Give Your Strategic Planning An Upgrade

Here are 5 /shifts you can make to the way you run your planning sessions to make them most effective.

Mark Redgrave   **Mike** Richardson

Are you stretched beyond your agile capabilities?

Recent research from Korn Ferry confirms that most CEOs and Senior Executives feel increasingly stretched beyond their capabilities, with 71% of US CEOs experiencing imposter syndrome.

As the research confirms, keeping up with the agility required to be successful is not easy. It doesn't come naturally to the majority of leaders, and it is only going to get worse as the speed of business, pace of change and flow of disruptive turbulence accelerates. Leaders need to get comfortable being uncomfortable. Not least of all, as this year's strategic planning season kicks into gear, executives need to lean into the discomfort to make strategic planning more effective.

As you will discover reading through this PDF, meetings are at the heart of your enterprise agility. Why? Because Conversation-Flow is what drives your success. We don't mean typical meetings - which are more often a source of 'fragility' - but truly agile meetings. The most agile meeting of all should be your annual strategic retreat, as this should be the beginning of an ongoing, dynamic and adaptable Agile Strategy Process.

Let's make this the year that you /shift gears. **Read on to learn 5 /shifts that we know will make your strategic planning more effective.**
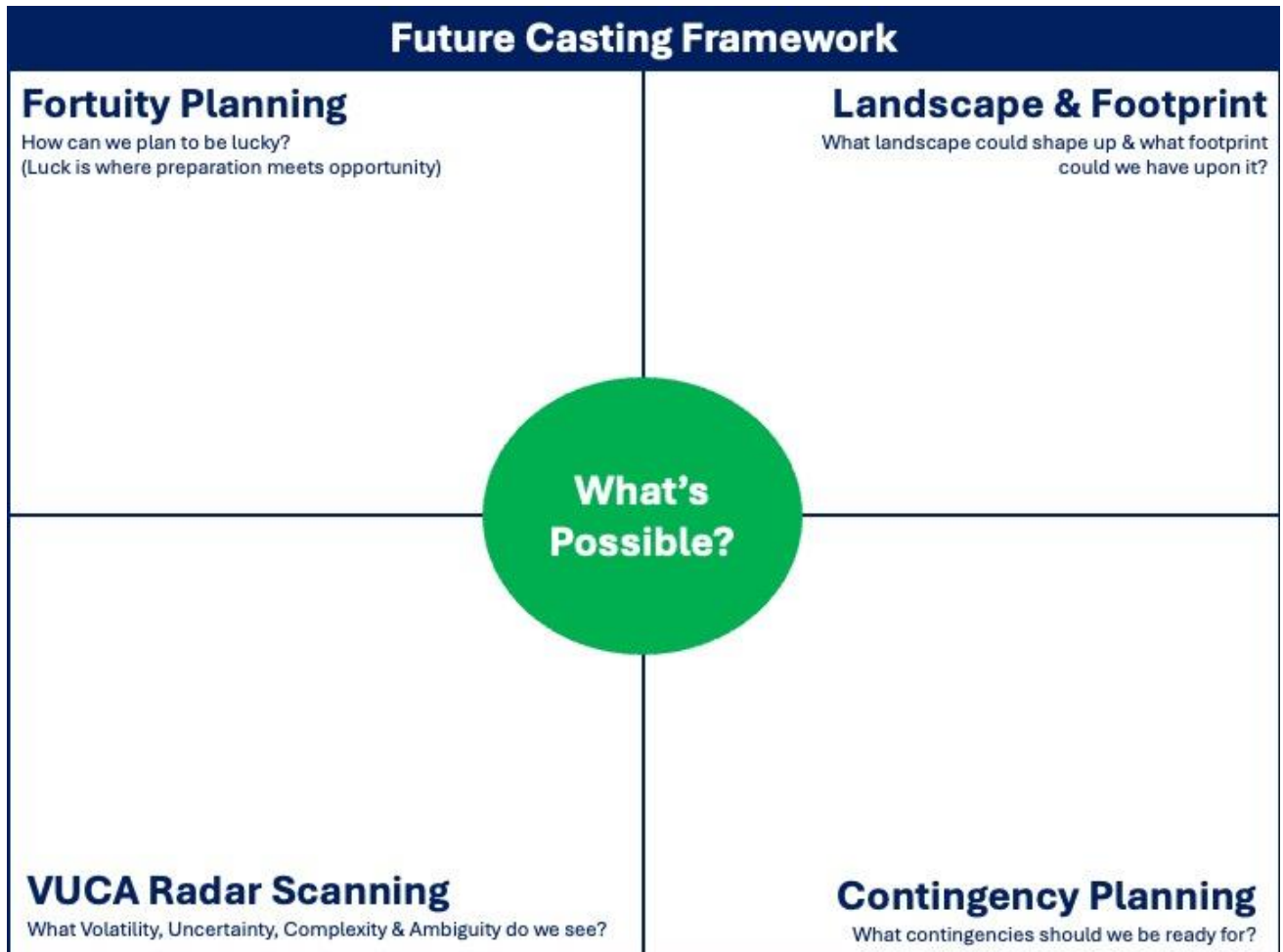
71%

Of US CEOs Experience Imposter Syndrome

Read The Blog Post

/shift 1

STOP

Planning 'Past-Forward'

START →

Planning 'Future-Back'

Because accelerating obsolescence means past glory has become a lousy indicator of future success.

The Future Casting Framework

Make sure that your planning process is zero-based, starting from the future-back, and focused on possibilities first.

Future Casting Framework

Fortuity Planning
How can we plan to be lucky?
(Luck is where preparation meets opportunity)

Landscape & Footprint
What landscape could shape up & what footprint could we have upon it?

What's Possible?

VUCA Radar Scanning
What Volatility, Uncertainty, Complexity & Ambiguity do we see?

Contingency Planning
What contingencies should we be ready for?

We Can Help

To learn more about how to embed this approach into your planning process, contact: mike365@agilitycode.com

/shift 2

→ **STOP**   **START** →

Avoiding The Hard Topics

Imagining Crisis Scenarios

Because, as Roberto Unger said, "The task of imagination is to do the work of crisis, without the crisis"

Scenario Thinking Workout

Continue the process by giving your team a Scenario Thinking Workout, making sure you that include the hard topics and explore possible crisis scenarios.

Scenario Thinking Workout

1. Deduce two critical uncertainties

2. Try a few different combinations before settling on one combination

3. Make sure they are 'independent' variables

4. Label four scenarios

5. Try other combinations of uncertainties and labelling scenarios

6. See which combination seems to make most sense and be the most valuable platform for conversation.

VUCA - CRITICAL UNCERTAINTY 1

VUCA - CRITICAL UNCERTAINTY 2

Scenario 1

Scenario 2

Scenario 3
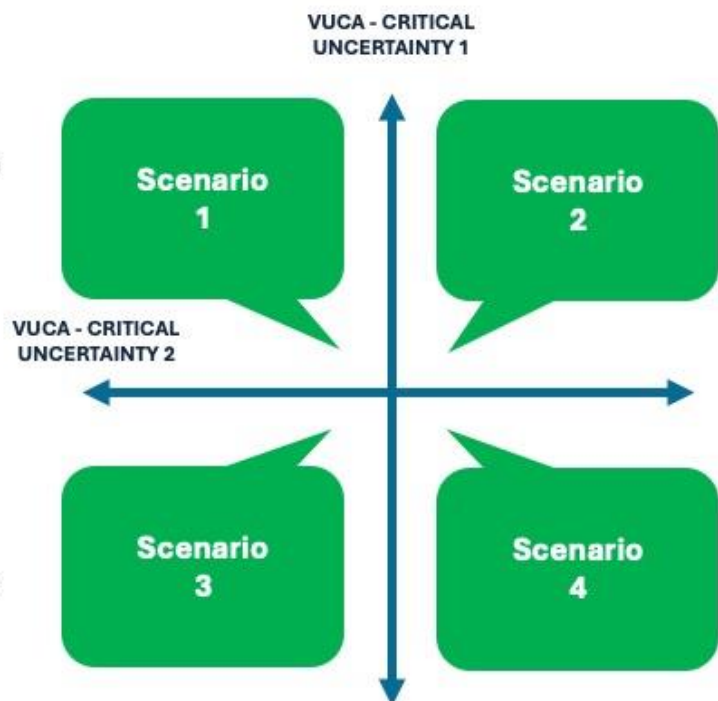
Scenario 4

"Scenarios are stories... works of art rather than scientific analyses... the reliability of their content is less important than the types of conversations and decisions they spark."

(Arie de Geus, The Living Company)

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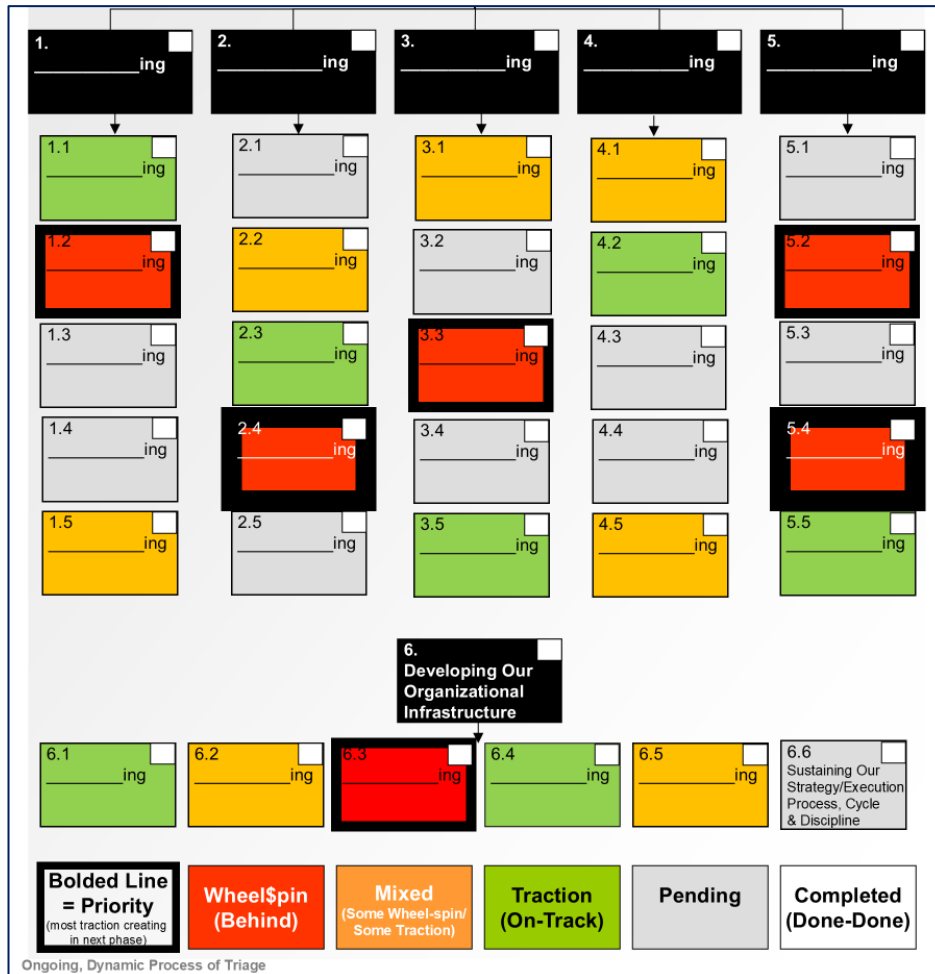
/shift 3

STOP

START →

Using Green-Tint Glasses

Searching For Red Signals

Because those weaker red signals today can quickly become your crises of tomorrow.

Develop Your Traction Plan

Develop a '3D' view of your whole challenge - so you can triage your unfolding journey and look for those critical weak red signals amongst the green.

A Traction Plan is a powerful way for teams to map and explore the detail and dynamic complexity of their businesses with fresh eyes through a fresh lens.

This allows your team to see the red from the green and triage the urgent and the important.

1. _____ing	2. _____ing	3. _____ing	4. _____ing	5. _____ing
1.1 _____ing	2.1 _____ing	3.1 _____ing	4.1 _____ing	5.1 _____ing
1.2 _____ing	2.2 _____ing	3.2 _____ing	4.2 _____ing	5.2 _____ing
1.3 _____ing	2.3 _____ing	3.3 _____ing	4.3 _____ing	5.3 _____ing
1.4 _____ing	2.4 _____ing	3.4 _____ing	4.4 _____ing	5.4 _____ing
1.5 _____ing	2.5 _____ing	3.5 _____ing	4.5 _____ing	5.5 _____ing

6. Developing Our Organizational Infrastructure

6.1 _____ing	6.2 _____ing	6.3 _____ing	6.4 _____ing	6.5 _____ing	6.6 Sustaining Our Strategy/Execution Process, Cycle & Discipline

Bolded Line = Priority (most traction creating in next phase)	Wheel$pin (Behind)	Mixed (Some Wheel-spin/ Some Traction)	Traction (On-Track)	Pending	Completed (Done-Done)

Ongoing, Dynamic Process of Triage

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/shift 4

STOP →

START →

Conversation Flow Analysis

Thinking Cash-Flow is King

Developing Conversation Flow

Understand the quantity, quality and cadence of critical conversations in your business – paying particular attention to what's NOT being talked about.
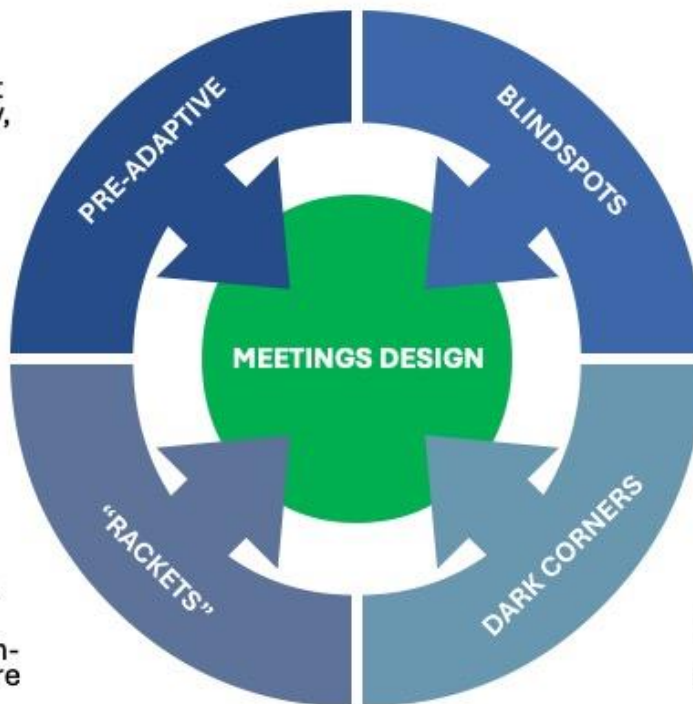
Because it's conversation-flow that drives your business - cash-flow is just a way of keeping score.

Conversation-Flow Analysis

What Conversation-Flows are you not having Proactively, Pre-emptively & Pre-Adaptively Enough?

PRE-ADAPTIVE

BLINDSPOTS

What Blind-spots Are You Worried About?

MEETINGS DESIGN

What "Rackets" are common in your Conversation-Flow and which are in denial?

"RACKETS"

DARK CORNERS

What Other Dark Corners of Conversation-Flow are you not having?

How are Meetings in Your Business?
Agile meetings are at the heart of your enterprise agility. How are you driving the 'QQC' (Quantity, Quality & Cadence) of all the Conversation-Flows you need to be having?

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/shift 5

STOP
Traditional Strategic Planning

START
An Agile Strategy Process

Because the pace of change makes traditional strategic planning ineffective. You need a dynamic, agile strategy process that can respond to change.

Develop An Agile Strategy Process

A continuous loop of Agile strategy & execution – to ensure you have traction on your desired trajectory with the agility required to be continuously adapting.
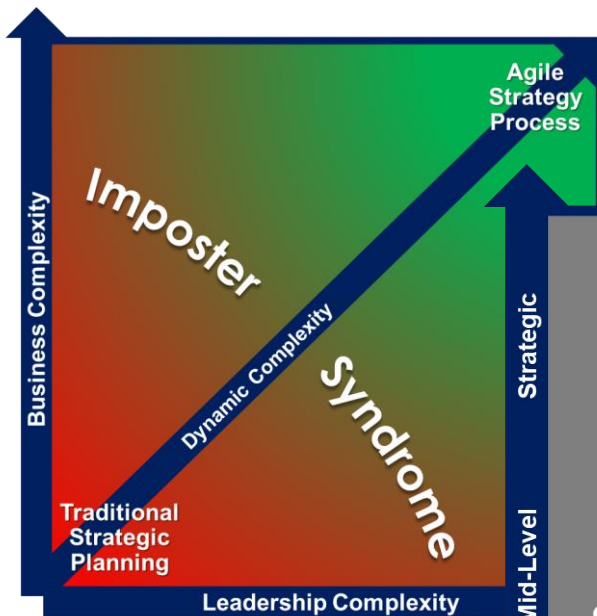
We know the complexity of today's business environment means traditional planning processes are leaving CEO's feeling exposed.

An Agile Strategy Process, however, allows CEOs and their executive teams to evaluate their progress on a regular basis, creating the transparency and agility needed to adapt to whatever comes next.
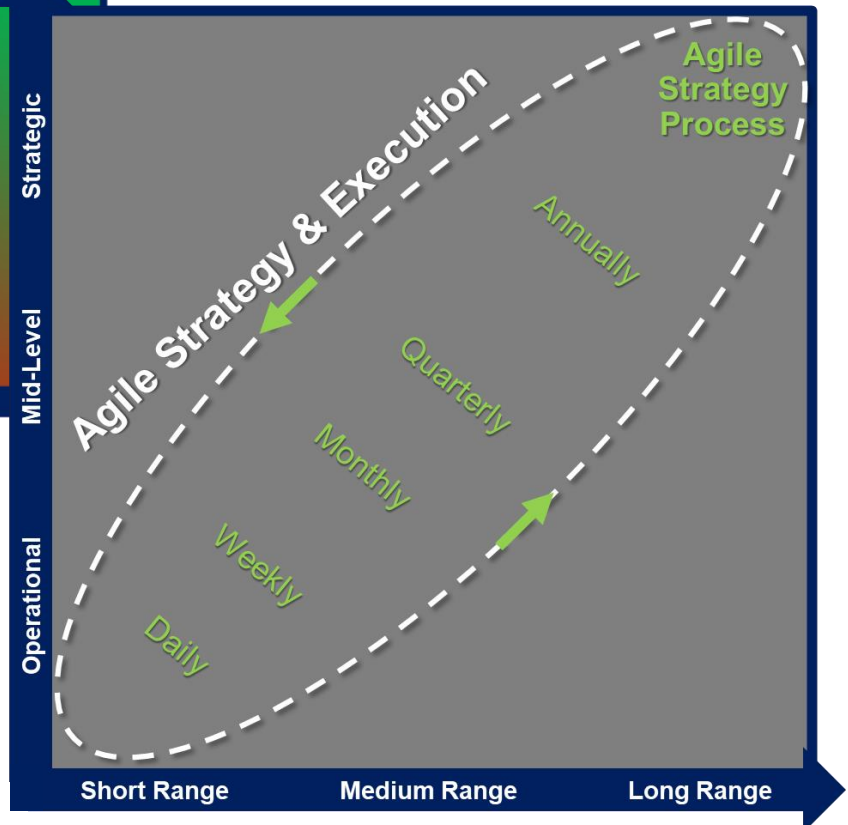
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About Your Experts

Mark Redgrave and Mike Richardson have between them helped hundreds of businesses and C-suite teams master their evolving business complexity, leadership capability and dynamics of their VUCA | agile challenge.

Mark Redgrave

Mark is former CMO and Chief Transformation Officer. He specializes in team effectiveness, ways-of-working and high performing teams. Mark has used business agility to transform the effectiveness of more than 350 teams over the past 7 years and is also a Senior Advisor for McKinsey & Company.

Mike Richardson

Mike has been a serial CEO of multiple high technology software and hardware companies serving global markets. He specializes in the agility challenges of CEOs, Executives and their teams running small-to-medium sized enterprises and mid-market companies, helping them to stay future proofed.

90-Day Opportunity Assessment

Want to move your business up a gear? Our 90-Day Opportunity Assessment includes us facilitating your annual strategic retreat using an Agile Strategy Process and is a great way to discover how enterprise agility can build the clarity and traction you need to grow.

Contact Us Now