

Strategy Test Your Organization

More than a framework or model, strategy is a thinking process with several important outputs: the strategy itself (a path and a plan for getting from Point A... where the organization is today... to Point B... where the organization desires to be sometime in the future), a strategic plan document for communicating the strategy to employees and other stakeholders, and guidance on resourcing decisions and operational plans to implement the strategy. The questions below will help you evaluate your current strategy against best practices.

Answer these questions below – Yes or No – to test your organization’s strategy adequacy.

Test Questions		
Will your strategy beat the market? (For Government and Non-Profit: Will your strategy provide cost-effective programs and services?)	Yes	No
Does your strategy tap a true source of advantage?	Yes	No
Is your strategy granular about where to compete/provide services?	Yes	No
Does your strategy put you ahead of trends?	Yes	No
Does your strategy rest on privileged insights?	Yes	No
Does your strategy embrace uncertainty?	Yes	No
Does your strategy balance commitment and flexibility?	Yes	No
Is your strategy contaminated by bias?	Yes	No
Is there conviction to act on your strategy?	Yes	No
Have you translated your strategy into action plans?	Yes	No

If you answered “Yes” to fewer than 4 questions, you are with the majority of respondents who answered a McKinsey & Co. survey of over 2000 executives.

Source: Adapted from McKinsey & Co. *Strategy Test*, McKinsey Quarterly, January 2011.

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