

HOW TO DEVELOP STRATEGIC LONG-TERM GOALS

STRATEGIC GOAL SETTING CHECKLIST

To help ensure you're covering all the important aspects of developing strategic goals use this checklist. Tick off sections as you complete them.

Strategic Goal Setting Checklist		Tick box
V	1. Write your vision down, ensuring that it is easy to understand and clear in providing a focus.	
	2. Test the vision with key stakeholders in order to ensure that you are moving in a mutually agreed direction.	
	3. Consider, and note down, some of the broader benefits for the organisation, external customers, your team and yourself.	
	4. Formulate some clear long-term goals which fit in with your vision. These should form the basis of your strategy.	
S	5. Reflect on who your internal and external customers are and note them down.	
	6. Be clear who your key stakeholders in the project are and how you are going to involve them in the process.	
	7. Decide on the level of consultation you need with stakeholders, customers and your team.	
	8. Think about who the end users are, or those who will be affected by the overall outcome, and ensure this is factored into your plan.	
P	9. Write down the goals you're trying to achieve and prioritise them in order of importance for overall success.	
	10. Consider the current situation and future changes to try to anticipate whether priorities may need to change over time.	
	11. Prioritise actions in terms of importance and urgency.	
	12. Identify the support you'll require and from whom to complete tasks, especially those of high priority.	
O	13. Identify the overall benefits of the strategy and prioritise them.	
	14. Consider the benefits and opportunities for people working to deliver the strategy, to motivate and recognise or reward them.	
	15. Outline the benefits to customers and stakeholders.	
	16. Put together a 'benefits business case' outlining the main positives in order to sell the vision to others.	
R	17. Conduct an analysis of the risks and threats that exist or could potentially arise to threaten success.	
	18. Categorise these risks and threats into high, medium and low categories.	
	19. Identify the major issues you foresee over the short, medium and long-term and categorise them in terms of importance and urgency.	
	20. Attend to those issues which are 'most important and urgent' first, then those which are 'important not urgent' and then the 'urgent not important' ones.	
T	21. Think about how your vision and strategy fits in with broader organisational goals.	
	22. Look at the factors that could affect your strategy. You could use a model such as PEST(LE) to help focus your thoughts here.	
	23. Consider changes to the internal position and how this may affect your strategy: 'where is the organisation heading in the future?'	
	24. Factor in current competitor/comparator data or activity and try to forecast future changes that may affect success.	

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V-SPORT SELF-ANALYSIS

In order for you to consider your approach to developing strategic long-term goals use the following tool to highlight your relative strengths and aspects in need of development in all the V-SPORT dimensions.

Step 1: Complete the Self-Analysis Questionnaire:

Complete the self-analysis questionnaire using the Red (R), Amber (A), Green (G) system. Write in the corresponding letter (R, A or G) using the key.

Key:

Red – This is an aspect that you struggle to achieve, or find difficult. You may put it off or try to delegate it to others to complete.

Amber – You can complete this quite easily. It may not be the most fascinating or easy stage for you but you can, and will, tend to do this.

Green – This is what you excel at and find easy. You may put more effort into this stage and find it motivating or enjoyable to complete.

Strategic Goal Setting Self-Analysis		R	A	G
V	1. Creating a clear focus to aim for.			
	2. Thinking broadly to consider the business and the market.			
	3. Looking at the future implications of the vision for the business.			
S	4. Identifying all of the key internal and external customers.			
	5. Being clear about how to involve people in making the vision happen.			
	6. Factoring the needs of stakeholders into your strategy.			
P	7. Being clear about the actions to prioritise.			
	8. Knowing how to prioritise in terms of urgency and importance.			
	9. Considering changes that may affect how you prioritise at the outset.			
O	10. Highlighting the main benefits that may happen as a result.			
	11. Thinking about opportunities for everyone involved in the process.			
	12. Identifying short-term wins as well as longer-term gains.			
R	13. Identifying all of the risks and threats which might de-rail the process.			
	14. Considering contingency plans to overcome the challenges.			
	15. Prioritising the issues in terms of importance and urgency.			
T	16. Thinking broadly about the current situation and context.			
	17. Forecasting the future to pre-empt changes and allow for them in your plan.			
	18. Looking at the wider marketplace to understand how your strategy fits into the bigger picture.			

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V-SPORT SELF-ANALYSIS

Scoring the Self-Analysis Questionnaire:

Use the following 2 step process to score your results.

1. Look at each category and add the corresponding Red (R), Amber (A), Green (G) ratings to formulate your unique combination. An example has been completed for you:

Area	Items to Add	Combination
V	1-3	R-A-G

Area	Items to Add	Combination
V	1-3	
S	4-6	
P	7-9	
O	13-16	
R	17-20	
T	21-24	

2. Now, record your strengths and aspects in need of development in the Strength/Development Summary below. Use the table to help you translate your combination into the relevant Strength/Development category:

Combinations		Strength/Development
G-G-G	G-G-A	Significant strength
G-G-R	G-A-A	Strength
A-A-A	G-A-R	Average/mixed
G-R-R	A-A-R	Development need
A-R-R	R-R-R	Significant development need

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Now record your strengths and aspects in need of development in the Strength/Development summary below.

Strength		Development
	← V ision →	
	← S takeholders →	
	← P riorities →	
	← O pportunities →	
	← R isks →	
	← T imelines →	

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V-SPORT SELF-ANALYSIS

Step 3: Consider your strengths and development Needs:

Now you've identified your stronger and weaker areas think about how you can capitalise on your strengths and what you might need to do to improve your weaker areas. Consider the following questions to help you focus your thoughts:

- How can you capitalise on your strongest areas?

- How can you use your areas of strength to support you in your development areas?

- What support do you need to work on your development needs?

- What barriers do you face to improving your development needs?

- How would you overcome these barriers?

- What would make the biggest overall difference to you in developing strategic goals?

HOW TO THINK ABOUT PROBLEMS Laterally

LATERAL THINKING PROBLEMS

Here are a few briefly described scenes to help you recognise your own thinking habits and start you thinking 'outside the box'. Consider the examples below and see whether you can think of the solutions.

Example one

Acting on an anonymous phone call, police raid a house to arrest a suspected murderer. They don't know what he looks like, but they know his name is John and that he's inside the house. They burst in on a carpenter, a lorry driver, a mechanic and a fireman, all playing poker. Without hesitation or communication of any kind, they immediately arrest the fireman. How do they know they've got their man?

Answer

Example two

A recluse who never left home was only visited when his food and other supplies were delivered and even then, no one went inside. One stormy, winter's night when a gale was blowing, he had what the locals later decided must have been a nervous breakdown, because he went upstairs, turned off all the lights and went to bed. Next morning, he had caused the deaths of several hundred people. How?

Answer

Example three

Five pieces of coal, a carrot and a scarf are lying on a hill near a remote house. Nobody put them on the ground but there is a reasonable explanation for why they're there. What is it?

Answer

Example four

A man was driving alone when he spun off the road at high speed. His car crashed through a fence and bounced down a steep ravine, before plunging into a fast flowing river. As it slowly settled in the river, the man realised his arm was broken and he couldn't release his seat belt to escape. He was trapped and the car sank. Rescuers arrived two hours later to find him still in the river and alive. How?

Answer

HOW TO THINK ABOUT PROBLEMS Laterally

PREFERENCES

Use the table below to identify your preferred, or usual way of thinking and help you consider others. Note down your preferences, 1-3. Put a 1, 2 or 3 against the corresponding preference:

Preferences	1, 2 or 3	Preferences	1, 2 or 3
Bigger picture		Detail focused	
Creative		Literal	
Logical		Intuitive	
Experiential		Observational*	
Pictorial		Aural**	
Challenging		Accepting***	

*Observational is the opposite of experiential, so someone who takes a step back from a situation.

**Aural is someone who tends to use their hearing or listening to attend to a situation.

***Accepting is the opposite of challenging and is someone who accepts the status quo.