

ADVISORY

STRATEGIC THINKING INSIDE THE BOX: RECALIBRATING STRATEGY BASED ON GAP ANALYSIS by Christina Drouin

One approach to ongoing strategic thinking is the disciplined assessment of what is and is not working now compared with what might work in the future in six major domains of strategy. The areas of every organization that require strategy are 1) governance 2) mission and identity 3) products and services 4) markets and competition 5) finances and 6) operations.

You can base your assessment on three critical factors in play in each of the six areas:

1. The relevance of existing assumptions that drive current strategy;
2. What you have already identified as important;
3. What you pinpoint that might be important in the future.

Areas marked by important changes in opportunities, threats, strengths, and weaknesses call for rethinking and recalibrating previous strategy choices.

The following matrices provide a process tool for strategic thinking.

1. To complete the *Is*' column, ask 'what is important in this area, what is our vision of success, what is our corresponding strategy, and is it working?'
2. To complete the *Might Be*' column, ask 'what might be important in this area, what might be our vision of success, and what might be our prevailing strategy?'

Actions can be deliberated and incorporated into your strategic plan based on the results of this gap analysis.

You might also like these Strategic Planning POVs from the Knowledge Center at www.centerforstrategicplanning.org

SP/POV #2

White Paper on Visioning

SP/POV #3

Roles and Responsibilities in Strategic Planning

SP/POV #6

Ten Steps in Values-Based Strategic Planning

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Governance

What are the top three key assumptions underlying current strategies in the area of governance?

- 1.
- 2.
- 3.

Governance	Is...	Might Be...
Important		
Vision		
Strategy		

Mission and Identity

What are the top three key assumptions underlying current strategies in the area of mission and identity?

- 1.
- 2.
- 3.

Mission/ Identity	Is...	Might Be...
Important		
Vision		
Strategy		

Products and Services Development and Delivery

What are the top three key assumptions underlying current strategies in the area of products and services development and delivery?

- 1.
- 2.
- 3.

Products and Services	Is...	Might Be...
Important		
Vision		
Strategy		

Markets and Competition

What are the top three key assumptions underlying current strategies in the area of markets and competition?

- 1.
- 2.
- 3.

Markets and Competition	Is...	Might Be...
Important		
Vision		
Strategy		

Finances

What are the top three key assumptions underlying current strategies in the area of finances?

- 1.
- 2.
- 3.

Finances	Is...	Might Be...
Important		
Vision		
Strategy		

Organizational Development and Operations

What are the top three key assumptions underlying current strategies in the area of organizational development and operations?

- 1.
- 2.
- 3.

Organizational Development & Operations	Is...	Might Be...
Important		
Vision		
Strategy		

Integrated Matrix

Domain	What was previously important in this domain?	What might be of future importance in this domain?
Governance		
Mission and identity		
Product and service development and delivery		
Markets and competition		
Finances		
Organizational Development and Operations		

