

## The StratOp Process

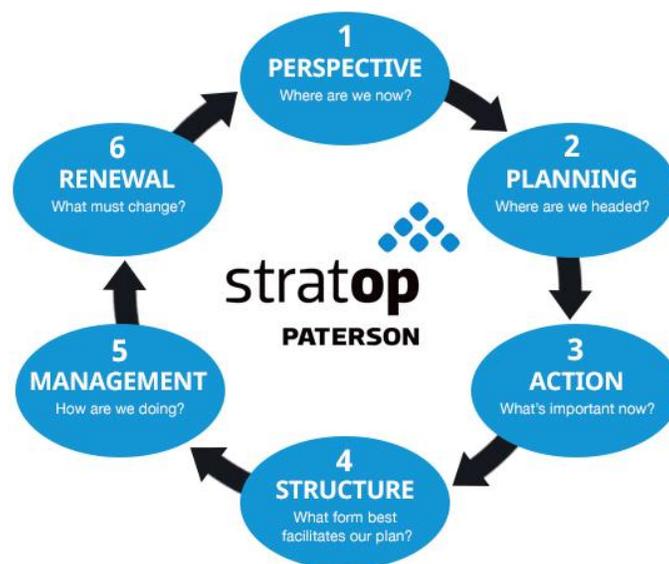
### What is the StratOp Process?

StratOp is a powerful and proven process that helps grow successful organizations. Most small and mid-sized organizations operate without a central plan. The result is inefficiency, and the inability to maximize potential. With StratOp, the entire team will be focused around the same unique mission, vision, and goals, having a clear plan to make reaching those goals a reality. StratOp is a team-discovery process, that:

1. Gives perspective on all strategic, financial, and operational parts of the organization
2. Helps they organization to know *where it stands*
3. Clarifies *where it should go*
4. Provides a customized plan on *how to get there*

The word “StratOp” blends two words vital to a successful strategic planning process. “Strat” stands for *strategic*, the art of planning for tomorrow, today. “Op” stands for *operational*, the discipline of managing today, today. Weaved through the entire process is a third component – the *financial*. Both strategy and operations must be financed. The StratOp Process is a comprehensive system that brings together all three of these elements

The StratOp Process guides a leadership team to gain full perspective of all internal and external realities. It ensures the team crafts a core plan and strategy that emerges from the gained clarity, to focus on *What Is Important Now* to move towards the clarified vision, and to create a plan that can be measured, incrementally installed and adapted to internal and external change. Six phases flow through the StratOp Process and, when worked, become an ongoing cycle of renewal.



## **Phase 1: Perspective - Where Are We Now?**

The StratOp Process begins with *Perspective*. “Perspective before planning” is key to success. If you have the right perspective, the core plan almost writes itself. Perspective is the result of finding truth and new realities before they have happened. StratOp uses a variety of tools necessary to help gain the perspective on all the critical organizational issues. These tools include:

- Turning Point Profile: How we got to where we are
- 4 Helpful Lists: Where we are now
- Patterns and Trends Analysis: Internal/external patterns and trends and their implications
- Opportunity Mapping: Understanding the life cycles of products and services, identifying opportunities to seize, and assessing opportunities and risks
- Performance Drivers: Identifying and assessing vital drivers of success
- Risks and Constraints: Identifying and assessing those things that can paralyze the organization

## **Phase 2: Core Plan – Where Are We Headed?**

Once a team has found today’s truths and tomorrow’s truths (perspective), then the team has the wisdom to develop a living *core plan*. The team will also have a rationale for its core plan, as well as a set of shared fundamental beliefs upon which to develop this plan. Asking the question, “Where are we headed?”, the next phase is to build the core plan from the perspective gained in Phase 1. These core plan components include:

- Core Assumptions: Strategic, operational, and financial assumptions summarized from the perspective gained
- The Strategic Control Panel: Like a dashboard on a car’s driving panel, a control panel is created to be managed regularly
- Life-Generating Cycle: Clearly understanding who the primary customer is and what they value
- Purpose: Crafting a clear, crisp and compelling statement of why the organization exists.
- Vision: Identifying clearly where the organization is headed
- Core Values: The irrefutable foundations for how the organization operates
- Big Idea Core Strategies: The distinctive statements of strategy that set the organization apart from all others

## **Phase 3: Action – What’s Important Now?**

After Phase 2, the team has now recognized the issues and are ready to move forward as one group. This is one of the key benefits of the StratOp Process: *breakthrough becomes horizontal (cross functional) and involves the whole team*. The team-developed core plan serves as the basis for creating a unified *action plan*. Individualized departmental plans can later be developed to align with the master plan. StratOp uses the following tools to launch and install the plan...



- The W.I.N. Wheel: Identifying “What’s Important Now?”
- Action Initiative Profiles: Each action initiative is profiled, creating parameters of clarity for cross-functional teams
- Champions, Team Leaders, and Team Members: The creation of cross-functional teams that work together to plan and meet the objectives of their assigned initiative
- Situational Analysis: identifying the strengths, weaknesses, opportunities, and threats of each action initiative
- Action Initiative Plans: Action steps extracted from each situational analysis
- Action Initiative Plan Scrubs: Each plan is scrubbed by the leadership team for clarity, sign off and release
- Dovetailed Timelines: All timelines are integrated and assessed for operational and financial capacity
- Plan Launch and Install: The plan is officially launched

#### **Phase 4: Structure – What Form Best Facilitates The Plan?**

*Structure* should follow substance. The overriding purpose of structure is to ensure that the right decisions get made in a timely way. With a core plan and its resulting action plan (substance) in place, the structural requirements needed to implement will be addressed. If a fundamental shift to adjust the business to changed circumstances is part of the plan, there will be major structural change required. Jay Hidalgo will facilitate and coach on the following...

- Structure Design Boundaries: The lead team agrees on the design principles
- Organizational Design: 2-3 executives work on designing the structure that best supports and facilitates the core plan
- Culture Assessment: All hiring and management practices are filtered through the core values
- Systems and Processes: Vital systems are identified, updated and managed
- People Development Plan: Building self-sufficient, high-performance teams is the goal

### **Phase 5: Management – How are we doing?**

The StratOp Process affords a way of providing ongoing, regular feedback to help *manage* core and action plan implementation. Asking the questions related to “How are we doing?”, teams learn how to manage the following components of the plan:

- Managing the Wheel of Action: The organization-wide W.I.N. wheel is managed every six weeks or so, depending on the organization
- Managing “Reds”: The entire StratOp system has a “red-yellow-green” rating system. Reds (risk areas) are managed feverishly
- Managing Performance Drivers and Risks: The team works to leverage performance drivers, and to mitigate risk (both internal and external)

### **Phase 6: Renewal – What Needs To Change?**

In the StratOp Process, renewal is addressed very specifically in two special senses:

1. Recognizing when the old strategy is simply worn out and a core plan based on a new strategy must be developed
2. Consciously embedding renewal into plans and operations for progressive adaptation.

Teams learn how to manage the following components of the plan through the following tools:

- Renewing the Wheel of Action: At times, the W.I.N. wheel must be renewed after specific initiatives become healthy. Then, new initiatives are added.
- Sensing and Seizing Opportunity: New opportunities that emerge must be identified and seized.
- Renewing Life Cycles: Decelerating life cycles must be renewed or terminated.
- Responding to New Patterns and Trends: Constant adaptation to new trends, both internal and external, keeps the organization relevant.
- Renewing the Core Plan: Annual full plan reviews and renewals keep the team constantly adapting and relevant to the ever-increasing rate of change.



## **How Does It All Work?**

Round 1: Jay Hidalgo gathers with the top-tier leadership team for the initial 3-day StratOp planning process. During this time, the first 1½ days are spent gaining perspective and clarity through the tools listed in the “Perspective” phase of the StratOp Process. Then the core plan (from this Perspective) is created in the next 1½ days. By the end of these three days, StratOp plan “Champions” and “Team Leaders” are released together with their team members and perform situational analysis and create first-draft action initiative plans for all initiatives on the W.I.N. Wheel. After this round, a “Plan-On-A-Page” is created, as well as an underlying “Playbook” that can be duplicated and distributed to all leaders.

Round 2: Jay Hidalgo will return approximately 6-8 weeks after Round 1 for a two-day process meeting with each cross-functional team and the leadership team to review each team’s work, to “scrub” their plans (looking for comprehensiveness, sequential thinking, realistic timelines, and budget-alignment), and to prepare the implementers to launch and install the new plan.

Round 3: Jay Hidalgo will return for a one-day plan review with the leadership team (4 weeks after Round 2) to coach on how to facilitate a monthly plan review. He will also begin discussion and planning for the annual StratOp renewal process.

Quarterly Reviews: Jay Hidalgo will return every three months for a one-day quarterly plan review with the leadership team.

Annual Renewal: Jay Hidalgo will conduct a 2-day annual renewal of the StratOp Process. The process will be similar to Round 1.

Jay Hidalgo will be available throughout this entire process by phone or e-mail to answer any questions on managing the StratOp system in the day to day.



### **Jay Hidalgo's Role As Facilitator:**

Jay Hidalgo's role is to serve as a strategic facilitator. In having Jay Hidalgo facilitate the StratOp Process, your company will be adding a true partner to the team, not merely someone dispensing information. As facilitator, Jay Hidalgo and StratOp are *the process*. Your company is the *content*. The goal is to guide the team to breakthrough and growth.

### **What Each Company Receives**

Your company gets a ready-to-install, customized strategic-operating plan, both in a Plan-On-A-Page format and with a supporting Playbook (hard copies and/or electronic formats). In addition, your company will realize unity and alignment in leadership, clarified roles, and a plan to move towards the company vision. All of this while at the same time, resourcing the staff to tend to the operational realities they face. In summary, your company will have a new system to manage and integrate the strategic, operational and financial components of the organization. Over time, your company will become self-sufficient in managing the plan and adapting to new realities as the future unfolds.



**Plan-On-A-Page Sample**

The StratOp Process manages the enterprise as one system from a Plan-On-A-Page (POAP) format. A sample is shown below. Each Plan-On-A-Page has an undergirding playbook – including all perspective tools, all action initiative plans, and all structure components.

**Your Company Plan On A Page**

**1 Core Assumptions**

Strategic	Developing "world class" talent and expertise so choice clients seek us out allowing us to be selective.
Operational	Building systemic processes that are scalable, efficient, transparent and frustration free. Protecting the work of the world class talent (IP).
Financial	Growing and profitable in a way that allows us to reinvest, to maximize opportunity and recurring passive income.

**2 Our Mission**

Harness passion, talent and technology for mutual success.

**3 Our Vision**

Where We Stand	Where We're Headed	How We'll Get There
<ul style="list-style-type: none"> <li>- Project Partner</li> <li>- Growing 55% year over year</li> <li>- Financial, project management, hiring systems in place</li> <li>- Funding, incentives, legal foundations in place</li> </ul>	<ul style="list-style-type: none"> <li>- Business partner with entrepreneurial and innovative companies across northern Colorado and beyond</li> <li>- Learning From Systems</li> <li>- Learning Organization</li> <li>- Expand Growth</li> <li>- We've got a team of 23 employees, with great culture and incredible talent</li> <li>- We've got healthy profit margins (25%+) and are re-investing in talent and services</li> <li>- We are known as the go-to company for brand development, marketing, design, and creative direction</li> </ul>	<ul style="list-style-type: none"> <li>- Target Businesses prepared for success:               <ul style="list-style-type: none"> <li>- Building a business plan: POP - Marketing Plan, etc.</li> <li>- Continuing to self fund, growing great staff, systems, our website, our marketing</li> <li>- Expanding services</li> <li>- Developing a strategy for selling Business Services</li> <li>- Developing a strategy for letting non-ideal clients know what they can do to become ready (and prosper!)</li> <li>- Finding and vetting Qualified Clients</li> <li>- Collaborating on and utilizing strategy/staff orientation/ongoing education</li> <li>- Leader team works "on" the Business</li> </ul> </li> </ul>

**4 Our Value Building Cycle**

**5 Our Core Values**

1. Always having fun
2. Trust
3. Passion
4. Service
5. Collaboration

**6 Our Big Idea Core Strategies**

- Grow our core business through strategic partnerships
- Seek companies that value what we do with mutual trust.
- Cultivate a trustworthy, innovative and reliable culture following our values
  - Ensure constant learning
  - Keep recruiting talent
  - Ongoing self-evaluation with initiative to grow

**7 Our Strategic Control Panel**

**8 Our W.I.N. Wheel**

**9 Action Initiative Profiles**

#	Objectives	Key Deliverables	By?	Leader	Members	Status
1a	Build a strong sales force that will identify and manage key accounts.	Workforce assessment, key account profiles, job contracts, best in class hiring process.	2.15.15	Mary	Richard	🟡
1b	Develop our process for recruiting and on boarding to ensure our brand and culture is excellent.	Selection process guidelines, on boarding process, operationalize core values.	2.28.15	Kevin	Mary Dan	🔴
1c	Develop system for client evaluation to ensure we avoid more bad clients and attract the very best.	Internal and external scoring process for client relationships, analysis of prior clients based on ROI, Rev, etc., marketing plan for finding the right clients.	2.15.15	Dan	Chris Mckenzie	🔴
2a	Ensure we are focused on the right services to clients, both for us and for them.	Identify metrics for evaluating all services offerings (rev, profit, impact, fun, etc.), develop system for post-services evaluation, identify key gaps in services we offer.	2.28.15	Chris	Mary George	🔴
2b	Focus company around one strategic system, to stimulate growth and keep us aligned.	SWOT analysis on StratOp AIPs, schedule for review and renewal, internal training.	3.1.2015	Mary	Richard	🟡
3a	Develop and execute on our client retention strategy, to increase % of long-term business.	Customer score cards, best-in-class service, strategies for investing in key relationships, strategic partnerships for meeting great clients.	2.28.2015	George	Mary, Kevin	🔴

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