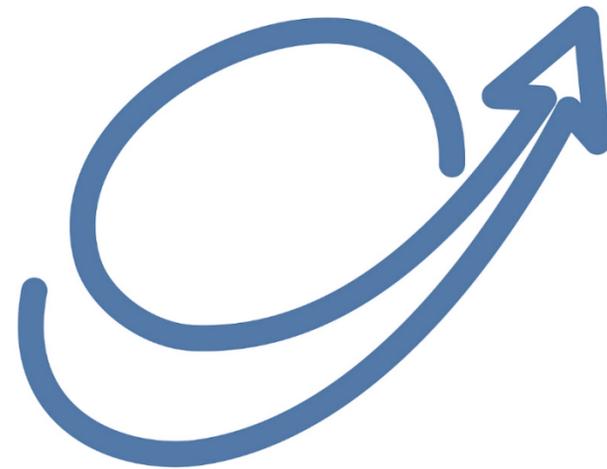


Defining Strategic Clarity



In Chat

What kind of theme park ride have the last few years felt like?

-  Rollercoaster – Ups, downs, and unexpected loops.
-  Carnival game – Constantly aiming, but the target keeps moving.
-  Carousel – Lots of motion, but going in circles.
-  Ferris wheel – Sometimes low, sometimes high, sometimes stuck.
-  Something else?

Six Strategic Clarity Questions

1

WHY DO
WE EXIST?

4

HOW WILL
WE SUCCEED?

2

HOW DO
WE BEHAVE?

5

WHAT IS MOST IMPORTANT,
RIGHT NOW?

3

WHAT DO
WE DO?

6

WHO MUST
DO WHAT?

DISCUSSION

Six Clarity Questions

Discussion Questions

In chat, where do you see a lack of strategic clarity slowing down progress in associations today?

QUESTIONS

#1: Why Do We Exist?

Overview

Why does your association exist?

Why do we do what we do?

Idealistic and high level

Should resonate with everyone

QUESTIONS

#1: Why Do We Exist?

Examples

1. Southwest Airlines: Democratize air travel
2. Nike: To bring inspiration and innovation to every athlete in the world
3. Starbucks: To inspire and nurture the human spirit
4. Speaking Association: to help our members grow thriving speaking businesses

Why do we do what we do?

Idealistic and high level

Should resonate with everyone

QUESTIONS

#1: Why Do We Exist?

Discussion

On your own, write down one sentence that describes why your association exists.

Enter it in chat when done.

Why do we do what we do?

Idealistic and high level

Should resonate with everyone

QUESTIONS

#2: How Do We Behave?

OVERVIEW

What are your association's core values?

Our core values

Not pay to play or aspirational values

Live them out

QUESTIONS

#2: How Do We Behave?

EXAMPLES

1. Southwest Airlines: servant's heart, fun loving attitude, warrior spirit
2. Learning and Development Association: quality, learning, collaboration, growth, fun
3. Speakers Association: Abundant generosity, elevating excellence, intentional language, honorable innovation, uplifting humanity

Our core values

Not pay to play or aspirational values

Live them out

QUESTIONS

#2: How Do We Behave?

DISCUSSION

In chat enter

Your core values.

Our core values

Not pay to play or aspirational values

Live them out

QUESTIONS

#2: How Do We Behave?

DISCUSSION

On your own, write down:

Where do you see these values in action – or lacking?

Our core values

Not pay to play or aspirational values

Live them out

QUESTIONS

#3: What Do We Do?

OVERVIEW

What does your association do?

**Simple, clear statement
of what we do**

**We provide this to these
people...**

**Usually quick but worth
doing.**

QUESTIONS

#3: What Do We Do?

DISCUSSION

On your own, then enter in chat:

Write down a one sentence description of what you do as an association. No adverbs like "world class." Don't care about good grammar or punctuation. Just "we provide [these products and services] to these people..."

Simple, clear statement of what we do

We provide this to these people...

Usually quick but worth doing.

QUESTIONS

#4: How Will We Succeed?

PROMPTS

1. What are your association's three strategic anchors?
2. What are the three pillars on which you will build your association's strategy?
3. What are the three areas at which your association will commit to excelling?

Three strategic anchors

Not strategic objectives or initiatives

Three competitive advantages: what makes us different / unique

The foundation of future strategic decisions.

QUESTIONS

#4: How Will We Succeed?

EXAMPLES

1. Southwest Airlines: on time, low fares, loyal customers
2. Shipping company: tell them when you'll get it there, get it there when you say you will, get it there in one piece
3. Speakers association: unmatched member experience, killer speaker academy, excellent systems and processes

Three strategic anchors

Not strategic objectives or initiatives

Three competitive advantages: what makes us different / unique

The foundation of future staff and board decisions.

QUESTIONS

#4: How Will We Succeed?

PROMPTS

1. What would your members say about you?
2. What would your competitors say about you?
3. Why would members join?

Three strategic anchors

Not strategic objectives or initiatives

Three competitive advantages: what makes us different / unique

The foundation of future staff and board decisions.

QUESTIONS

#4: How Will We Succeed?

DISCUSSION

In chat, what might be your association's three strategic anchors?

Three strategic anchors

Not strategic objectives or initiatives

Three competitive advantages: what makes us different / unique

The foundation of future staff and board decisions.

QUESTIONS

#5: What is most important right now?

1. What is most important right now? OR
2. What is the single most important goal you need to focus on in the next 6 months? OR
3. If every area of our operation remained at its current level of performance, what is one area where change would have the greatest impact?

Single most critical organizational priority

Rallying cry around which staff and board aligns.

Short-term: 3-9 months

QUESTIONS

#5: What is most important right now?

On your own, make a rough list of everything that is important for your organization to do in order to continue being successful.

Single most critical organizational priority

Rallying cry around which staff and board aligns.

Short-term: 3-9 months

QUESTIONS

#5: What is most important right now?

1. What is most important right now? OR
2. What is the single thing you need to focus on in the next 6 months? OR
3. If every area of our operation remained at its current level of performance, what is one area where change would have the greatest impact?

Single most critical organizational priority

Rallying cry around which staff and board aligns.

Short-term: 3-9 months

QUESTIONS

#5: What is most important right now?

1. In chat, what is the single most important organizational goal in your association for the next 3-9 months?

Single most critical organizational priority

Rallying cry around which staff and board aligns.

Short-term: 3-9 months

QUESTIONS

#5: What is most important right now?

1. Medical clinic: put away the matches
2. Speakers association: revamp our annual programming
3. Manufacturer: Achieve ISO certification
4. Pizza joint: Get pizzas out in 15 minutes or less

Single most critical organizational priority

Rallying cry around which staff and board aligns.

Short-term: 3-9 months

QUESTIONS

#5: What is most important right now?

1. In chat, what is the single most important organizational goal in your association for the next 3-9 months?

Single most critical organizational priority

Rallying cry around which staff and board aligns.

Short-term: 3-9 months

QUESTIONS

#6: Who Will Do What?

OVERVIEW

Clear roles and responsibilities

Clear action steps to carry out the strategy

Team Playbook

Strategic Playbook

▸ Our Team's Clarity Answers



1 WHY DO WE EXIST?

We help our members grow thriving speaking businesses that create a ripple effect of hope, inspiration, & action in the world.

2 HOW WILL WE BEHAVE?

(our core values)

- Abundant Generosity
- Elevating Excellence
- Intentional Language
- Honorable Innovation
- Uplifting Humanity

3

WHAT DO WE DO?

We provide programs and a member community for serious and aspiring speakers to be a better speaker and build a better business.

4

HOW WILL WE SUCCEED?

(our three strategic anchors)

- Unmatched Member Experience
- Killer Pro Speaker Academy
- Excellent Systems and Processes

QUESTIONS

Next Steps

In chat, what are some tactics you have used to communicate your key strategy and priorities?

**Consistent
overcommunication**

Never stop reminding

Stronger Together



Get in touch with Mark

Phone / Text: (615) 656-0465
Email: mark@markskenny.com

Retreats | Keynotes | Strategic Advising

mark@markskenny.com

markskenny.com

Defining Strategic Clarity

