



# The Strategic Framework Program

## A Full Description

*Uncertainty about where an organization is headed can be a silent killer. Most people, regardless of their job seniority, need to know when they get up in the morning, not just what they will be doing, but why they will be doing it. Over time, uncertainty generated by a lack of understood strategic direction can generate a lack of confidence, which leads to diminished individual and collective performance. This can be devastating to a company, division or department.*

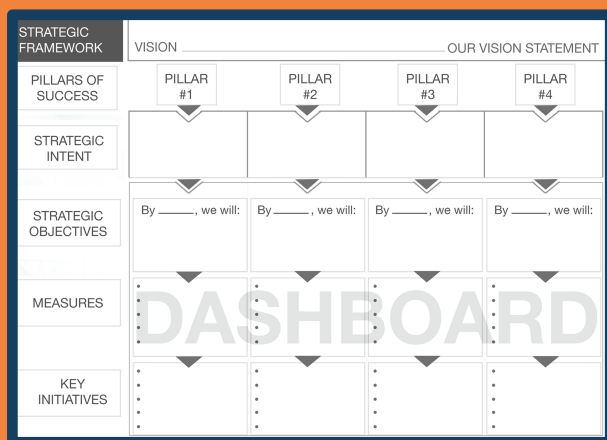
*Fortunately, we can avert this uncertainty. We can create a **road map** for the future and get everybody in the organization understanding, believing and acting on a common vision.*



To achieve this, we recommend our **Strategic Framework Program**. Your leadership team can invest two days in an offsite session, followed by another day a month later, to define your route to success; *one that the entire organization can get behind*.

Our Strategic Framework Program is a proven resource. It has been implemented in scores of organizations in Canada, the US and Europe.

Let's take a detailed look at the process and the results. You will have a **Strategic Plan** that both informs employees and drives the performance of the organization. As the center piece of the plan, you will have a **Strategic Framework**, which is illustrated below.



#### VISION STATEMENT –

A brief description of your organization in the future

#### PILLARS OF SUCCESS –

The foundation of your organization's success

#### STRATEGIC INTENT –

Clarifies the meaning of each Pillar of Success

#### STRATEGIC OBJECTIVES –

Multi-year targets for each Pillar of Success

#### MEASURES –

Indicators of achievement – your dashboard

#### KEY INITIATIVES –

Projects or programs that will drive the achievement of the Strategic Objectives

The Strategic Framework combines the utility of a balanced scorecard approach, with the power of a vision as a touchstone for decision-making. It facilitates the articulation of outcomes and the identification of required improvements. In short, it demonstrates leadership.

In addition to creating the Strategic Framework, we will work with your team to create a larger narrative document – **A Strategic Plan**, with supporting PowerPoint materials, which will aid you in helping employees and other partners to truly know, understand and believe in your Strategic Direction.

With that you can energize the organization and chase the vision you have set for yourself.



## Hewat Strategic Edge's Strategic Framework Planning Process

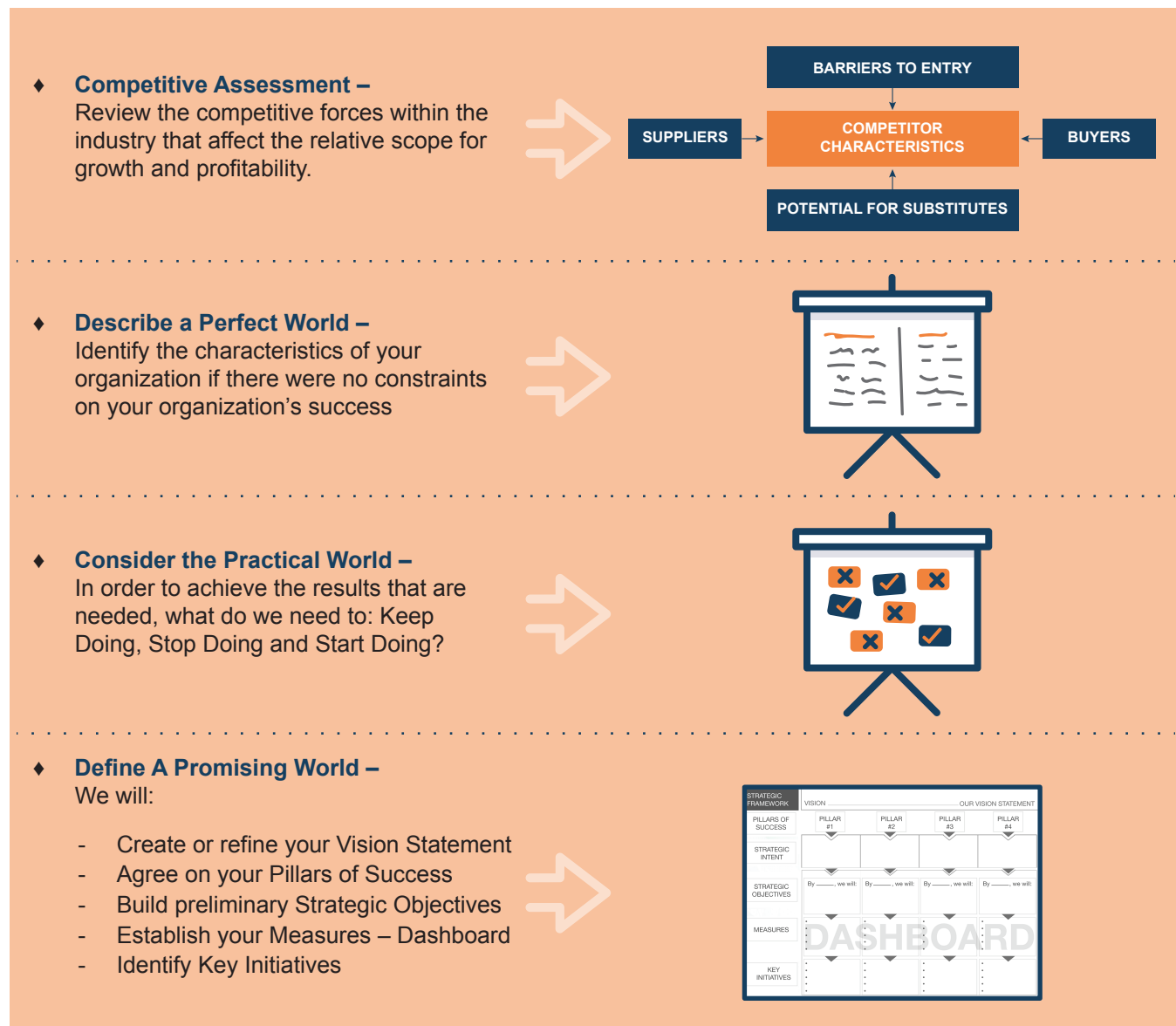
Our consulting practice is built around facilitated sessions that are highly interactive and provide a structured approach to building a Strategic Framework. We believe that the best help is self-help. The sessions are supported with expert facilitation, supplemented with professional PowerPoint presentations and excellent Participant Guides.

### PHASE 1 – Pre-Meeting with the Champion

We will schedule a two-hour meeting with the senior person within the Leadership Team. This is an opportunity for the facilitator to develop an understanding of the current situation, identify the leader's priorities going forward, and get agreement on the schedule and content of the process going forward.

### PHASE 2 – Two-Day Planning Session

This session will create all the elements of a Strategic Framework. The activities will include:



At the conclusion of the session, we would expect team members to say, *“this was one of our best business days”*.

### PHASE 3 – Production of Output Report

Hewat Strategic Edge will produce an Output Report of the meeting which will include the preliminary Strategic Framework and the discussion points during the session.

### PHASE 4 – Survey Customers and/or Employees (optional)

This is a timely opportunity to acquire information about your customers' experiences, and/or employee engagement that are aligned to your Pillars of Success. It is useful to create a matrix of the levels of satisfaction and the degree of importance attached to each issue, in order to identify gaps and priority issues. It will be used to calibrate final Strategic Objectives and Measures. Hewat Strategic Edge can help with the design, administration and reports of on-line surveys.



SURVEY RESULTS MATRIX			
IMPORTANCE	HIGH	Questions 1,14,15,21,32,34 Low Satisfaction/ High Importance Areas for Improvement!	Questions 8,9,20,23,24,31 High Satisfaction/ High Importance Celebrate Success!
	LOW	Questions 3,4,5,6,7,10,11 Low Satisfaction/ Low Importance Not there yet But should we be concerned?	Questions 2,13,16,17,18 High Satisfaction/ Low Importance Doing well but Should we be investing in this?
	LOW		
	HIGH		
		SATISFACTION	

### PHASE 5 – Final One-Day Planning Session

This session will finalize each of the elements of the Strategic Framework, with a specific focus on the **Strategic Objectives, Measures** and **Key Initiatives**.

The leadership team will also consider the Launch of the Plan, including communications, potential action teams and a commitment to review progress.



### PHASE 6 – Production of Documents

Hewat Strategic Edge will produce a final Strategic Framework. We will also produce a narrative document – A Strategic Plan and PowerPoint Presentation to enable you to communicate the value you intend to create for your customers, owners and employees.

You and your colleagues will now have a touchstone for decision-making. Every decision can be addressed by asking – *“will this take us closer to, or farther away from the vision that we have set for ourselves”?*

### PANDEMIC NOTE

We have adapted this planning process to accommodate virtual planning sessions. We replicate these activities using Miro – a virtual whiteboard.

**Strategic Framework Program  
Create A Road Map to Success.**

*Let's have a short call to determine if this can meet your needs.*



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