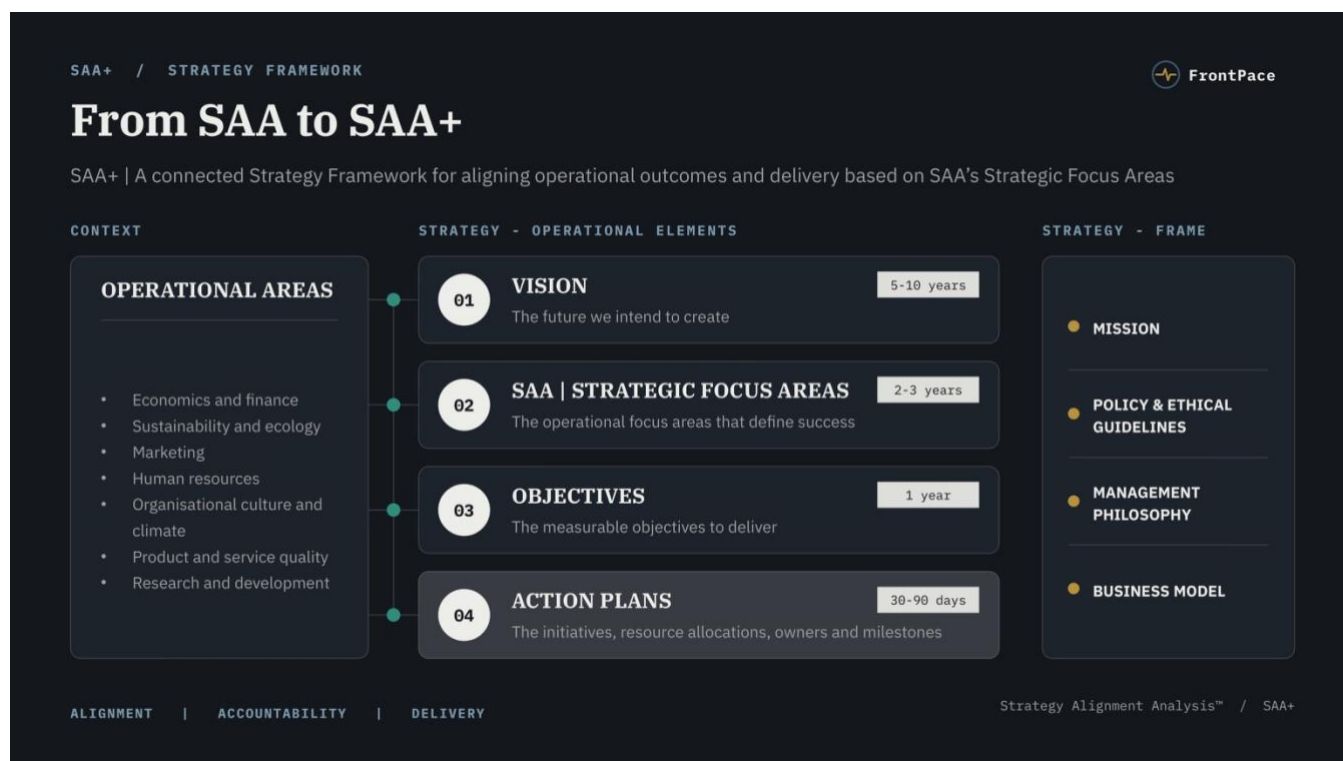


Strategy Alignment Analysis™ - SAA+

Step 9 - SAA+ - Strategy Framework

Duration: 1-2 days | Full team present



Step 9 is SAA+, an optional module and a natural next step after the eight steps of the Strategy Alignment Analysis™. The outcome of SAA is a team aligned on four to five strategic focus areas. SAA+ is not a new analysis. The module takes those same focus areas and builds the architecture around them - upwards to the vision that justifies them, and downwards to the objectives and the named owners of the 30-90 day action plans.

The analysis deliberately takes no position on whether the focus areas are the most appropriate ones for the organisation. SAA+ puts that very question on a systematic footing: the focus areas are tested against the vision they are meant to serve, the context they will operate in, and the frame they have to stay within.

01

Strategy development where needed

SAA+ assumes that a vision sits above the focus areas and objectives sit beneath them. Where one of those elements is weakly worded or missing, the module takes in the development work itself: articulating the vision, deriving the objectives from the focus areas, or structuring the action plans that the owners will go on to prepare.

The scope is agreed in advance. Some teams need only the framework and complete it themselves, with input from the consultant where useful. Others want the consultant alongside them for the whole development process. The consultant can also bring academical depth together with operational experience.

02

The four elements of the Strategy Framework

Each element is derived from the one above it and carries a shorter horizon. You already have number two from running the SAA.

	Element	Horizon	Status today
01	Vision	5-10 years	The future you want to create, worded so that the focus areas can be tested against it.
02	SAA Strategic focus areas	2-3 years	Completed during the SAA - the four to five focus areas the team is aligned on.
03	Objectives	1 year	The objectives to be reached, derived from the focus areas.
04	Action plans	30-90 days	Delegated - initiatives, resource allocation and milestones are prepared by the owners after the session.

Around the elements sits the context - the seven operational areas described in the introductory overview. In SAA+ these underpin all four levels.

03

Verifying the frame

The frame consists of four elements that apply across every level and carry no time horizon. SAA+ includes a verification of all four.

Element of the frame	What we verify
Mission	That it is written down, and that the vision can be derived from it.
Policy & ethical guidelines	That they are known within the team, and that no objective depends on setting them aside.
Management philosophy	That it matches the way responsibility for the action plans is actually distributed.
Business model	That the focus areas and objectives can be delivered within the model as it stands today.

Where an element is missing, has become outdated or conflicts with what has otherwise been agreed, the discrepancy is recorded and entered as a separate item in the action plan.

What do you gain?

- **Alignment** - every element is derived from the one above it, all of them relate to the same context, and all of them sit within the strategic frame - mission, policy and ethical guidelines, management philosophy and business model. The focus areas you prioritised become what the rest of the organisation actually steers by.
- **Accountability** - every objective is given an owner before the team leaves the table. Findings turn into commitments that someone answers for by a set date.
- **Delivery** - the shortest horizon is 30-90 days, so that progress towards the focus areas becomes visible within a quarter rather than only at the next review.
- **Traceability** - every initiative in the action plan can be traced back to a focus area and on to the vision. Where the trail breaks, you can see exactly which link is failing.

The module runs over 1-2 days with the full team present. In that time you work through the vision, the focus areas, the objectives, the verification of the frame and the allocation of responsibility. The action plans themselves are prepared afterwards by the owners and followed up through the line. The first plan should be in operation within a quarter.

Ready to connect your focus areas to execution?

After SAA, the team is aligned and cohesive around the strategic focus areas. SAA+ is where those focus areas are built into a strategic operating framework.

Email us to get started - or if you have questions about the process, delivery or content.

EMAIL

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CHANNELS

Phone, Teams, meetings and email