

# 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 responsible 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**

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## Big Rocks: Define Success

*What would we see if this is working?*

**#1**

**#2**

**#3**

**#4**

*What would people experience?*

**#1**

**#2**

**#3**

**#4**

*What would be different?*

**#1**

**#2**

**#3**

**#4**

# Strategic Planning Guide

## Big Rocks: Align Roles

*Which roles support each Big Rock and how?*

**#1**

**#2**

**#3**

**#4**

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## Big Rocks: Align Roles

*Which roles support each Big Rock and how?*

**#1**

**#2**

**#3**

**#4**