

Developing Leadership's Perspectives

Creating a Shared Vision

Engaging the Organization in Action

Reinforcing with Accountability



Agreeing on the Process	Collecting Stakeholder Perspectives	Researching Key Questions	Creating a Vision	Defining Near-Term Priorities	Building Strategy Ownership	Readying the Organization	Planning for Action	Allocating Resources	Measuring Progress	Reviewing and Adjusting
Leadership agreements on the planning process provide the foundation for collaboration.	Input from diverse stakeholders captures wide perspectives on important questions.	Targeted research and analysis creates the data to support planning decisions.	A detailed, time-based vision provides a motivating target and aligns activities.	Near-term priorities define the focus for strategic initiatives.	Review with a wider group of managers refines the vision and builds ownership.	Leadership's personal communication of the strategy readies the organization.	Detailed initiative planning involving project teams builds trust and ownership.	Decisive allocation of resources to priority initiatives sets the plan in action.	Metrics for initiative milestones and outcomes track progress and expose issues.	Regular initiative reviews enable adjustments in response to learning and new information.