



## STRATEGY DIAGNOSTIC WORKSHOP

**Top teams face a number of challenges in developing and delivering effective strategy. A useful starting point is to diagnose the current state of an organisation's strategy. Based on extensive research and strategy development experience, Stratevolve have developed a diagnostic workshop. The aim is to kick-start an effective strategy development process, generate consensus within the executive team around six key strategic questions, and agree some key priorities to take forward.**

### Challenges in Developing Effective Strategy

Developing effective strategy can be a challenging process. There a myriad of different models and methodologies available in academic and popular business literature that are often inconsistent and unconvincing.

Through our extensive management research and strategy development experience, we have developed a successful framework for strategy development that has been tried and tested with top teams in both private and public sector.

Our strategy development framework is geared to provide strategic insight, clear direction from the top team about the organisational priorities, and enough clarity to allow business managers to make decisions on a day-to-day basis.

Knowing what to do strategically with an organisation can emerge from experience, or from entrepreneurial insight. It can also derive from a more analytical approach that provides insight into how to win business, or how to achieve lower relative costs.

Part of the uniqueness of our strategy development approach is a focus on really understanding what customers' actually perceive as value in the products or services that the firm produces.

All too often executives presume to know what their customers value about their products based on very little dialogue or research. In fact, many business leaders making important strategy decisions about the future of the organisation often lack an evidence-based view of the needs of key customer segments.

Understanding what customers' value about products or services is critically important as it provides a sound basis for determining how to deliver relatively superior value, and how to engineer key delivery processes and trim unnecessary costs.

Selecting a robust strategy development framework and developing a strategy that appreciates current and future customer needs, are just two of the major challenges to developing effective strategy. Other challenges include sensing relevant changes in business environment, tracking competitive moves, and ensuring efficient business and operational practices are in place.

A useful starting point to develop effective strategy is to consider the current state of an organisation's strategy in terms of its comprehensiveness, insight, and believability. This is the role of the strategy diagnostic workshop.

### Strategy Diagnostic Workshop – A First Step

The diagnostic workshop is designed to help top teams to perform a quick and initial assessment of their current strategy position and agree some key priority areas to take forward.

In the diagnostic workshop, we introduce specific frameworks and concepts to help gain a shared understanding what is effective strategy. In this introduction, we outline the key information that is needed to be sure you have a strategy (strategy content) and the best way to go about developing strategy (strategy process).

Next, we work with the top team through six key questions. For each key question we identify what has been agreed, and what still needs further investigation and consideration.

The six key questions are:

1. What are our objectives?
2. Where shall we compete?
3. How will we gain and sustain competitive advantage?
4. What capabilities and assets do we need?
5. What strategic assets do we currently have?
6. How will we change?

Our experience confirms that if top teams can adequately answer these six key questions then they are well on the way to having an effective strategy.

The workshop format is flexible as some questions will require greater attention and discussion, which is difficult to estimate before the workshop. Suffice to say the aim is to identify the extent to which there is clarity of answers to all six questions.

### Deliverables & Benefits

The outcome of the workshop is an improved and shared understanding of what constitutes effective strategy, and insight into changes required to the existing strategy.

Specifically, the diagnostic strategy workshop is designed to deliver the following benefits:

- Build top team understanding of what constitutes effective strategy
- Gain consensus amongst the top team on your current strategy position
- Agree key issues and priorities to take forward in the strategy development process

### Contact Details

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*Stratevolve is a niche strategy consulting firm that works with individual executives and management teams to develop effective business strategies, resolve complex business issues and deliver effective change.*  
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