

Team Name: \_\_\_\_\_

## Leadership Team Start-up: Organization, Assessment and Strategy Development

During this activity your team will determine roles and responsibilities, assess the current state of the organization, and develop your business strategy.

**Directions:** Within your leadership team, please complete the following activities:

- 10 minutes      Organize your team  
*Determine management responsibilities as well as team process guidelines to ensure your team will work effectively;*
- 30 minutes      Assess current state of your business organization  
*Using Year 0 reports and the management briefing, determine the current strengths and weaknesses of the organization;*
- 30 minutes      Develop a strategy and direction for your company.  
Use the attached frameworks to guide your discussions
- During Year 1      Determine how to translate and communicate this direction to your direct reports  
*Develop a communication to be shared with your direct reports.*

## Team Organization

1. How will you organize your team?  
What management role(s) will each team member assume?

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2. Who will set the agenda, manage time, facilitate and scribe?

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3. How will you ensure that everyone participates and that everyone's opinion is heard and incorporated into business decisions?

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4. How will you resolve an issue when there are conflicting opinions?

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5. How will your team assess and act upon each year's information, reports and decisions?

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## Assessment of Current State

Using the SWOT Matrix, assess the current state of the business and identify the key Strengths, Weaknesses, Opportunities and Threats.

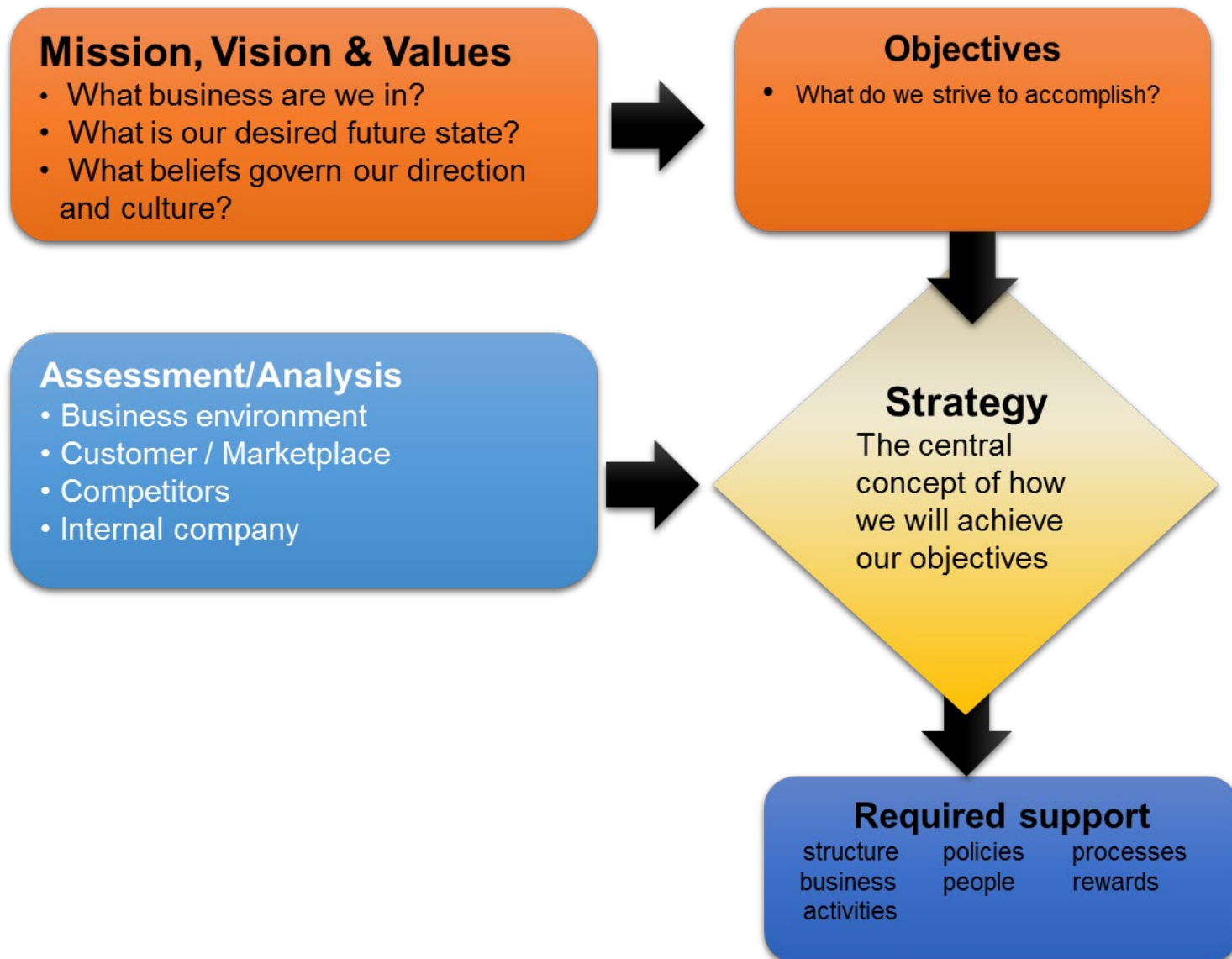
### The elements of the SWOT Matrix

- **Strengths:** capabilities or characteristics of our business that give us an advantage over competitors.
- **Weaknesses:** characteristics or capability gaps that place us at a disadvantage relative to others in the marketplace.
- **Opportunities:** elements that the company could exploit to its advantage.
- **Threats:** elements in the competitive environment that could cause trouble for our company.

	Helpful to our Strategic Direction	Harmful to our Strategic Direction
Internal To Our Company	Strengths  S	Weaknesses  W
External To Our Company	Opportunities  O	Threats  T

## Aspects of Strategy to Consider

Develop a strategy statement for your company that addresses the questions presented in the following diagram.



## Applying the Strategic Choice Cascade

As you work through the simulation, keep the strategic choice framework in mind.

The first four questions of cascade are the most relevant to this exercise. Spend some time with your team to align on a strategy before making choices in the simulation.

Remember that the bi-directional arrows indicate the iterative nature of completing the cascade; it is likely and expected that making one choice will prompt revisiting an earlier choice.



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