

Sample Agendas for Strategic Planning

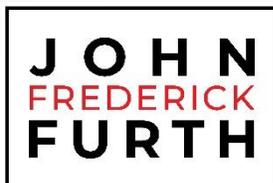
*OWNING TOMORROW:
THE UNSTOPPABLE FORCE OF DISRUPTIVE LEADERSHIP*

**JOHN
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Introduction*

- One of the hardest parts for any company putting together and running their first strategic planning exercise is finding the right structure for the event. Although draft agendas for all sessions should be prepared before the process begins, they should be flexible enough to allow for changes when the true issues are unearthed
- This deck includes two sets of agendas I developed and used with two different clients. Although both companies started with similar laundry lists of questions they wanted answered, in actuality, the issues that came up in the first sessions turned out to be quite different than we thought. Thus, the follow-up sessions had to be reconceived based on what really needed to be discussed and decided upon.
- Company Y is a small healthcare company with three business lines providing more or less the same products and services but to different customer groups. We discovered mid-way during Session I that their big issue was poor financial systems and reporting. The 2nd two agendas reflect the changes we had to make.
- Company Z is a software company with one business line. They wanted to focus on the “hard” aspects of the business, but we discovered that it was the “softer” issues such as culture, communication and vision, which had to be addressed. We ended up working on those during Session I so that we, more or less, had to repeat most of that agenda for Session II, incorporating things we had learned.
- Both companies decided to prepare the implement plans on their own and I wasn’t asked to prepare those agendas.

** This worksheet is best used in conjunction with reading Part Four of “Owning Tomorrow.”*





Agendas Used for Client Co. Y's Strategic Planning Sessions

Questions The Leadership Team Initially Wanted to Address

- What do we know about our markets and competitors that is highly relevant to the decisions we have to make in this and subsequent sessions?
- What good and/or negative customer feedback could significantly influence our decisions?
- What are the significant investments that have to be planned and implemented to achieve the aggressive targets for the Business Line 1 since the business now has a dedicated manager?
- Should Client Co. Y continue with Business Line 2 or exit it? If the decision is to exit, what ramifications does that have on Client Co. Y overall? If the decision is to continue, what has to happen to grow the business profitably?
- What are the major investments that have to be planned and implemented in preparation of the new contract for Business Line 2 starting in September next year? What contingencies does the company have if something doesn't go right with finalizing the new contract?
- What should our hiring plan for the year look like?
- Are there any opportunities to save money, make more revenue or operate more efficiently next year that we haven't thought of yet? What should we be doing differently?
- What's the best way to monitor progress on the big investments?

Strategic Planning Session I: Review of Current Year*

Introduction to Session	John
The Current Year's Expected Financials	CAO
First Draft of Next Year's Plan for Business Line 1	Head of BL1
The Current Year's Organization Chart with Weak Areas	COO
Decisions, Revisions, Additional Information Required	Team
Next Steps and Agenda for Next Session	Team
Adjourn	

* Participants were Client Co. Y' Leadership Team: CEO, COO and CAO; session was facilitated by John Furth. Business Line Leader (BL1) attended only for her presentation.



Strategic Planning Session II: First Discussion of Following Year's Plans*

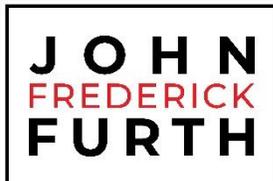
Short Review of Decisions and Output of Session I	Team
First Draft of Next Year's Financial Plan	CAO
First Draft of Next Year's Plan for Business Line 2	COO
Additional Discussion Points	Team
Begin Developing Implementation Plan for Strategic Investments	Team
Next Steps and Agenda for Session III	Team
Adjourn	

* Participants were Client Co. Y's Leadership Team: CEO, COO and CAO; session facilitated by John Furth.

Strategic Planning Session III: Implementation Planning*

Short Review of Output of Session II	Team
IT Programming Priorities	CAO
First Draft of Next Year's Implementation Plan	Team
KPI's to Track Employee Performance	Team
Underlying Assumptions for Next Year's P&L	Team
Adjourn	

** Participants were Client Co. Y's Leadership Team: CEO, COO and CAO; session facilitated by John Furth.*





Agendas Used for Client Co. Z's Strategic Planning Sessions

Questions the Leadership Team Initially Wanted to Address During the Sessions

- If asked, what would our clients say are Client Co. Z's current Core Values and Mission Statement? What would they say is the reason they work with Client Co. Z instead of going to our competitors? Why don't clients sign on for larger engagements?
- What might our clients say if they were asked about what the company could look like in 5 years?
- Who are Client Co. Z's main competitors? Are they generating value for their clients and their companies above and beyond what we're is doing? And, if so, what are they doing?
- To what extent does the Thought Capital and IP developed and published by Client Co. Z generate leads that ultimately result in new projects and new clients?
- What is our current sales process and pipeline? What are areas that need improvement?
- What needs to happen to build three or four large repeat clients for Client Co. Z?
- How will do we best plan, execute and fund investments necessary to grow Client Co. Z beyond \$4 million and ensure a healthy return to its principals and employees?
- What key hires and/or strategic partnerships need to be made in 2018 to fulfill our longer-term goals?

Strategic Planning Session I: Understanding Co. X's Current Situation

Introduction to Session/Expectations Setting	John
Results of SWOT Analyses	John
Current and Future Sales & Marketing Efforts	CRO
Client Feedback and Challenges for Delivery	CDO
Products to Be Developed Next Year	CPO
BREAK	
Expected Financial Results and Rough Plan for Next Year	CFO
What Learnings and Implications are Relevant for Next Year	Team
Group "Why" exercise	Team
Agenda and date for next session (Long-term vision; final plan)	Team

Strategic Planning Session II: Agreeing to Strategic Initiatives

Decisions from Session I

CEO

Discussion of Key Topics from Session I

Team

1. Apps and Products Strategy
2. Migration of Account Executives to Account Owners
3. Key Processes – What should be standardized? What training is required?
4. Best Client Criteria/Framework
5. IP and Thought Leadership Strategy
6. Build, Buy or Borrow Scenarios
7. Hiring Needs

Guidance on Building Next Year's Financial and Operating Plans

John

Date and Agenda for Next Meeting

Team

