

Strategic Planning Guide

Your strategic plan should answer the following four questions:

- Where are we going?
- Why does this matter?
- What will we focus on - and what will we not?
- How does each role contribute?

Core Purpose

Why does this department exist - what problem are we sponsible for solving?

Big Rocks ***Big Rocks are** critical outcomes, stable over 2-3 years, broad enough to guide many decisions, & useful for prioritizing work and aligning roles*

Big Rocks must:

- Provide something essential
- Enable others to do something better
- Strengthen a system, experience, or capability
- Reduce friction, confusion, or risk
- Build capacity for the future

Big Rocks are not:

- A list of projects
- Values or behaviors
- Everything the department does
- Individual performance goals

#1

#2

#3

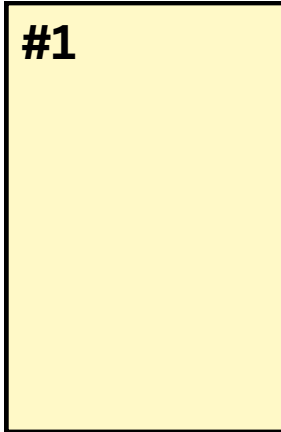
#4

Strategic Planning Guide

Big Rocks: Define Success

What would we see if this is working?

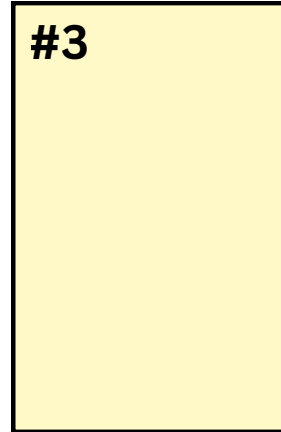
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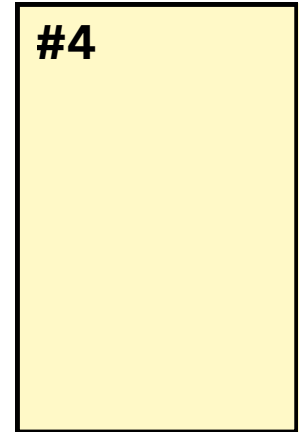
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What would people experience?

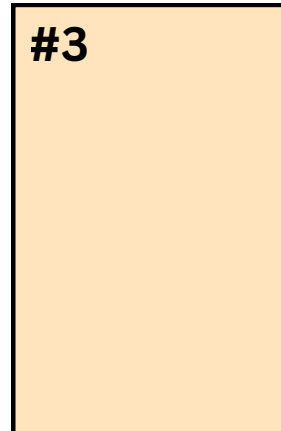
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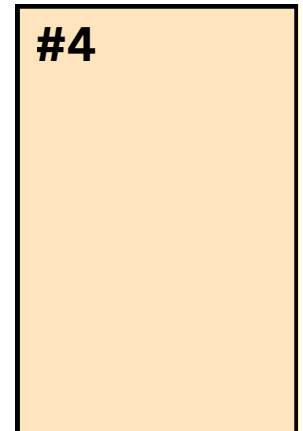
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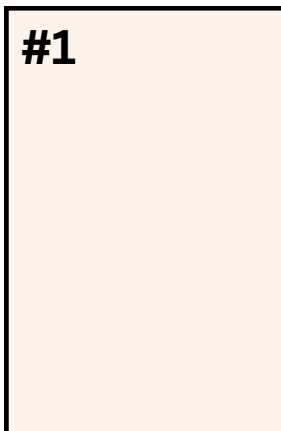
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What would be different?

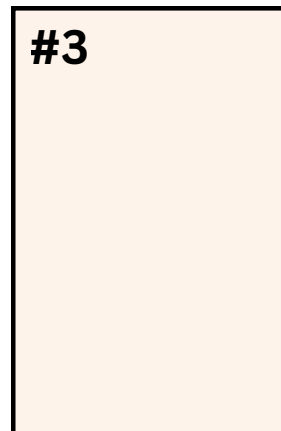
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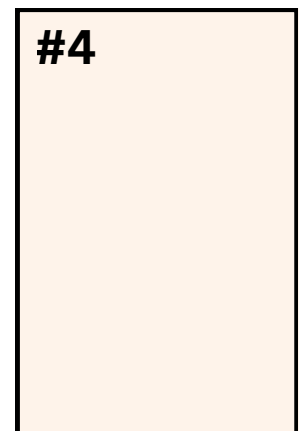
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Strategic Planning Guide

Big Rocks: Align Roles

Which roles support each Big Rock and how?

#1

#2

#3

#4

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#3

#4