Weaknesses, Opportunities and Strengths (SWOT) Worksheet (Use Opps and Threats from activity #1)
	6. Do a Gap Analysis	<p>What are the gaps that must be filled to achieve the desired SMARTified objective?</p>	6. Gap Analysis
	7. Develop Tactics to Reach Objectives	<p>What will move us to the desired future state? What tactics will we use to move us to the desired future states?</p>	7. Tactics to Achieve Objective 8. Modified Objectives (if needed)
3.	8. Outline the Strategy	<p>Outline the action plan, milestones, costs, accountabilities and measures.</p>	9. Goals, Objectives, Strategy, Tactics and Measures

Based on 2015 MOR Associates, "Introduction to Strategic Thinking" from the MOR Leaders Program