



aspire
development UK Ltd

Strategic Development Toolkit

Supporting leaders in PCNs across
Midlands



Welcome to the Strategic Development Toolkit

This toolkit has been developed to support you in your strategic planning, business development and progress monitoring activities. It equips you with models and templates to consider quality, efficiency, cost-effectiveness, resourcing and the achievement of outcomes whilst developing your services.

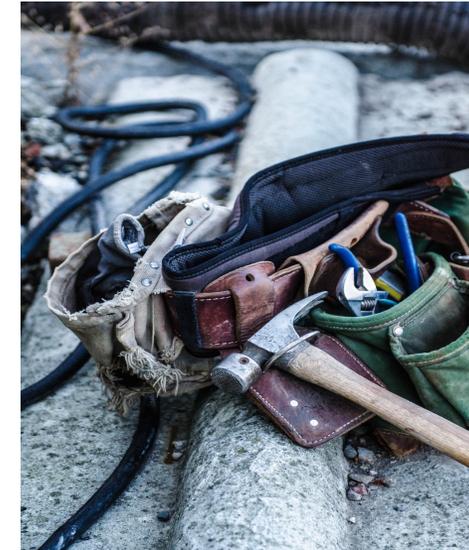
Many of the tools can be effectively used in groups, giving you the opportunity to involve others as you plan, deliver and develop.

The tools are often accompanied by questions for reflection, tips for effective use and contain links for further reading or reference.

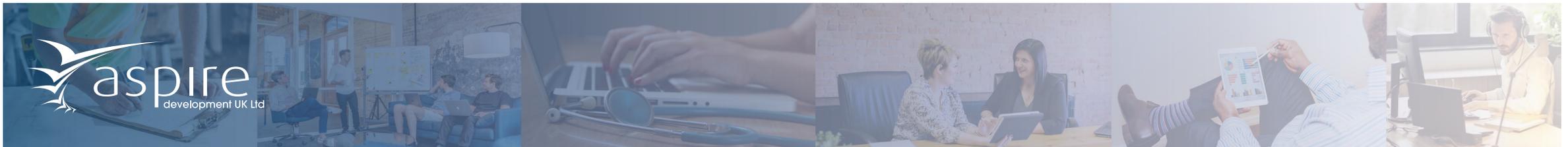
In this toolkit you will find tools that can help you to:

- Set long term direction to achieve your purpose and vision
- Make sense of the context in which you operate
- Set goals and objectives
- Identify priority areas for development and management
- Monitor and measure performance
- Flex your leadership approach as you develop your services

This toolkit accompanies the Masterclass *Leading Change Resilient Systems*, which is part of the Midlands PCN Leadership and Change Management Masterclass Series



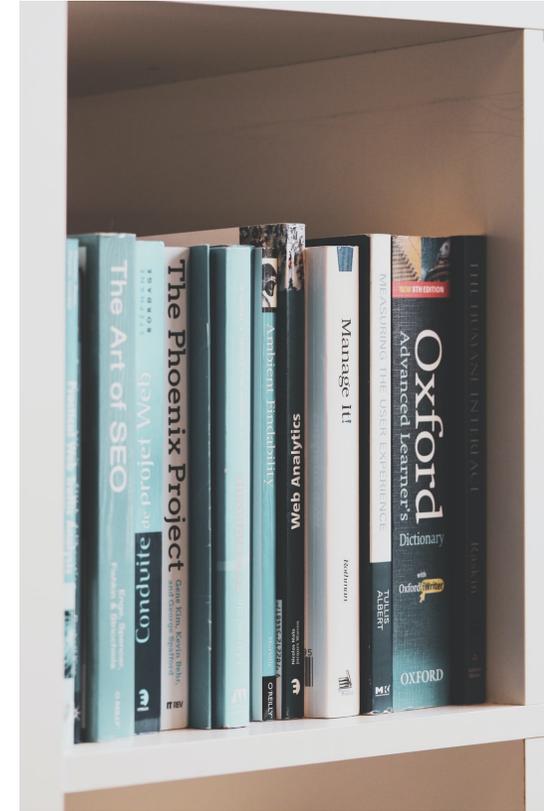
Credit: Unsplash Jesse Orrico



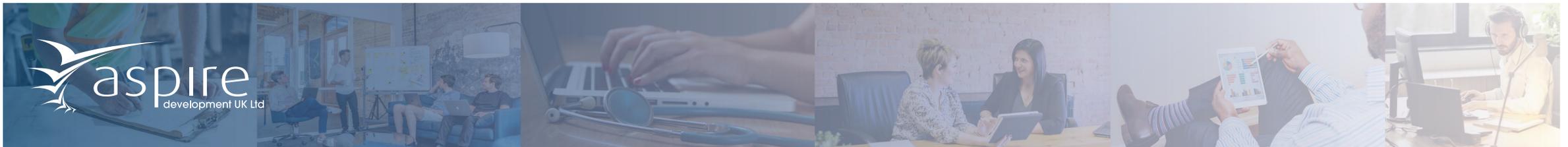
Contents and References

Models and tools referenced here may have been adapted to provide a relevant context and practical basis for the user. The origins of any models and tools not developed by Aspire Development are credited here.

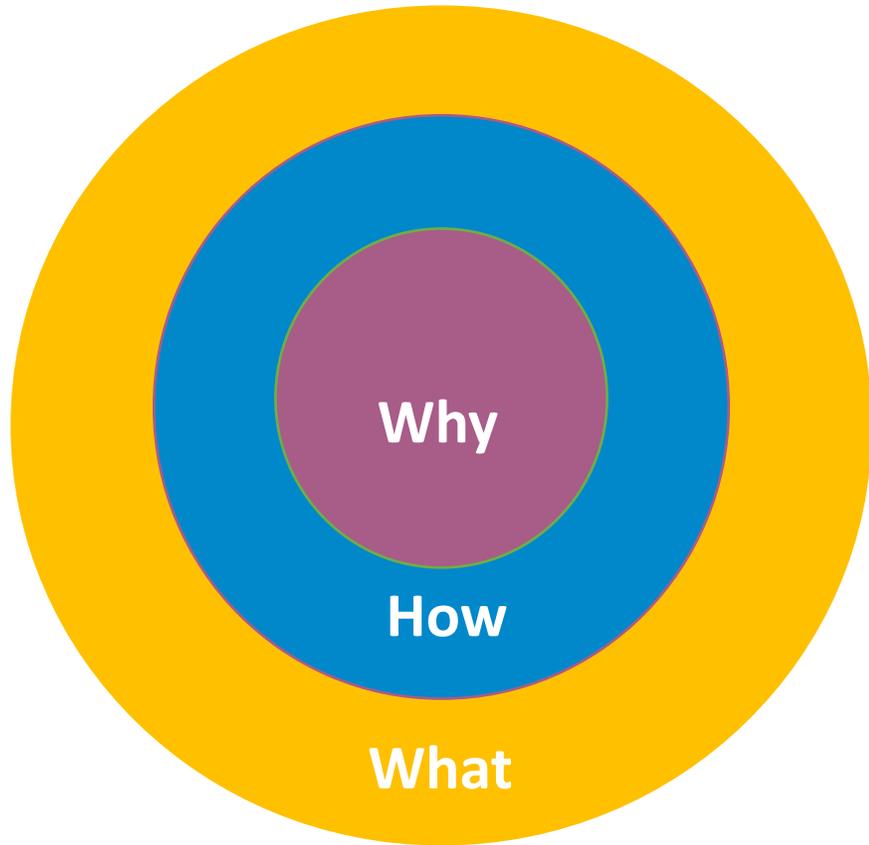
1. **Start with Why** - Sinek – *Start With Why* © 2011
2. **Vision and Mission** – Aspire Development
3. **Fast Forward** – Aspire Development
4. **Strategy Development** – Johnson & Scholes – *Exploring Corporate Strategy* © 1998
5. **Three Circles** – Aspire Development
6. **VUCA** - Bennis & Nanus - *Leaders. The Strategies For Taking Charge* © 1985
7. **PESTLE Analysis** – Francis Aguilar - *Scanning the Business Environment* c. 1968
8. **SWOT Analysis** – Albert Humphrey - Stamford University c. 1965
9. **Circle of Influence** – Stephen Covey – *7 Habits of Highly Effective People* © 1989
10. **Future Change Framework** – RSA 2020
11. **Balanced Scorecard** – Kaplan & Norton – *Translating Strategy into Action* © 1992
12. **ABC of Communication** – British Army
13. **Will it Make the Boat Go Faster?** – Hunt-Davis & Beveridge – *Will it Make the Boat Go Faster?* © 2020
14. **Leadership Behaviour Continuum** – Tannenbaum & Schmidt – *How to Choose a Leadership Pattern* © 1958



Credit: Unsplash Sigmund



1. START WITH WHY



Inspiring leaders will start with *why*. They share the reason, the cause, the purpose, the belief.

To quote the author Simon Sinek, “people don’t buy what you do, they buy why you do it.” Much of our decision-making as humans is based on our values.

Sharing why enables leaders to make connections with those who believe in the same things, who have a common purpose, who desire to fight the same cause.

Questions for reflection:

- What do the people around you believe in?
- What motivates them?
- What is the common purpose you are all working towards?

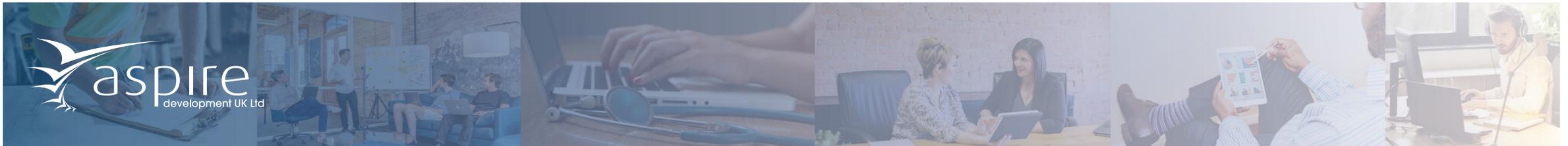
Words for sharing the ‘why’ with your team:

- *“This is important because.....”*
- *“I believe....”*
- *“Why we are doing this is....”*
- *“We all want to achieve....”*

Tip:

It’s also important to follow up with the ‘what’ and the ‘how’ so that your team know the part they play.

Ref: Simon Sinek



2. VISION & MISSION

There is a popular quote which goes along the lines of ‘A vision without a plan is fantasy. A plan without a vision is mediocrity.’

Having both a vision and a mission gives leaders motivation and purpose. A vision inspires an emotional or values-based connection for the future, and a mission gives a tangible purpose to work towards.

Questions to consider your vision:

- Where do you want to be?
- What will that look/sound/feel like?
- What will it give you?

Questions to consider your mission:

- What am I working towards?
- What do I want to achieve?
- What’s my/our purpose

Tip:

Keep the words of your mission or an image of your vision close to hand. They are a useful reminder that ‘it’s worth it’ when progress is slow or difficult.

Dr. Martin Luther King Jr.



Credit: dosomething.org

I have a dream that one day every valley shall be exalted, every hill and mountain shall be made low,

VISION
Describes where the organisation aspires to go

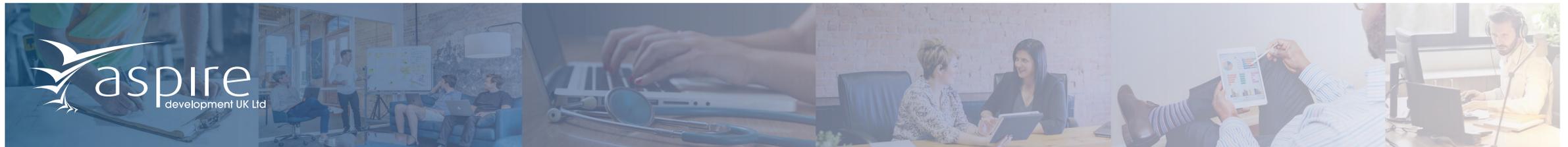
Patrisse Cullors



Credit: Drew Escriva

I want to see Black Lives Matter be able to ultimately reduce law enforcement funding

MISSION
Defines the key objective of the organisation



3. FAST FORWARD

‘Imagine’ is a powerful word. It inspires people to create a vision for the future and encourages them to move towards it.

Fast forward is a technique which enables people to capture their vision in their minds or on paper. Fast forward is a series of questions, asked from a future time when everything has been achieved.

1. Example statements to encourage a future state:

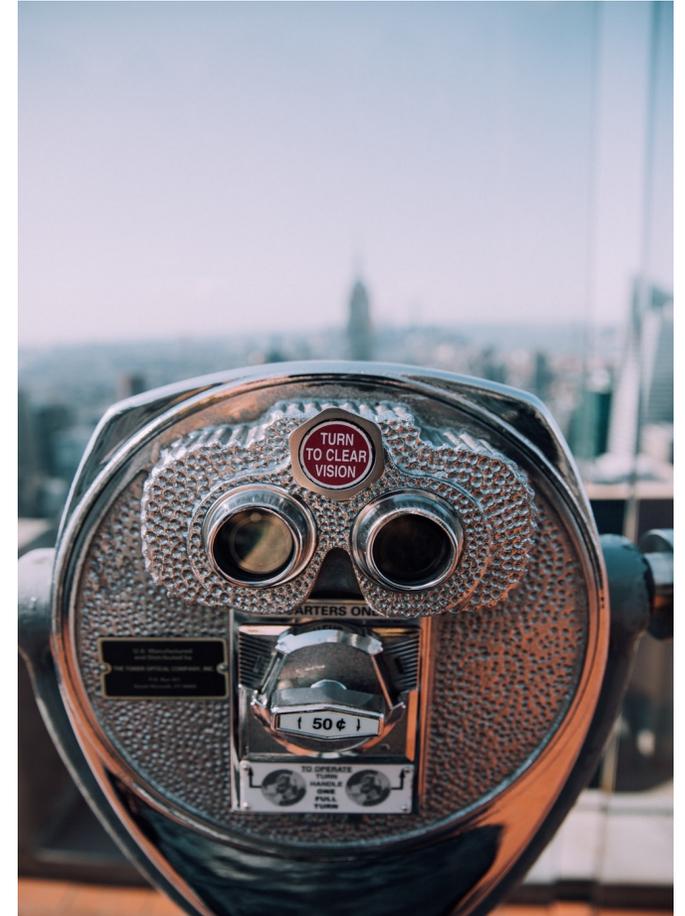
- Imagine it’s 12 months from now...
- Let’s imagine we are in the project review meeting...
- Imagine this situation is fixed..., Imagine you’ve achieved it...

2. Questions to encourage fast forwarding:

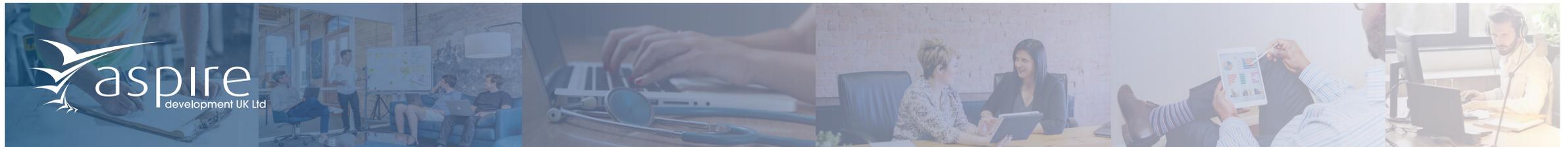
- What does it look like? What can you see?
- What can you hear? What are people saying?
- How does it feel? What are you thinking?
- How are you/others spending your time?
- How have you got here? How have you led people?
- What has made the biggest difference?

Tip:

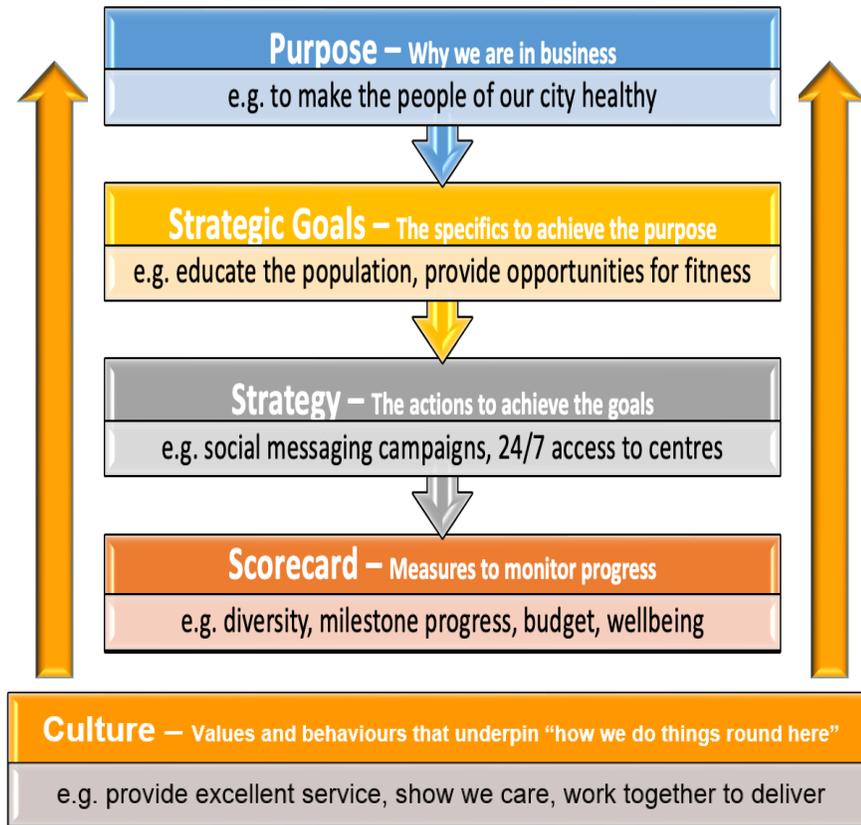
It is helpful to write the answers to the questions down as you go or draw images which come to mind.



Credit: Unsplash Jenna Day



4. STRATEGY DEVELOPMENT



Ref: Johnson & Scholes

To develop an effective strategy, an organisation needs to start with the end in mind. Once the organisation has this clarity of direction, and keeps it in continual focus, the strategy follows more simply.

Purpose – Interchangeable with vision and mission, this defines the reason the organisation exists.

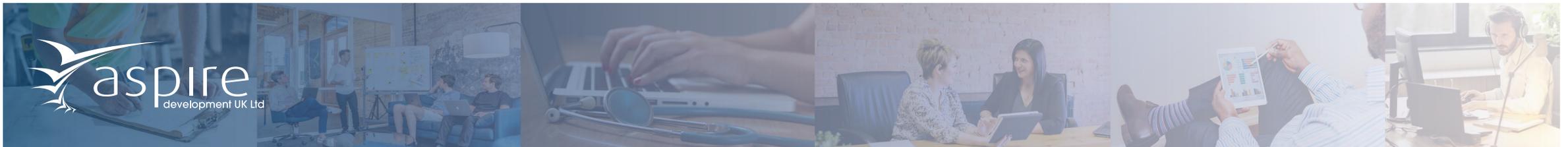
Strategic Goals – Often referred to as ‘workstreams’ or ‘key priorities’, these are the key targets which need to be met in order to achieve the purpose. They should be tangible.

Strategy – Strategy is another word for ‘plan.’ The strategy provides the underpinning detail about what action will be taken to each strategic goal will be achieved.

Scorecard – Scorecard is a catch-all term for the myriad of metrics that are used within an organisation to monitor and measure progress towards the goals and mission. A big tip is to streamline these and focus on the ones which matter most.

Culture – Often, *how* an organisation works is as important as *what* it does. Defining the values, behaviours and standards will shape the culture.

Tip: Sharing the strategic development with the team can help everyone to understand where they fit and how they can contribute.



5. THREE CIRCLES

Sometimes the simplest tools can be the most effective. Here, the three circles represent the 'mode' of an organisation.

It is helpful for leaders to consider the mode of the organisation as it will influence both the leadership strategy (what you do) and the leadership style (how you do it).

Questions to help identify the current mode:

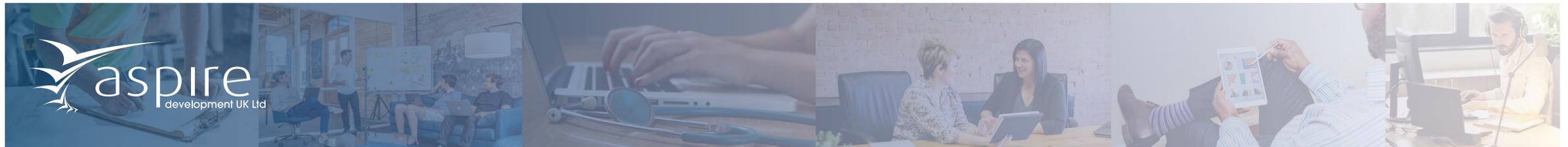
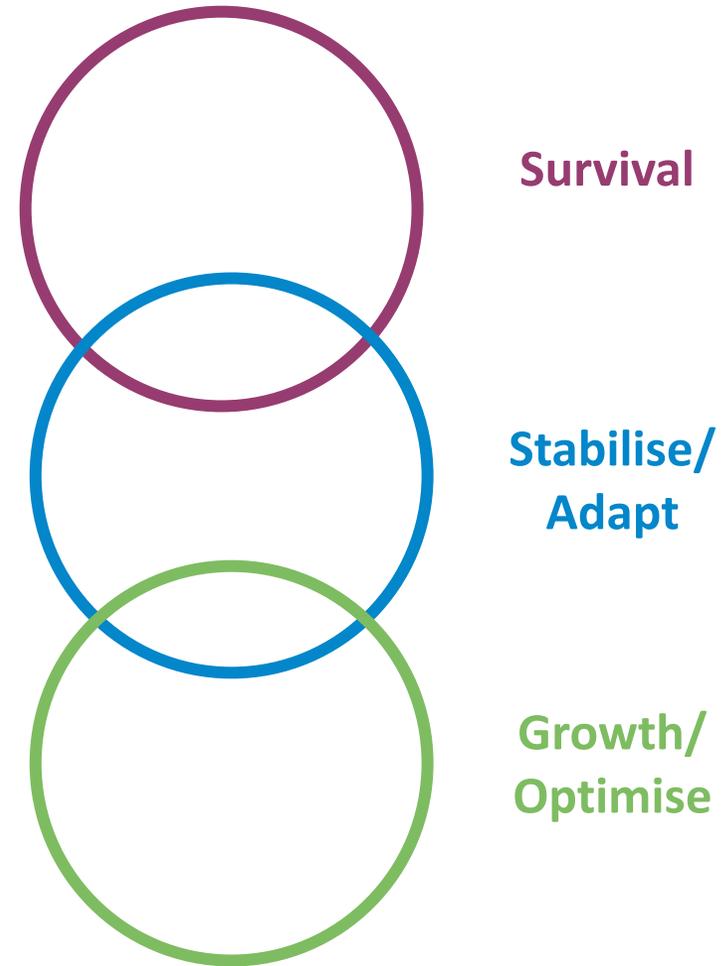
- How would you describe current performance?
- How are people feeling?
- Where is your focus? (immediate, short-term future, long-term future)

Strategy and Style ideas for each mode:

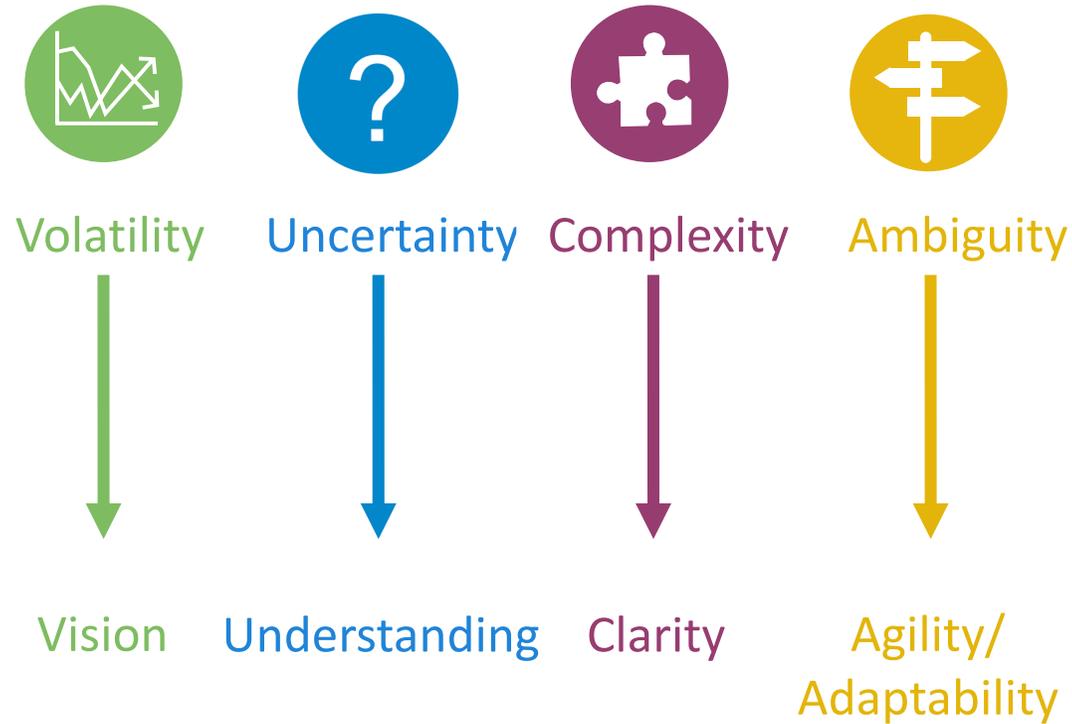
- **Survival** – Focus on essential activity; Instruct others; Recognise tiny wins
- **Stabilise** – Set realistic goals; Let people breathe – don't push too hard; Recognise the progress being made
- **Growth** – Set stretching goals; Collaborate with others; Monitor progress; Celebrate success

Tip:

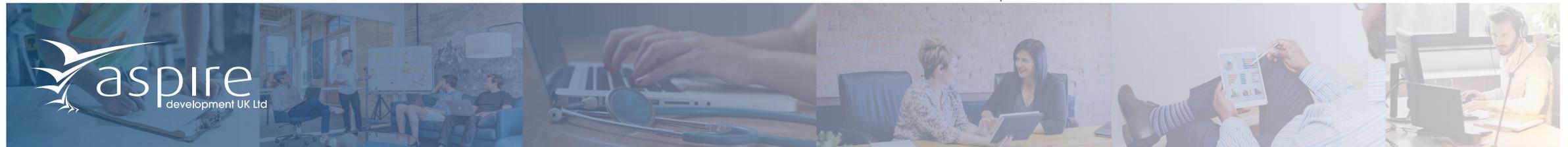
Use the strengths of others to complement your own leadership style.



6. VUCA LEADERSHIP



Ref: Bennis & Nanus



Leadership in a digitally connected, fast-paced world requires new and enhanced skills and strategies. VUCA defines both the challenges of the environment and the leadership required to respond to them.

Volatility / Vision – Changes big and small are becoming more unpredictable – and they’re getting more and more dramatic and happening faster and faster. A vision provides a compass for orientation and a positive picture of the future; a guiding light through the turbulent changes.

Uncertainty / Understanding – It’s becoming more difficult to anticipate events or predict how they’ll unfold; This increases risk for investment and growth as it becomes increasingly uncertain where the route is heading. Understanding the context and the key influences brings understanding and recognition of the priorities.

Complexity / Clarity – In a connected system, problems and their repercussions are multi-layered, harder to understand. The different layers intermingle, making it difficult to get an overview of how things are related. It’s important to keep things simple; focusing on what counts and applying energy and effort exactly where they will be most effective.

Ambiguity / Agility & Adaptability – It is rare for things to be clear or precise. The demands on organisations and leaders are contradictory and paradoxical. This requires a flexibility of leadership style. Developing a culture where ideas are encouraged, and lessons are learned will build up resilience.

7. PESTLE ANALYSIS

Jack Welch, the former head of the global firm GE said, “If the rate of change on the outside (of the organisation) exceeds the rate of change on the inside, the end is near.”

Leaders should regularly consider the external influences on their organisation, and a PESTLE analysis provides useful categories to cover the major influencing factors.

Areas to consider in each category:

- **Political** – Government manifesto commitments; Lobbying groups; Taxation policies; Funding policies
- **Economic** – Workforce skill levels; Interest and inflation rates; Economic growth/contraction; Competition
- **Social** – Population changes and demographics; Socio-cultural influences and attitudes; Socio-economic profiles; Lifestyle choices
- **Technological** – Automation; (Social) Media; Artificial Intelligence; Cyber-security; System development.
- **Legal** – Legislation - UK and international; White papers and Green papers; GDPR; Health and Safety; Regulatory and Quality Frameworks
- **Environmental** – Environmental policy; Carbon efficiency; Renewable energies; Waste & pollution; Sustainability



Political



Economic



Social



Technological



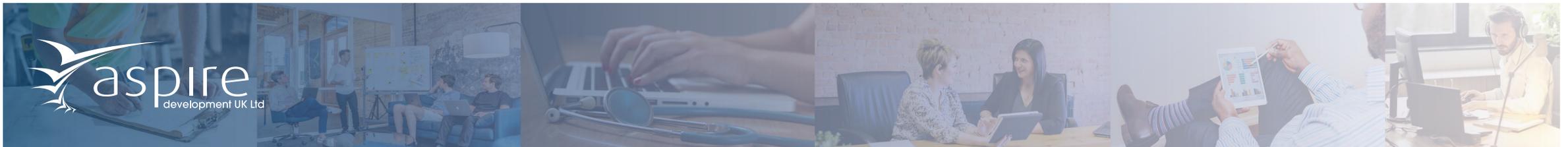
Legal



Environmental

What are the biggest influences on your organisation?

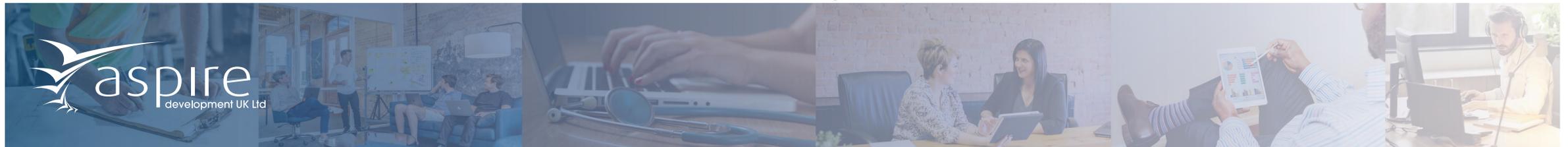
Ref: Francis Aguilar



8. SWOT ANALYSIS



Ref: Albert Humphrey



It's tempting for leaders to focus on the problems in an organisation as they often shout loudly for attention! A SWOT analysis helps leaders take a balanced view of their organisation, from where they can make informed decisions about how to progress.

SWOT Analysis will analyze what the organisation does best right now, and to devise a successful strategy for the future. It will also uncover areas of the organisation that are holding you back.

Questions to consider in each category:

- **Strengths** – What do you do well? What do others see as your strengths? What resources can you draw on?
- **Weaknesses** – What could you improve? Where do you have fewer resources than others? What are others likely to see as weaknesses?
- **Opportunities** – What opportunities are open to you? What trends could you take advantage of? How can you turn your strengths into opportunities?
- **Threats** – What threats could harm you? What is your competition doing? What threats do your weaknesses expose?

Tip: Involve your team in completing a SWOT analysis. It's important for them to recognise strengths too!

9. CIRCLE OF INFLUENCE

Leaders are proactive – focusing on what can be done. They are not reactive – waiting for things beyond their control to have a negative impact.

The Circle of Influence model acknowledges that people have concerns about things which are beyond their control and provides a framework for articulating them and deciding what, if any, action can be taken.

1. Start with the Circle of Concern

- What's concerning you? What's taking up a lot of your mental energy?
- Make a note of these things.

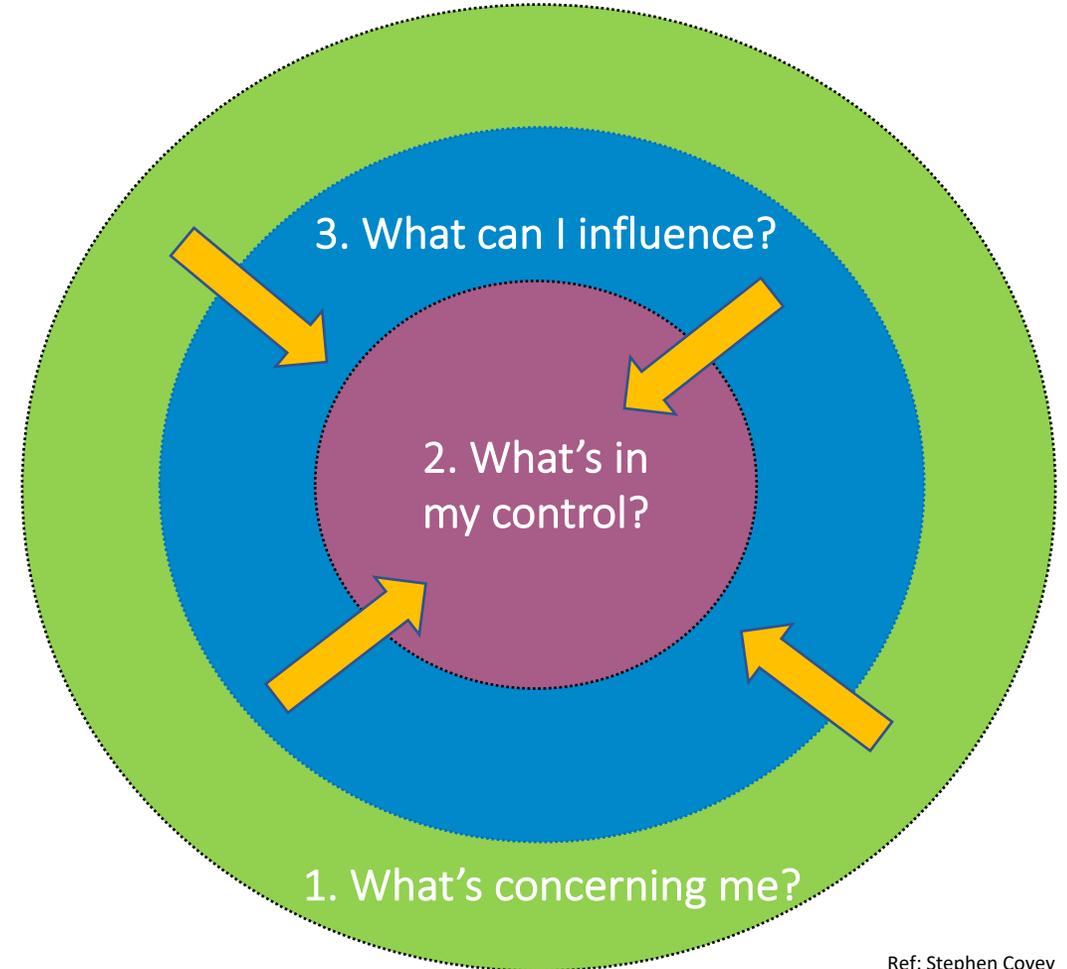
2. Move to the Circle of Control

- What can you do? Where do you have control? What's 'within your gift?'
- Make a note of these things.

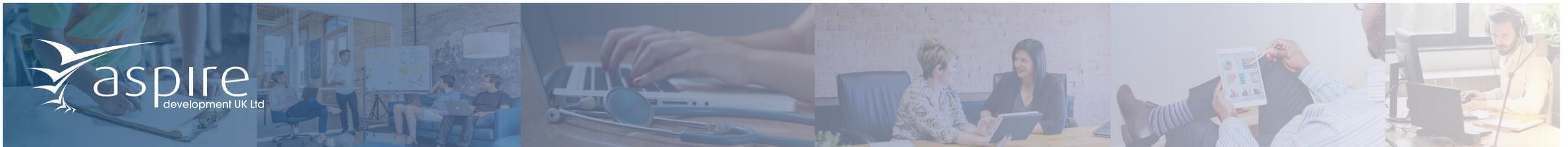
3. Now look at the Circle of Influence

- What elements of your concerns can you move forward in some way? How can you influence them? What can you change? How could you adapt something from your circle of control to have more positive influence?

Tip: A shortcut is to simply ask yourself – What can I do about this?



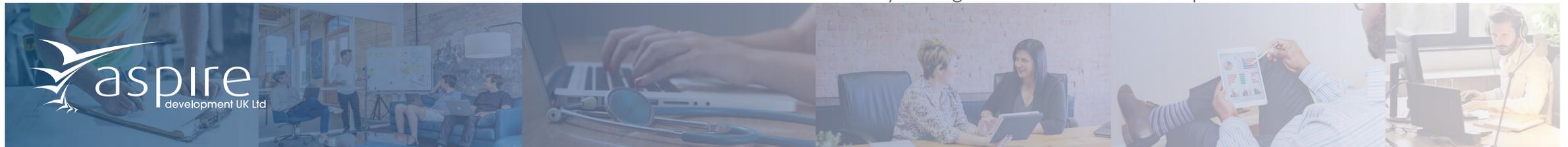
Ref: Stephen Covey



10. FUTURE CHANGE FRAMEWORK



Ref: RSA



Leaders respond to crises by adapting practices. Some practices will be temporary, whilst organisations ‘make do’, whereas others can accelerate positive changes which can last beyond the crisis.

The Future Change Framework enables leaders to look at the practices in their organisation and consider which are most valuable for an unknown, ever-changing future and clarify their strategic direction to stay relevant.

Review the practices in your organisation (the work and the way you work):

- **Temporary Measures** – What have you put in place for a crisis which you can stop now that the crisis has passed? How will you end this activity?
- **Obsolete Activity** – What did you stop doing during a crisis which doesn’t need to start again? How will you formally let go of this activity?
- **Paused Activity** – What did you have to stop doing during a crisis which you want to start doing again now the crisis has passed? How will you restart this activity?
- **Innovative Measures** – What did you start doing during a crisis which you want to keep doing even though the crisis has passed? How will you establish this activity as ‘business as usual?’ How will you do more of this activity?

Tip: Don’t confine this activity to a crisis! Regularly reviewing practice is helpful to make sure your organisation is effective and productive.

11. BALANCED SCORECARD

There is a phrase which resonates in organisations in all sectors – “What gets measured gets done!”

The Balanced Scorecard is a measurement framework which achieves a balanced focus in the organisation, considering only key metrics which enable the strategic goals to be met. Focusing on fewer, important measures helps leaders to see quickly where they need to focus their attention.

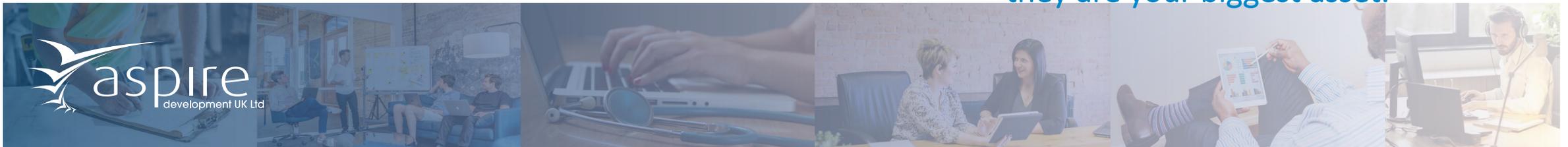
The areas of the Balanced Scorecard are:

- **People** – Have we got enough people? Are they able to do their jobs? Are people happy in their work? Do our people represent our community? Are we developing our people?
- **Process** – Are we compliant with governance & legislation? How well are we managing our finances? Are our contracts working for us? Are our systems delivering for us? How efficient are our processes and pathways?
- **Customers** – Are we achieving promised service levels? What are customer satisfaction rates? How are we improving services? How well are we communicating with customers? How strong and effective are stakeholder relationships?
- **Performance** – What are your targets? What are your strategic Goals? What outcomes are you working towards?

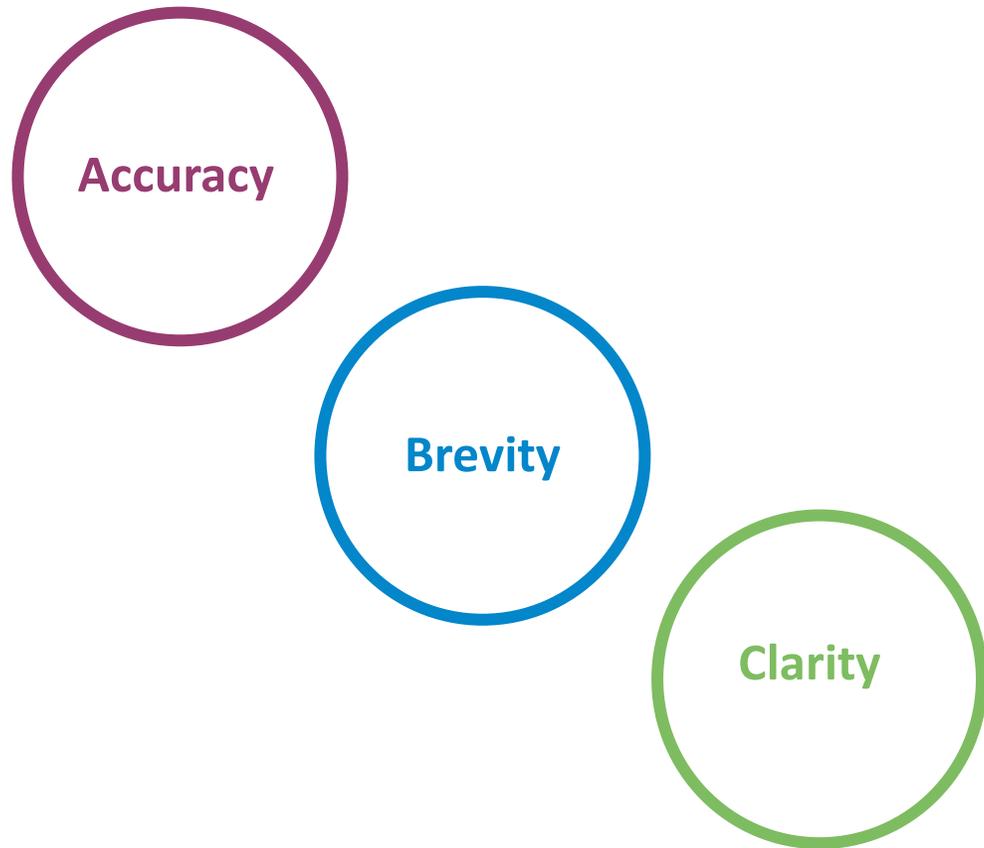


**Tip: Start with the People
– they are your biggest asset.**

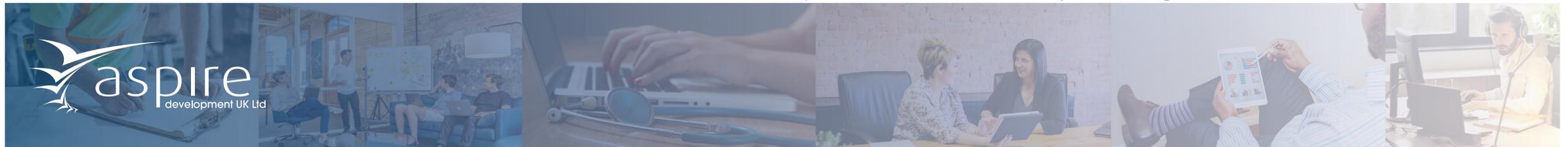
Ref: Kaplan and Norton



12. ABC of COMMUNICATION



Ref: British Army



In a military operation there is no place for waffle!

The British Army adopt three simple principles for communication, and leaders in all organisations can use these principles to get messages across effectively.

The ABC of Communication:

- **Accuracy** – This means correct information and an appropriate tone or expression.
- **Brevity** – This means giving maximum information in the minimum number of words possible.
- **Clarity** – Messages should be clear, well-planned and expressed in a logical way.

Ideas to achieve the ABC when preparing and delivering communications:

- **Accuracy** – Check your facts. If writing, check your grammar. If speaking, check your tone matches the message – especially if it doesn't match your personal views.
- **Brevity** – Ask yourself “Do they need to know this?” Replace vague words with specific words. Remove words which provide excessive detail.
- **Clarity** – Use simple, common and meaningful words. Use facts and figures to back up your narrative. Present your ideas logically.

Tip: Ask for feedback. Check your message has been understood.

13. WILL IT MAKE YOUR BOAT GO FASTER?

Faced with the prospect of defeat in the 2000 Sydney Olympics, the crew of the GB Men's Rowing Eights knew they had to adopt a very different approach to secure a Gold medal.

Their story is one that all leaders can learn from - of a group of individuals forged into a winning team by following a set of Performance Principles, habitually and consistently, in everything they did. Those Performance Principles were

The Performance Principles

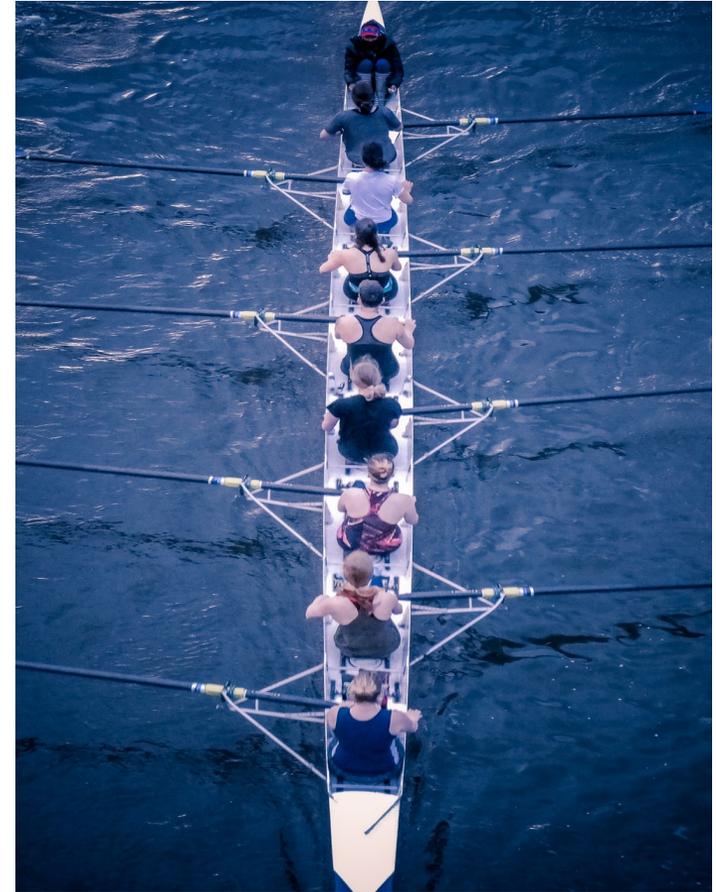
- **Work together effectively** – be a team who can support and challenge each other
- **Focus on performance in order to get results** – make sure everyone knows what you're aiming for and takes accountability for their part
- **Focus on what's important** – know what makes the difference and give it your attention.

This final point was captured in the clear and direct question **“Will it make the boat go faster?”**

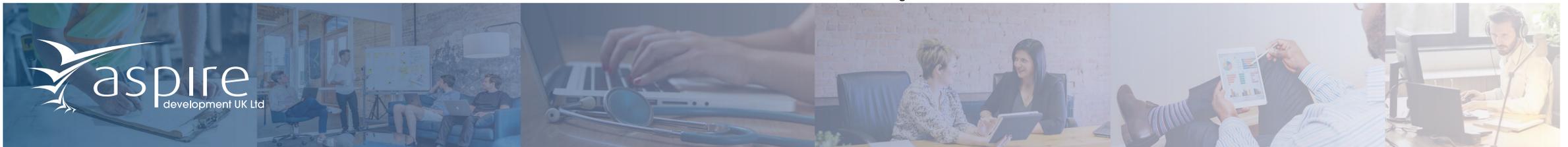
Tip:

The key is to align your organisation behind your stated objective and only make decisions and take actions that will push you towards it. Discard everything else.

Ref: Hunt-Davis & Beveridge

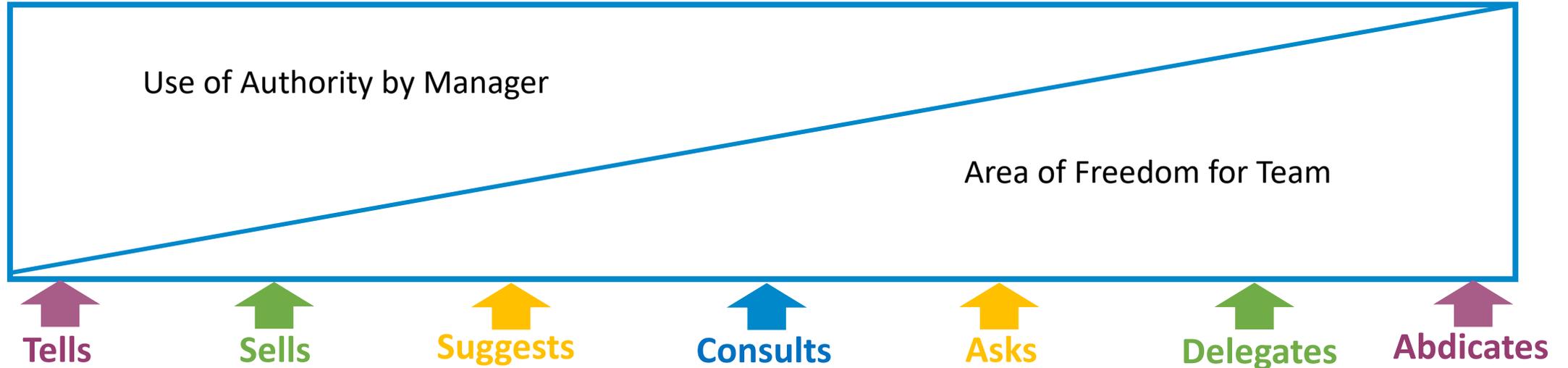


Credit: Unsplash Nick Ewings



14. LEADERSHIP BEHAVIOUR CONTINUUM

Ref: Tannenbaum-Schmidt



Behaviours along the Continuum:

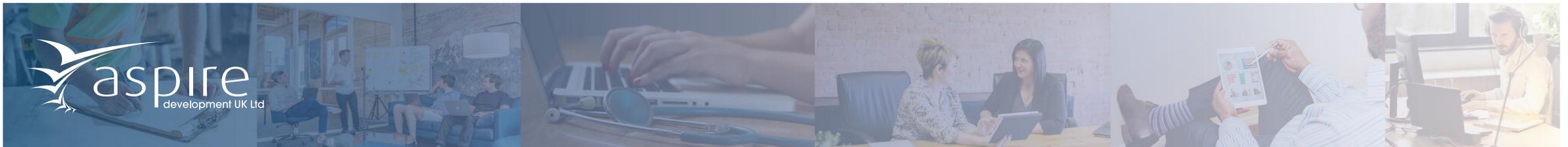
- **Tells** – manager makes decision and announces it
- **Sells** – manager explains the decision being made
- **Suggests** – manager presents the decision and invites questions
- **Consults** – manager presents a tentative decision, subject to changes
- **Asks** – manager presents problem, gets suggestions and makes decisions
- **Delegates** – manager defines limits, asks team to make decision
- **Abdicates** – manager permits the team to function within defined limits

Leadership Behaviours to move towards Authority:

- Use 'I' statements, such as "I believe...", "I think...", "I feel..."
- Prepare what you are going to say or write.
- Use language of certainty to convey confidence, e.g., "This will deliver..." rather than "We'll try to deliver..."

Leadership Behaviours to move towards Freedom

- Once you have asked, listen to the responses and act on suggestions.
- Provide the support needed for the team to successfully deliver for you.





This toolkit has been written
by Aspire Development for
NHS Midlands Leadership
Academy

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Find out more:

