









LXCOUNCIL®
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Strategic Planning Session Agenda

CEO Member Version – Two or three days depending on option team-building activities

| Pre-Work for Leadership Team Members | |
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| | <p>Setting The Stage for a Successful Planning Session</p> <ul style="list-style-type: none"> Books <ul style="list-style-type: none"> <i>Start with Why: How Great Leaders Inspire Everyone to Take Action</i> by Simon Sinek <i>Traction: Get a Grip on your Business</i> by Gino Wickman <i>Creating Competitive Advantage: Give Customers a Reason to Choose You Over Your Competitors</i> by Jaynie L. Smith <i>The GE Workout: How to Implement GE's Revolutionary Method for Busting Bureaucracy and Attacking Organizational Problems – Fast</i> by Dave Ulrich, Steve Kerr and Ron Ashkenas Articles <ul style="list-style-type: none"> “Execution is a People Problem, Not a Strategy Problem.” Harvard Business Review, January 4, 2017, by Peter Bregman “Drawing a Line Between Strategy and Execution Almost Guarantees Failure.” Harvard Business Review, July-August 2010, by Roger L. Martin “5 Ways to Close the Strategy-to-Execution Gap,” Harvard Business Review, December 22, 2015, by Paul Leinwand, Cesare Mainardi and Art Kleiner Want to try something different?? <ul style="list-style-type: none"> Play the <i>All In Board Game</i> during your workshop. (www.allinboardgame.com) <ul style="list-style-type: none"> Through six quests – purpose, goals, priorities, plan, rewards and story – team members devise customized, actionable plans for your organization. They align individual priorities with collective strategic goals. |
| DAY 1 (5.5 hours content/activities + optional team building event) | |
| 30 Min | <p>CEO Opening</p> <ul style="list-style-type: none"> Set Tone for Meeting <ul style="list-style-type: none"> <i>Meeting Expectation – “At the end of the next two days we will have had a perfect meeting if we have . . .”</i> CEO shares Expectations for the business <i>Statement of Individual Purpose Exercise</i> <ul style="list-style-type: none"> My individual role as a member of xxx company’s leadership team is to ... I accomplish this using my (positive attribute/greatest strength). What moves me to achieve is _____. Yet, the one thing that people would be surprised to know about me is ...” (fun fact) |
| 45 Min | <p>Warm-up Group Exercise</p> <ul style="list-style-type: none"> Collaborative decision-making in action – <i>Stranded in the Desert Exercise</i> What is the framework for strategic planning? <ul style="list-style-type: none"> What is the most important question that the business needs to address? What is it that you want from this business? What issue need solving? |
| 15 in | <p>Why a Plan</p> <ul style="list-style-type: none"> Set the stage for the meeting outcome by presenting the Strategy Map and the value in planning |
| Break | |
| 30 Min | <p>Understanding Your “Why”</p> <ul style="list-style-type: none"> Your Mission and Purpose answer the question, “Why are we in this business” Inspiration -- Simon Sinek Ted Talk Video (20 Min) <ul style="list-style-type: none"> <i>People don't buy what you do, they buy why you do it. What you do, serves as proof of what you believe.</i> |

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| 120 Min | Mission and Purpose <ul style="list-style-type: none">• <i>Exercise-Discuss the “Why” for Your Company</i> in small groups<ul style="list-style-type: none">○ Team deliverable-Why statement or tag line for purpose and “cause”○ <i>Alternate Exercise: Communicate your company’s “Why” in Inspiring Ways</i> – a picture, rhyme, t-shirt, bumper sticker• Finalize a working Mission and Purpose<ul style="list-style-type: none">○ Seek common themes, key words and priorities○ Blend perspectives into a Mission and Purpose all can agree on |  <p>Mission and Purpose</p> |
| Lunch Break | | |
| 90 – 120 Min | Corporate Vision <ul style="list-style-type: none">• First, determine your Competitive Advantage. What do you do best?<ul style="list-style-type: none">○ <i>Grandfather Clock Exercise</i> - What is the “secret” of your business?• Then, collaborate on a future vision for your business.<ul style="list-style-type: none">○ <i>Future Vision Exercise</i> – Write your future story and the Wall Street Journal Headline that captures how your business will be described in the future. What gains have been made over time. |  <p>Corporate Vision</p> |
| Break | | |
| 50 Min | Values <ul style="list-style-type: none">• “Your actions speak so loudly that I can’t hear a word you are saying”<ul style="list-style-type: none">○ Discussion on values and the integral link to Mission and Vision• Then, define the values that define the team and the company<ul style="list-style-type: none">○ <i>Group Brainstorm Exercise</i> – Working in 5 rounds individually share a top personal value that are most important when working owth others and represent your personal beliefs. Through multi-voting the group will distill leadership team values down to a maximum of 5 |  <p>Corporate Vision</p> |
| 10 Min | Day 1 Insights <ul style="list-style-type: none">• Group discussion on key take-aways from the day• Set the stage for Day 2 and what to expect | |
| Adjourn for Optional Team Building Activity / Dinner | | |
| Overnight | At end of Day 1, you will have completed Mission and Purpose, Corporate Vision, and Strategic Goals. Overnight, you, your meeting leader/facilitator, or your Admin should capture the output from the day, and put them into the Strategy Map. The facilitator along with the CEO and any other assigned Leader(s) should complete the draft Mission / Vision statement so that the team can review and finalize at the start of Day 2. <i>Alternate Schedule:</i> Create an extended break and complete this process on Day 1 in order to finalize Mission/Vision and this stage in the Strategy Map | |
| DAY 2 (7 hours content/activities) | | |
| 30 - 45 Min | Open Day 2 <ul style="list-style-type: none">• Present, finalize and gain agreement on Mission and Purpose, Corporate Vision and Values on the Strategy Map. | |

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| 90 Min | <p>Strategic Goals</p> <ul style="list-style-type: none"> • Designing SMART Goals aligned to your Vision • Two options to set the stage for strategic goal setting <ul style="list-style-type: none"> ○ Option 1: <i>Business Transformation Group Survey</i> -- From Current State to Future State ○ Option 2: <i>SWOT Analysis</i> • Goals provide focus for the business. Use the outputs from the activity to determine 3-5 things you need to do in the next 12 months to fulfill Vision <ul style="list-style-type: none"> ○ Discuss and gain consensus: <ul style="list-style-type: none"> ○ Do the strategic goals represent all the key areas of strategic focus for the business? If not, what is missing? ○ If we achieve, these objectives – and only these objectives, will we fulfill our stated mission and vision? ○ Then, assign 1 goal to each small group or individual. Create a title for the strategic goal, write a short action-oriented description • Come together and determine: <p>Are goals SMART? -- Specific, Measurable, Achievable, Relevant, Time bound</p> |  <p>Strategic Goals</p> |
| Break | | |
| 90 Min | <p>Targeted Objectives</p> <ul style="list-style-type: none"> • Targeted Objectives provide focus for execution. <ul style="list-style-type: none"> ○ <i>Cranford Slip Exercise</i>: Generate 10 project ideas, per person to meet your goals. “What is the best idea/project/opportunity that will enable us to fully achieve our strategic priorities?” ○ Put all the ideas on a board and work together to group the ideas together. Generate Category Headers, trying to keep it to no more than 5-6. • Break into small groups and assign a category to each group. <ul style="list-style-type: none"> ○ Write a statement / define Targeted Objective, include the metrics for its success. • Review sample Targeted Objectives on Strategy Map. |  <p>Targeted Objectives</p> |
| Working Lunch | | |
| 3+ Hours (Working in Individual Teams) | <p>Supporting Initiatives</p> <ul style="list-style-type: none"> • <i>Own the Plan You Build Exercise</i> <ul style="list-style-type: none"> ○ Assign a Targeted Objective to groups of no more than 2-3. This team will own the work stream and be accountable for tracking completion and successful delivery of the projects. <ul style="list-style-type: none"> ▪ Sort through ideas, and identify top priority projects by using the Decision Matrix. ▪ Develop high-level work plans (owners, roles, actions, time lines) and prepare a presentation of the recommendations to the group. |  <p>Supporting Initiatives</p> |
| Optional Team Building Event | | |
| <p>If teams do not complete the work process on the afternoon of Day 2, they should work through the evening to complete.</p> | | |

| DAY 3 (6 hours of content/activities) | |
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| 60 Min per team | Targeted Objective and Supporting Initiative Presentations Following each presentation the CEO along with the team members should debate and discuss in order to approve / gain commitment on the proposed projects. |
| 4 Hours | With 4 teams – total of 4 hours of presentation, Q&A and discussion |
| 30 Min | Insight Discussion <ul style="list-style-type: none"> Reviewing the completed Strategy Map, which following the team presentation should now have all fields completed We Build it. We Own it Discussion Discussion on how fully implementing the plan delivers a strategic advantage. <ul style="list-style-type: none"> What are the risks in not proceeding forward? What are the rewards if we do What 1 thing will you commit to do to ensure its success? |
| 20 – 30 Min | Optional Fun Teamwork/Commitment Exercises <ul style="list-style-type: none"> <i>Rethinking a Basic Task Exercise</i> <i>Paper-Tape Tower Exercise</i> Outcome for each individual: What one thing will you personally commit to in order to ensure that the plans that have been defined will be fulfilled? Document with the Strategy Map Set schedule for tracking of Supporting Initiatives and progress toward Targeted Objectives |
| 45-60 Min | Communicating the Plan to Stakeholders <ul style="list-style-type: none"> <i>Group Exercise: The Who, the How, the What, the When</i> – First brainstorm “Who” as a group, then in small groups or individually, complete the Matrix for Structured Communication tool |
| 10 Min | Meeting Close-out <ul style="list-style-type: none"> Locking in the hard work of the meeting Best Practice recommendations and discussion to ensure that the intended rewards of the plan are realized |