

PART B: 6 STEPS			
Step 1: Select what you are analyzing.	<ul style="list-style-type: none"> • What business, organization? • What product/service, market, channel, customer segment, division, country...? 	> Write down the area of analysis.	31
Step 2: Set Goals and Objectives in the Present and Future.	<ul style="list-style-type: none"> • What is the immediate goal? • What is the goal in the future? • What does success look like (End in Mind)? 	> Immediate Goal > Future Goal > End in Mind	35
Step 3: Observe and generate issues. <i>This is the crucial phase, and you need to spend most of your available time on this.</i>	<ul style="list-style-type: none"> • What sticks out after a first review (reading, studying a case, listening to customers, looking around, talking to people in and outside the organization...) • Link the observations to the goals. • Intuitive feeling at the start • Stand back and reflect on what is the key observation. 	> List top observations: <u>3 positives:</u> 1. 2. 3. <u>3 negatives:</u> 1. 2. 3. > <u>Key Observation:</u>	39
Step 4: Rank Issues.	<ul style="list-style-type: none"> • The observations go in 2 lists “Current” and “Future” state. For current and future state identify SWOTs. Rank according to impact. • Is there an overriding issue? 	> Opportunities > Strengths > Threats > Weaknesses	51
Step 5: Design Actions. Strategy is a series of Actions to reach Goals . In the Present and Future	<ul style="list-style-type: none"> • 3 <u>actions</u> to stay in place? • 3 <u>actions</u> to reach the future goal? 	List current and future goal(s). Identify possible different futures. List actions accordingly and relate to issues.	59
Step 6: Agree, Document and Present	Summarize: Issues, barriers and actions to resolve issues. 5 bullet points. Elevator speech ready. Agreement stakeholders. Define what next.	What, who and when on one page (RACI\$). Report.	65
PART C. CONCLUSION AND HOW TO IMPLEMENT ACTIONS			
Plan how to implement actions.	Indicate what, who and when and an indication of value . If you have time do the Six Steps again.	Initial, High-level Strategy	71