

## 1. TIME FRAME

Well-run businesses develop a framework that covers a three-year timeframe. Focusing on this period allows for tactical planning while encouraging more proactive, strategic thinking – without going so far out on the horizon that it becomes a blue-sky exercise.

## 2. STAKEHOLDERS

These boxes clearly indicate who the organization serves – its key constituents. By focusing on all these groups, the Senior Team can develop a balanced approach to driving the business.

## 3. OBJECTIVES

For each key stakeholder, the Senior Team drafts a mission statement of sorts, describing in words what the organization’s goal is. These objectives set the direction for the strategies and initiatives below.

## 4. MEASURES

These are the key metrics that stakeholders should use to measure success and track progress against the objectives highlighted in the Framework. These quantitative targets serve as the Senior Team’s dashboard as they execute against their plans.

## 5. OVERARCHING STRATEGIES

To move the needle on the measures, the Senior Team must choose a precious few priorities, which can be strategic, operational and organizational. Making progress against all these strategies simultaneously will allow the organization to delight its stakeholders and hit its targets.

## 6. LONG-TERM STRATEGIES

These critical imperatives or system changes require multiple years for the organization to complete. Each one is “owned” by the entire Senior Team and typically has ramifications for most operating groups – if not the whole company.

## 7. SHORT-TERM INITIATIVES

These discrete units of work typically can be completed in a year or less. They represent the organization’s first steps toward pursuing the Long-Term Strategies and require that the Senior Team get explicit about which activities must be accomplished and which should be stopped. Each initiative should be owned by a Senior Team member.

# THE STRATEGIC BUSINESS FRAMEWORK™

The Strategic Business Framework™ is the linchpin of our Senior Team Alignment Process. Crafting this key document during a series of workshops forces Senior Team members to align around their vision and become explicit about their priorities and the metrics they will use to track performance. The document’s development also entails sharing preliminary drafts with the next level of the company, teaching them about its importance and eliciting their feedback. Ultimately, the Framework guides the organization as it pursues its long-term and short-term goals.

## COMPANY ABC STRATEGIC BUSINESS FRAMEWORK (2016 - 2018) 1



As you scan from the top down, you should be able to answer the question “HOW are we going to achieve these metrics?” Leaders should be able to point to multiple strategies and initiatives that address the objectives and measures.

STAKEHOLDER 1	STAKEHOLDER 2	STAKEHOLDER 3 2	STAKEHOLDER 4
Objective	Objective	Objective 3	Objective
Measures	Measures	Measures 4	Measures



As you look from the bottom up, you should be able to answer the question “WHY are we doing these activities?” Each strategy and initiative should clearly tie back to one or more key stakeholders and measures.

OVERARCHING STRATEGY #1	OVERARCHING STRATEGY #2	OVERARCHING STRATEGY #3 5	OVERARCHING STRATEGY #4	OVERARCHING STRATEGY #5
Long-Term Strategies	Long-Term Strategies	Long-Term Strategies 6	Long-Term Strategies	Long-Term Strategies
LONG-TERM STRATEGIES (2-3 YEARS)				
Short-Term Initiatives	Short-Term Initiatives	Short-Term Initiatives 7	Short-Term Initiatives	Short-Term Initiatives
SHORT-TERM INITIATIVES (1 YEAR)				

**Crafting a compelling Framework is only half the battle; executing against it delivers bottom-line results. Best practices for implementation include:**

Assigning each Short-Term Initiative to a Senior Team member, who develops a timeline and marshals needed resources. Including these Initiatives in leaders’ performance plans ensures accountability. Status reports during quarterly Senior Team meetings ensure progress.

Employing our Performance Leadership program to address several of the most important Short-Term Initiatives at the same time. This process is driven by internal, cross-functional project teams, which develop solutions for the Critical Issue they’ve been assigned.

Using the Framework to say “no” to projects. If an ongoing or proposed initiative doesn’t appear on the Framework, Senior Leaders typically find it easier to allocate resources elsewhere.