

STARBUCK ACADEMY · TOOLKIT

Strategy and Vision

Leading with direction, clarity and purpose

Ten practical tools to help you set direction, focus your team and lead change. Print them, share them with your team, and use them again every time you review your strategy.

Name

Organisation

Starbuck & Associates

Coaching and leadership development · academy.starbuckassociates.com

Strategic Thinking Time

Use your two-hour thinking block to set out where you want to be and the choices you face.

Date and time of my two-hour thinking block

How my week splits now between managing today and shaping tomorrow

What is changing around us?

What should we stop doing?

In three years, if things go well, our team or organisation will look like...

The three biggest choices we face

Current Position Scan

Build an honest picture of where you are now, from the outside in and the inside out.

Strengths (inside)

Weaknesses and gaps (inside)

Opportunities (outside)

Threats (outside)

Three outside views (customer, partner, colleague): what we should keep, stop and start

Themes that keep coming up

The few issues that matter most

Vision Builder

Draft, test and refine a short, vivid vision for your area.

What would great look like in three years? (ideas from my team)

What will customers, colleagues or the community see and feel?

My draft vision (no more than two sentences)

Check: is it clear, ambitious, believable and meaningful?

Testing with three people: what it means to them and how it would change their decisions

My refined vision

Strategy on a Page

Capture your vision, priorities, measures and owners on a single page.

Our vision:

Strategic priority	Measures (one or two)	Owner	Resources it needs
1			
2			
3			
4			
5			

What we will stop or pause to make room:

Do our people, budget and leadership time follow these priorities? What needs to move?

Team Capability Map

Map your team against the capabilities your strategy needs.

Capability needed	Linked priority	Strength, partial gap or clear gap	Develop, recruit or partner	First action

People with potential not yet being used:

Is the team balanced? Which strengths or ways of thinking are missing?

Team Charter

Agree with your team how you will work together to deliver the strategy.

Our purpose

Our priorities from the strategy

Our roles: who owns each priority and key decision

Bigger decisions: who decides, who is consulted, who is informed

Our three to five ways of working

How we will handle disagreement

Date we will review this charter

Strategy Story Planner

Plan a five-minute strategy story and check it has landed.

Where we are now, honestly

Where we are going, and what will be different

Why it matters

What we will focus on

What does this mean for me? The questions I expect, and my honest answers

Explain-back: what two or three people said in their own words, and what they remembered

Line of Sight Map

Check every goal and every person connects to a strategic priority.

Strategic priority	Goals beneath it (what, by when, who)	Measures (leading and lagging)	Team members with a linked goal

Team members without a clearly linked goal, and what I will do:

When and how we will review progress:

Setback Review

Review a setback or change with your team, focusing on learning rather than blame.

The setback or change we reviewed

What happened?

What did we learn?

What will we do differently?

The one change to our plans we agreed, and how we shared it

Signs of strain to watch for, and who I will check in with

Keeping Strategy Alive

Put your strategy review rhythm in the diary and keep growing as a strategic leader.

Rhythm	What we will look at	Who takes part	Date booked
Monthly progress check			
Quarterly strategy review			
My strategic thinking time			

How I will keep connecting everyday work and recognition back to the vision:

Who I will ask for feedback on my strategic leadership:

The most important things I will keep doing from this programme:
