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THE STRATEGIC ALIGNMENT WORKSHOP

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WELCOME TO THE WORKSHOP

Designed by EMUNAH's team of Organizational Psychologists, this professional resource delivers proven frameworks, performance insights, and applied strategies used by high-performing entrepreneurs.

Each issue is crafted to give you a competitive edge — equipping you to lead smarter, operate sharper, and outperform the market.

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MADE FOR SMALL BUSINESS OWNERS **MADE FOR THE SOLO ENTREPRENEUR** **MADE FOR CHAMBERS OF COMMERCE**

INTRODUCTION

Welcome to today's workshop, where we explore the power of strategic planning in driving sustainable growth and impact for your business. The Strategic Planning Cycle is a dynamic model designed to align your mission with actionable strategies, measurable outcomes, and continuous improvement. Whether you're refining existing processes or setting new goals, this workshop will provide the tools and guidance to keep your business adaptable, mission-centered, and results-driven.

UNDERSTANDING

The Strategic Planning Cycle is a comprehensive model designed to help businesses align their mission with actionable strategies and measurable outcomes, fostering a process of continuous improvement. At its core, the cycle emphasizes six essential phases, each playing a critical role in driving sustainable growth and adaptability.

The first phase, Mission, establishes the foundation by defining your business's core purpose and long-term vision. This step ensures that every decision and strategy aligns with what truly matters to your organization. Next, in the Strategies phase, you identify key initiatives that will guide your business forward, creating a roadmap to achieve your mission. These strategies should be dynamic and adaptable, reflecting your business's unique context and opportunities.

Moving into the **Goals** phase, you set specific, actionable objectives that align with your strategies. Goals provide clarity and focus, serving as milestones to measure progress. The fourth phase, **Desired Outcomes**, shifts focus to the results you hope to achieve, emphasizing the importance of defining success clearly and intentionally. By envisioning what success looks like, you create a target to aim for.

In the **Measures & Targets** phase, you establish benchmarks to track your progress effectively. This phase introduces accountability into the process, allowing you to evaluate whether your actions are producing the desired results. Finally, the **Results** phase brings the cycle full circle by assessing achievements and identifying areas for refinement. By analyzing outcomes, you can refine strategies, adapt to changes, and ensure your business continues to grow and evolve.

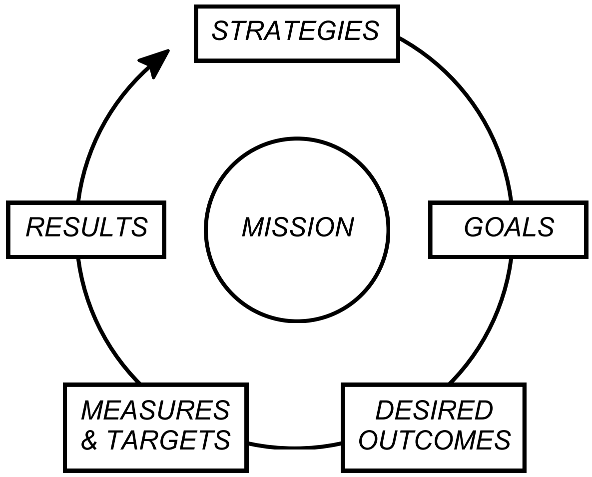
Together, these six phases create a structured yet flexible approach to strategic planning, ensuring that your business remains mission-centered while continuously improving to meet new challenges and opportunities. This cycle is not a one-time exercise but an ongoing process that evolves alongside your business, providing a reliable framework to guide decision-making and achieve meaningful success.

BUSINESS RELEVANCE

The Strategic Planning Cycle is a powerful tool for businesses of any size, offering a clear framework to align daily operations with long-term goals. It enables you to identify gaps, set priorities, and create actionable strategies tailored to your mission.

By focusing on measurable outcomes and continuous improvement, this model helps small business owners stay adaptable, efficient, and purpose-driven in an ever-changing market.

**FIGURE 1.
THE STRATEGIC
PLANNING CYCLE
(BASE)**



NOTES & IMPRESSIONS:

WORKSHEET APPLICATION

The accompanying worksheet will guide you through applying the Strategic Planning Cycle to your business. You'll answer critical questions like:

- *What is our mission, and how does it guide our decisions?*
- *Where do we want to go, and what strategies will get us there?*
- *How do we measure success, and what steps are needed to achieve our goals?*

Use this worksheet individually or collaboratively with your team to clarify objectives, set actionable strategies, and establish measurable targets.

PREPARING YOUR OWN STRATEGIC PLANNING CYCLE

As you work through this worksheet, take time to thoughtfully complete each section to begin crafting a Strategic Planning Cycle tailored to your business. Use Figure 1: The Strategic Planning Cycle Diagram on page 4 as a reference to guide your responses and ensure alignment with the six essential phases.

Feel free to revisit the diagram as needed to stay on track and visualize how each step connects to the bigger picture.

MISSION

Define your core purpose and long-term vision.

STRATEGIES

Develop key initiatives to guide your business.

GOALS

Set specific objectives aligned with your mission.

DESIRED OUTCOMES

Determine what success looks like.

MEASURES & TARGETS

Establish benchmarks to track progress.

RESULTS

Evaluate achievements and refine strategies as needed.

ADOPTING THE STRATEGIC MINDSET

Moving through the Strategic Planning Cycle in real-time requires intentional reflection and a commitment to adaptability. Each phase builds upon the previous one, creating a dynamic process that evolves with your business's needs.

As you transition between phases, use the following guiding questions to maintain focus and ensure alignment with your mission:

Strategies to Goals: *"Where do we want to go?"*

Define clear, actionable objectives that bring your strategies to life.

Goals to Desired Outcomes: *"How do we get there?"*

Identify the steps and resources needed to achieve your objectives.

Desired Outcomes to Measures & Targets: *"How do we measure success?"*

Define clear, actionable objectives that bring your strategies to life.

Measures & Targets to Results: *"How did we do?"*

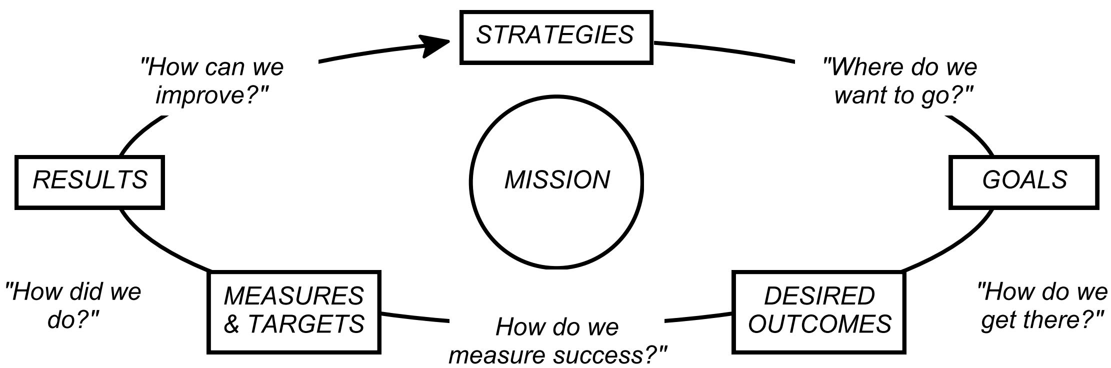
Assess your outcomes and identify what worked and what didn't.

Results to Strategies: *"How can we improve?"*

Reflect on lessons learned to refine your strategies and drive improvement.

This mindset encourages you to approach planning as a living process—one that responds to new opportunities and challenges while keeping your business's mission at the forefront. By asking these questions at each step, you ensure your strategies remain effective, measurable, and adaptable over time.

FIGURE 2. THE STRATEGIC PLANNING CYCLE (ADDED POINTS)



EXAMPLE

To help you better understand how to apply the Strategic Planning Cycle, let's explore a real-world example. Imagine a small bakery looking to expand its operations and reach new customers. By working through each phase of the cycle, the bakery owner can develop a focused plan and adapt it over time to achieve sustainable growth.

MISSION EXAMPLE

The bakery's mission is to provide high-quality, freshly baked goods while fostering a welcoming environment for the local community.

STRATEGIES EXAMPLE

To align with its mission, the bakery develops three key strategies:

1) Open a second location in a neighboring town.

2) Introduce catering services for events.

3) Expand marketing efforts through social media and local partnerships.

Consideration: Where do we want to go?

The bakery aims to expand its operations and establish a stronger presence in the local market.

GOALS EXAMPLE

To support these strategies, the bakery sets measurable goals:

1) Secure funding and a location for the second bakery within six months.

2) Book at least 10 catering events in the first quarter of launching the service.

3) Increase social media engagement by 20% over the next three months.

Consideration: How do we get there?

By opening a new location, launching catering services, and enhancing marketing efforts.

DESIRED OUTCOMES EXAMPLE

The desired outcomes reflect what success looks like for the bakery:

1) A fully operational second location attracting consistent foot traffic.

2) A steady stream of catering orders contributing 25% of overall revenue.

3) Improved brand recognition and stronger customer loyalty.

Consideration: How do we measure success?

By tracking sales, catering orders, and social media engagement metrics.

MEASURES & TARGETS EXAMPLE

To track progress, the bakery identifies measurable benchmarks:

1) Monthly sales figures from both locations.

2) Number of catering orders completed each month.

3) Social media metrics, including follower growth and engagement rates.

Consideration: How did we do?

Progress was made in all areas, with catering services exceeding expectations, but foot traffic at the new location needs improvement.

RESULTS EXAMPLE

After six months, the bakery evaluates its progress:

1) The second location is operational, but foot traffic is below expectations.

2) Catering services have exceeded the initial target with 15 orders per month.

3) Social media engagement grew by 18%, slightly below the goal.

Consideration: How can we improve?

Adjust marketing strategies to focus more on promoting the second location, including local events and community partnerships to attract more customers.

EXAMPLE SUMMARY

This example demonstrates how the Strategic Planning Cycle provides a clear and adaptable framework for achieving business goals. By breaking objectives into *actionable steps and regularly evaluating progress, the bakery owner can refine their strategies and continue building toward long-term success.*

CONCLUSION & REFLECTION

Strategic planning is an ongoing process that drives growth and aligns your business with its mission. Commit to continuous improvement and reflect on today's workshop to consider how the tools you've learned can create a lasting impact on your operations and community.

NOTES & IMPRESSIONS: