


## First Aid Strategy Toolkit Worksheet

First Impression		
<p>1. <b>What</b> are we analyzing?</p>	<p>What business, organization?            What product/service, market, channel, customer segment, division, country...?</p> <p>&gt;Write down the area of analysis<sup>1</sup>.</p>	
<p>2. What do you initially <b>observe</b>?</p> 	<p>What sticks out after a first review (reading reports and articles, interviews, studying a case, listening to customers, looking around, talking to people at different levels in <i>and outside</i> the organization...)</p> <p><u>This is the crucial phase, and you need to spend most of your available time on this.</u></p> <p>&gt;Summarize the top observations<sup>2</sup>.</p>	<p>Intuitive feeling at the start:</p> <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> <li>5.</li> </ol> <p>Key Observation:</p>

<sup>1</sup> Don't filter out too much as adjacent areas may be influencing the key area of analysis.

<sup>2</sup> The problems/issues to address but also the *positive* observations of those elements to keep and strengthen. These can also be observations about you and your team's current role: what works, what doesn't? Reviewing your Highlights will give you good indications.

<p>3. What are the <b>Goals and Objectives</b>?  In the <b>Present</b> and <b>Future</b>.</p>	<p>What is the immediate goal? What is the goal in the future? What does success look like (End in Mind)? Link the observations to the goals.</p>	<p>Immediate Goal:  Future Goal:  End in Mind:</p>	
<p>4. What are the <b>supporting observations</b> and what are the <b>barriers</b> to success, to reaching the goals?</p>	<p>The observations go in 2 lists<sup>3</sup>: “Current” and “Future” state.  These lists will be divided in “+” and “-“:  + Observations of strengths or opportunities we need to support and make sure these are not ignored but kept strong/positive.  - Observations of weaknesses/threats and other issues that need to be addressed to stay in place<sup>4</sup> and the barriers that need to be removed to make progress towards the goals.</p>	<p><b>Current</b></p> <p>+</p> <p>-</p>	<p><b>Future</b></p> <p>+</p> <p>-</p>

<sup>3</sup> As a next, more sophisticated, step you may want to consider whether one or both states are singular, or you need to distinguish different “current” and “future” states.

<sup>4</sup> Don't move from this phase too fast. Many organizations have run into serious problems because they focused too much on the future goals and aspirations and didn't safeguard the current position. If all your attention is on growth but you ignore big changes in the current environment, you may slide backwards rather than making headway towards future goals. Adyen suffered a large value loss because of changes in the fintech industry. (Na de goudkoorts in fintech volgt de ontnuchtering. (2023, September 5). FD.nl. <https://fd.nl/financiele-markten/1488376/na-de-goudkoorts-in-fintech-volgt-de-ontnuchtering>)

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<p>5. <b>Strategy</b> is a series of <b>Actions</b> to reach Goals. In the Present and Future</p>	<p>Linked to the points above: “+” and “-“...</p> <p>3 <u>actions</u> to stay in place?</p> <p>3 <u>actions</u> to reach the future goal?</p> <p><b>Summarize:</b> Issues, barriers and finally actions by who and when on one page. 5 bullet points. Elevator speech ready. Define what next.</p> <p>Indicate what, who and when and an indication of value.</p> <p>⇒ Initial, high-level strategy</p> <p>Continue with the next round if you have time.</p>	<p>1.</p> <p>2.</p> <p>3.</p> <p>•</p> <p>•</p> <p>•</p> <p>•</p> <p>•</p> <p>•</p>	<p>1.</p> <p>2.</p> <p>3.</p> <p>•</p> <p>•</p> <p>•</p> <p>•</p> <p>•</p>