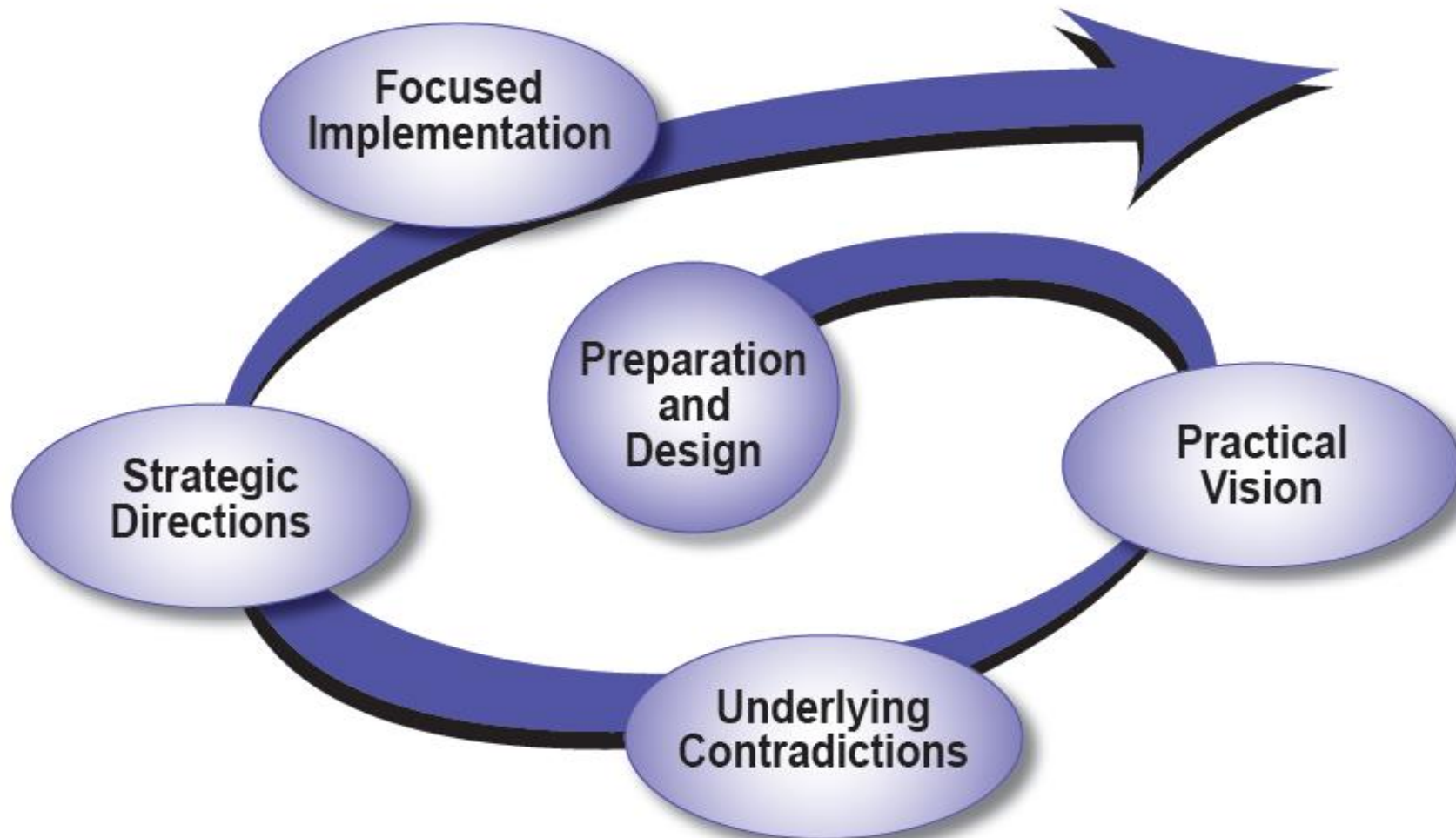
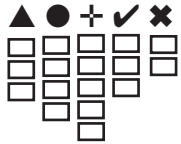
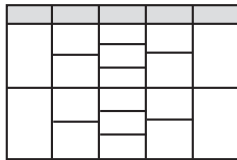
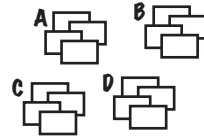
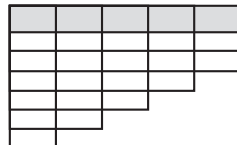
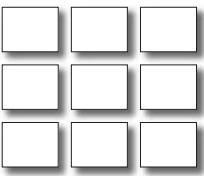
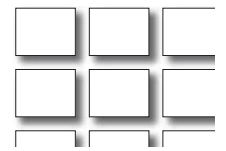
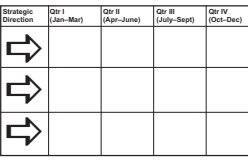
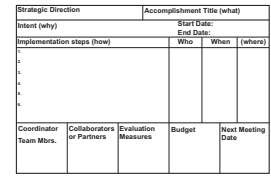


# Participatory Strategic Planning



# ToP<sup>®</sup> Participatory Strategic Planning at-a-glance

workshop/mood	step	Workshop Question/ Context	Brainstorm	Cluster	Name	Resolve
	<b>Practical Vision</b> (inspirational)	<p>“What do we want to see in place in 3–5 years as a result of our actions?”</p> <p>Prime the pump, e.g., “Imagine your kids in ten years...” or “walk around...”</p>	<p><b>Individual/small team:</b></p> <ul style="list-style-type: none"> <li>• hard ideas</li> <li>• you could take a picture</li> </ul> <p><b>Group—send up cards:</b></p> <ul style="list-style-type: none"> <li>• clearest</li> <li>• forward looking</li> <li>• different</li> </ul>	<p>Organize cards by similar accomplishment into a <i>columnar chart marked with symbols.</i></p> 	<p><b>Start with the largest cluster:</b></p> <ul style="list-style-type: none"> <li>• What is the focus?</li> <li>• What would you see?</li> <li>• Name the accomplishment</li> </ul>	<ul style="list-style-type: none"> <li>• What stands out?</li> <li>• What breakthroughs?</li> <li>• What benefits?</li> </ul> 
	<b>Underlying Contradictions</b> (sober analysis)	<p>“What is blocking us from moving toward our vision?”</p>	<p><b>Individual/small team:</b></p> <ul style="list-style-type: none"> <li>• for each vision column or grouping</li> </ul> <p><b>Group—send up cards:</b></p> <ul style="list-style-type: none"> <li>• most discussion</li> <li>• particularly sticky</li> <li>• different</li> </ul>	<p>Organize cards by similar root cause or breakdown into <i>free-form clusters marked with letters.</i></p> 	<p><b>Start with the largest cluster:</b></p> <ul style="list-style-type: none"> <li>• When have you encountered these in your experience? Tell stories.</li> <li>• What is the arena of breakdown?</li> <li>• What would you name this contradiction?</li> </ul>	 <ul style="list-style-type: none"> <li>• easiest to address? ...most difficult?</li> <li>• stirs up the most dust?</li> <li>• ...center of the storm?</li> </ul>
	<b>Strategic Directions</b> (creative/innovative)	<p>“What innovative practical actions will deal with the underlying contradictions and move us toward our vision?”</p> <p><b>Strategic thinking:</b></p> <ul style="list-style-type: none"> <li>• 147/805 rule</li> <li>• windows of opportunity</li> <li>• downboard thinking</li> <li>• bold/conservative</li> </ul>	<p><b>Individual/small team:</b></p> <ul style="list-style-type: none"> <li>• for each contradiction</li> <li>• most immediate from vision</li> </ul> <p><b>Group—send up cards:</b></p> <ul style="list-style-type: none"> <li>• boldest</li> <li>• most conservative</li> <li>• different</li> </ul>	<p>Organize cards by similar strategic intent into a <i>9-box matrix.</i></p> 	<p><b>Quick 2–4 word title by box. Try to use verbs.</b></p> <ul style="list-style-type: none"> <li>• What is the arena of focus?</li> <li>• What is the strategic intend of this group?</li> </ul> <p><b>Naming:</b></p> <ul style="list-style-type: none"> <li>• Name the major thrusts.</li> <li>• Use three-word titles.</li> </ul>	<ul style="list-style-type: none"> <li>• What’s new?</li> <li>• Breakthroughs?</li> <li>• Where are you most interested?</li> </ul> 
	<b>Focused Implementation</b> (serious commitment)	<p>“What will our specific, measurable accomplishments be for the first year?”</p> <p><b>For each strategy/ direction, write on the flip:</b></p> <ul style="list-style-type: none"> <li>• current reality</li> <li>• success indicators</li> <li>• 1-year accomplishments</li> </ul>	<p><b>Individual/small team</b></p> <ul style="list-style-type: none"> <li>• self-select into a team, one for each strategy.</li> </ul> <p><b>Group:</b></p> <ul style="list-style-type: none"> <li>• Brainstorm SMART accomplishments.</li> <li>• Put on a one-year timeline.</li> <li>• Detail the first quarter.</li> </ul>	<p>Organize cards by time (chronologically) into a <i>calendar format.</i></p> 	<p><b>90-day plans for first- qtr. accomplishments</b></p> 	<ul style="list-style-type: none"> <li>• Next steps?</li> <li>• ORID on process</li> </ul> 