

## STRATEGIC PLANNING

*To see into the*

*Unknown*

*Future*

*First*

*We must know*

*How to*

*Be*

*Present*

Strategic planning is a process not an event.

All too often leaders approach strategy as if it is something to be scheduled and completed annually.<sup>1</sup> Not fully appreciating that strategy is a plan of action to achieve major aims. With the very nature of life meaning that the conditions we are operating in are continuously evolving – impacting on the actions required and sometimes even redefining our aims.

Like any journey into the unknown, you are far more likely to reach your intended destination with a clear map. Easy to say, far more difficult to do. Unlike mapping geography which can be physically travelled to and mapped along the way, mapping the future requires travelling through time.

Which requires a different type of map making.

Strategically mapping your future can best be thought of as a weather map rather than the classic road map. A road map implies clear pathways, whereas the reality is constantly shifting conditions that require closer monitoring and course adjustments.

To navigate uncertainty with greater confidence and momentum, teams require the visionary clarity of strategic focus – like guiding lights through the haze of an ever-changing environment. Enabling us to scan the horizon to adapt to the shifting conditions ahead. Evolving our approach while remaining focused on clear goals and the ultimate destination.

STRATEGY MAP											
Known		PAST		Inspiration	PRESENT	FUTURE	Unknown				
Trends	Capabilities	Insights	Innovations	Strategies	Goals	Vision	Scenarios				
Social	People	Leap #1	What if we...	Focus #1	Customer	Looking ahead	Preferable				
Technological	Process	Leap #2	Adapt	Focus #2	Financial	we see...	Probable				
Economic	Platform	Leap #3	Combine	Focus #3	Process	Quarter	Plausible				
Environmental	Performance		Substitute		Growth	Year	Possible				
Political			Simplify			Sustainability					
Legal			Modify			Generational					
Ethical			Reverse								
<b>MINDLEAP</b>			<b>LEVERAGED</b>					<b>EXPANSIVE</b>	<b>ACTIVE</b>	<b>PROGRESSIVE</b>	
Futurework Skills			Inclusive Digital					Collaborative Innovative	Adaptive Impactful	Visionary Strategic	
<b>Values</b>	Value #1	Value #2	Value #3								
<b>Purpose</b>	Why? We're here to... / We believe... / We're on a mission to...										

FIGURE 3: A Strategy Map provides a framework for developing a strategic plan of action to achieve your major aims

Download the full Strategy Map template at [www.futurework.tools](http://www.futurework.tools)

When you work with a Strategy Map begin with the end in mind – starting on the right by exploring future scenarios to help guide your vision ahead...

## Progress Forward

- *Scenarios* – Give structure and clarity to the unknown by defining possible to preferable scenarios, informing the capabilities and strategies required.
- *Vision* – Navigate through uncertainty with a vision beyond generic ambition, creating a compelling big picture view of the future state of your organisation.

## Actively Plan

- *Goals* – Strategy requires a plan of action designed to achieve major aims, so clearly defined and tracked goals are critical to strategic progress.
- *Strategies* – Strategic focuses need to be simply memorable to inform action, while being complexly unique to provide competitive advantage.

## Expand Possibilities

- *Innovations* – Leap forward by collaboratively reflecting on the past, reimagining the present and creating the future from diverse perspectives.
- *Insights* – Stand on the shoulders of giants to see beyond the haze of the unknown, by exploring insights from the knowledge and experiences of others.

## Leverage Resources

- *Capabilities* – Leverage existing capabilities while developing an organisation that is ready for the future of work.
- *Trends* – Adapt to strategic shifts needed by anticipating and responding to disruptive trends ahead of their impact.

## Build Certainty

- *Values* – Align priorities and cultural behaviours through collaboratively defined and lived values.
- *Purpose* – Provide stability and intrinsic motivation with an inspiring and deeply believed reason for being.

## Leap Ahead

- *Mindleap* – Solve complex challenges by shifting fixed mindsets into future-focused leaps in thinking.

Strategic plans do not exist in isolation. A successful strategy is a considered plan of action that can also adapt to the changing environment. When developing your strategy, consider the broader context that you are operating within. Mapping the wider world and your course through it.

Seeing the bigger picture.

## CHAPTER SUMMARY

- Progress forward by defining scenarios and visioning future possibilities ahead.
- Actively plan clear goals and memorably unique strategies.
- Expand possibilities with diverse innovations and visionary insights.
- Leverage resources with future ready capabilities while also anticipating trends.
- Provide certainty through values and purpose while overcoming uncertainty with leaps in thinking.