

Scenarios to Strategy Inc.

10-Facet Framework for Strategy Evaluation

Strategies are how organizations achieve change. The **10-Facet Framework** assists in the development and evaluation of specific strategies to inform decision making

- 1) **Definition:** Can you describe the specific strategy in a sentence?
- 2) **Strategic Fit:** Does the specific strategy align with the organization's vision, mission & values? What broad organizational goal(s) does the strategy address?
- 3) **Issues:** What issues does the specific strategy address? How does the strategy strengthen the organization's business model?
- 4) **Outcomes:** What are the desired outcomes of the specific strategy?
- 5) **Structured Critique & Improvement:** What are the strengths or advantages of the specific strategy? What are the weaknesses or disadvantages? What risks are addressed by pursuing the strategy? What risks are inherent in the pursuit of the strategy? What can be done to build on the strengths, strengthen the advantages, address the weaknesses or reduce the disadvantages of the strategy?
- 6) **Competitive Survey:** Does the specific strategy lead to a distinct competitive advantage for the organization over other organizations? Have other organizations implemented or could they implement the strategy? What competitive advantage does our organization have over other organizations in implementing the strategy?
- 7) **Stakeholder Survey:** What impact will the specific strategy have on our key stakeholders? (e.g., shareholders, lenders, suppliers, employees, customers, partners, governments and communities)
- 8) **Implementation:** Tactically, what specific activities must occur to implement the specific strategy, by whom & over what time frame? Are there barriers to the implementation of the strategy? How can the implementation of the strategy be adjusted to overcome or reduce the implementation barriers?
- 9) **Resources:** Tactically, what internal resources are needed to successfully implement the specific strategy? Where within our organization will the internal resources be sourced? What external resources are needed to successfully implement the strategy and where would they be sourced? Are there partnering opportunities?
- 10) **SMART Objectives & Performance Measures:** Tactically, what SMART objectives (Specific, Measurable, Achievable, Responsibility & Timing) and what performance measures must be developed, agreed to, implemented & reported on to assure the successful implementation of the strategy.