

# Guide: Strategic Planning Workshop\*



## WHAT IS A STRATEGIC PLAN?

A strategic plan is a roadmap that represents the organization's key priorities, activities, and roles over a set period of time. It connects the mission of the organization to each priority and task and job description of each member of the team.

## WHY IS A STRATEGIC PLAN NEEDED?

Briefly: to help entrepreneurs understand what comes next. All of the progress made in the Lab will be neutralized and undermined if entrepreneurs are not clear about what they are supposed to do when the Lab is over. The Lab began with a question "What is the job description was for an early-stage entrepreneur?" The roadmap entrepreneurs will build now *IS* that job description, customized to their ventures and contextualized within the larger priorities of their company.

## WHAT ARE THE TAKEAWAYS FOR ENTREPRENEURS?

Entrepreneurs will identify and map out:

- The mission of their organization
- The 1-year priorities of their organization
- The quarterly objectives of their organization
- The key milestones to reach each priority
- The tasks to reach each milestone
- The people and deadlines to complete each task

## KEY PLAYERS

**Lab Team.** One team member will present the material, while others facilitate and help entrepreneurs. Remember that we recommend one facilitator for every 2 entrepreneurs. E.g. For 14 ventures, 7 facilitators are suggested.

**Entrepreneurs:** Entrepreneurs will work independently on their venture to complete their strategic plan.

## WHEN DOES IT HAPPEN?

This workshop takes place on the last day of the Lab. It is the final step of the Lab before closing remarks and entrepreneur surveys.

## HOW TO ORGANIZE: PRE-LAB

### Step 1: Understand how the Strategic Plan works.

Be clear about the definition of a *priority* versus a *milestone* versus a *task*. Be confident in your ability to explain how each element of the strategic plan connects to the next element. The quickest way to understand the relationship would be to look at the Strategic Plan graphic we've provided, while you read the detailed definitions below.

To briefly summarize, the mission is supported by 1-year priorities, while each priority is supported by quarterly objectives, etc. Basically, each piece of the strategic plan is in support of the step that followed before.

### Step 2: Update the provided presentation

Update [this presentation\\*\\*](#) with examples of entrepreneurs in the workshop.

### Step 3: Prepare the needed materials

- Sticky notes for the actual planning
- Pens/markers
- White Boards or Butcher Paper (cut into 20 x 30 inches) w/ the strategic plan diagram drawn ahead of time for **each** entrepreneur
  - OR pre-printed large scale versions of Plan worksheet. Though this is a pricier option, if you have the budget, you will save a lot of time by not hand-drawing them before the Lab. Use the same dimensions as whiteboards above.
- Computers - some entrepreneurs will want to use their computers and do the strategic planning online. If this is the case make sure to make a copy of the provided worksheet for each entrepreneur.

## HOW TO RUN: AT LAB (3 HOURS)

### Step 1: Frame the workshop (10 minutes)

- Outline the purpose (see above “Why this workshop”), progression (the steps below), terms and objectives (see “takeaways” above) for the workshop.
- Make sure entrepreneurs have all the needed supplies.

The Strategic plan tells an entrepreneur **WHAT** to do **WHEN** to do it, and **WHO** will do it for the next year (divided into quarters). It shifts the focus from *macro* to *micro*, and entrepreneurs will need to be clear about how each step builds upon the last one.

### Step 2: Case Study example (15 mins)

You’ll walk entrepreneurs through the structure of the strategic plan, first defining the component and then presenting an example from an actual company. The company we chose is **CoSchool**, an educational organization based in Colombia. Feel free to choose a different example if it would work better for your context.

#### Mission

**Definition:** The mission should be one sentence that includes 1) a verb, 2) a target population, and 3) an outcome.

**Framing:** Before building out priorities and milestones, each venture needs to be clear about their mission and what problem they are trying to solve. Every part of the Strategic Plan must serve the mission.

- **Verb:** What the venture does to the target population to achieve the outcome
- **Target Population:** the group of people that the venture attempts to serve
- **Outcome:** the result of the venture’s intervention with the target population. The outcome should be measurable so entrepreneurs know whether or not they have achieved it.

**Example:** Slide\*\*

#### 1-year priorities

**Definition:** Measurable, achievable goals within one year that advance the mission of the organization.

**Framing:** Entrepreneurs will brainstorm 3 one-year priorities that directly support their venture’s mission. We will only focus on ONE of these priorities *to begin*, in order to make the process clear. *After the first pass*, they will repeat the process (from 1-year priority all the way to tasks assigned to people) for the remaining yearly priorities as homework. They can get started in independent work time or wait until after leaving the Lab. (And perhaps even brainstorm additional needs.) Entrepreneurs should be able to explain why each priority advances the mission of the organization.

**Example:** Slide\*\*

#### Milestones to reach 1-year priorities

**Definition:** Major steps/actions needed to reach a quarterly objective.

**Framing:** Each entrepreneur will come up with 2-4 milestones per yearly priority. Each milestone should get the entrepreneurs closer to reaching a particular yearly priority. Achieving the milestones will help the entrepreneur know that they’re on track to reach that priority. One person on the team needs to be made responsible for each milestone, even though he/she may require input from others on the team. NOTE:

Assigning tasks to achieve each milestone is an important step, but separate from the strategic plan and needs to be done after the workshop with the full team.

**Example:** [Slide\\*\\*](#)

### Step 3: Independent work time (1 hour 30 mins)

Have entrepreneurs fill out the worksheet with their mission, 3 one-year priorities and 2-4 milestones for each priority (so 6-12 milestones total). Remind entrepreneurs that facilitators will be walking around and they only need signal with a raised hand if they'd like help. Facilitators should also stay alert for looks of confusion and proactively checking in with entrepreneurs. Here are some good questions for each category:

- MISSION
  - Who are you trying to help?
  - Where are you trying to get them (outcome)?
  - Is that outcome measurable?
  - How will you know when you've succeeded?
- YEARLY PRIORITIES
  - Are all of these both measurable AND achievable?
  - Do all the yearly priorities support the mission?
  - How do you know these are the right priorities?
- MILESTONES
  - Does each milestone have a designated manager?
  - Does each milestone group support the priority it's supposed to?
  - Are there any milestones missing to completely support the quarterly objectives?

### RESOURCES

- [This Strategic Planning presentation\\*\\*](#)
- [This Strategic Planning worksheet\\*\\*](#)

\* *This facilitator guide is one piece of the workshop on Strategic Planning in the Business Model Validation curriculum of the Uncharted Playbook. Each workshop contains a facilitator guide, a presentation, and an entrepreneur worksheet or activity.*

\*\* *These resources link to additional parts of the Uncharted Playbook. They have been removed for purposes of this example document.*