

Planning Factsheet: Strategy



Strategy guides the actions of you and your team members towards achieving your business's desired future. There are as many different approaches to strategy development as there are different businesses, but you need

Key points

1. Your business's strategy derives from its vision and mission.
2. Strategy provides a framework for all activities undertaken in your business.
3. Strategy can be imposed, developed jointly by the people involved, or it can be an evolutionary process.
4. When formulating your strategy, you must take account of the environment you operate in.
5. Your business must understand the resources it has and how these affect its strategic capability.
6. Strategy cannot be decided in isolation from competitive activity.

Do's

1. Make sure you remain alert to opportunities.
2. Remember that you can't predict the long-term future with any degree of accuracy.
3. Simplify and be selective when you look at the whole picture.
4. Think of strategy as setting the general direction for business activity.
5. Think widely about possible futures for your business.
6. Involve others, including staff, in your strategic analysis as appropriate.
7. Practise and encourage openness and honesty in the process of strategic analysis.
8. Communicate your strategy to everyone involved in your business!

Don'ts

1. Focus all your attention on the threats facing your business.
2. Confuse strategy development with star-gazing.
3. Ignore factors that don't confirm the majority view.
4. Forget that the role of leaders is to enable and empower.
5. Limit yourself to imagining the most likely scenarios for the future.
6. Get bogged down in a morass of analytical techniques that aren't relevant to your circumstances.
7. Forget that your staff (and other people involved in your business) is one of your business's most important resources.
8. Try to go it alone!