

# QUESTIONS TO ASK DURING STRATEGIC PLANNING PROCESS

HR CONSULTING

TRAINING & DEVELOPMENT

MEDIATION/CONFLICT RESOLUTION

ORGANIZATIONAL SURVEYS

<b>This process examines your general business environment; market, resources, competition and shareholder concerns:</b>	
<b>Question</b>	<b>Response</b>
What is the overarching vision?	
What is the mission statement?	
What values are going to guide our business and employee behavior?	
How far down the road do we want to plan – long term or short term?	
What is the current status of our inventory of our current resources – capital, raw material, technology, human resources (talent)	
Who are the stakeholders – who are the primary and secondary stakeholder?	
<b>SWOT Analysis</b>	
What are the organizational strengths? What are your advantages? What do you do well? In reviewing your current status of inventory, what is exceeding expectations? What would your customers, employees, other stakeholders see as your strengths?	
What are the organization's weaknesses? What could you improve? What do you do badly? In your current inventory – where are you lacking? What would your customers, employees and other stakeholders see as your weakest point?	
What external opportunities might move the organization forward? What trends should you follow? What changes in technology or the market presenting? Are there any government regulations or changes coming your way? Do an external scan of your environment: what changes are happening in social patterns, populations profiles, lifestyle changes, economic factors, international trends, technology, social, employment (talent availability – schools to recruit your future talent) demographic factors.	
What are the threats or obstacles that you face? What is your competition doing? Are the required specs for your job, products or services changing? How is your cash flow? Could any of your weaknesses be a threat to your business?	

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<b>Question</b>	<b>Response</b>
<b>Market Analysis</b>	
What existing new products or services should we be offering?	
What should we not be offering?	
What criteria will we use to evaluate a new product or opportunity?	
What existing and new customer groups will we be serving? – target market.	
What existing and new customer groups will we not want to target?	
What criteria will we use to evaluate a new market opportunity?	
What factors (price and/or the various dimensions of quality) are meaningful to our customers?	
Which of these factors will represent our competitive advantage(s)?	
In which of our current product market areas will we be placing the greatest emphasis (resources and attention).	
In what new product or market areas will we be placing the greatest emphasis?	

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<b>Question</b>	<b>Response</b>
<b>Financial Analysis</b>	
What financial and non-financial measures will we use to assess the viability of the strategy?	
How does our strategy implementation plan insure that:  Departmental goals, design and management support the strategy? Process goals, design and management support the strategy? Position/people goals, design, and management support the strategy?	
<b>Talent and HR Analysis</b>	
Do we have the right people in the right job at the right time? Talent Analysis.	
Does each individual understand his/her role in the organization and how that supports success?	
Does each individual understand the role of the other members of the organization and how it fits into success? Does everyone understand how he/she can support everyone else and how he/she can create tangible or intangible barriers to the success of others?	
Are long term and short term goals set for the business?	
Are short term goals set within each department and do they support a successful outcome to the organizational long term goals?	
Do individuals all the way to the entry level understanding of the organizational goals, department goals, and how they must work or set goals to support success all the way up? Do individuals know how they will be rewarded? Do individuals know how they can get promoted? Do individuals know how they make a difference in the organization?	

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<b>Essential Questions</b>	
Does every question we have asked and answered support the vision, mission and values?	
How can we reinforce this information everyday? How can everyone support this information?	
What questions are we not asking? Is there an Elephant in the Living Room?	

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