Strategic Thinking: The Strategist's Value Proposition Assessment

ARVis Institute
Turning Strategic Intentions Into Reality

Strategy, Performance, Change and Human Capital Management
Management Consulting | Executive Coaching | Learning & Development

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"DEFINING THE DIFFERENT" FOR ORGANIZATIONAL RENEWAL AND RESHAPING

This is a reference guide to prompt strategic thinking. It is developed for strategists and executives to use on their journey of strategy design/modification and organizational renewal and reshaping efforts. This assessment is officially incorporated within ARVis Institute's Strategic Leadership Series, but it's being shared as a reference guide for general strategists and organizational leaders to use as you define or refine your organizational or team's strategic priorities.

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As part of a strategic assessment for organizational renewal and reshaping, strategists and executives need to "Define the Different." It is incumbent upon these leaders to demonstrate the strategic thinking, foresight and judgement that can guide them on a journey of meaningful change for themselves, their teams and employees and their stakeholders.

To demonstrate or develop your strategic thinking capabilities, you should set aside time and draft thoughtful and insightful responses to the following assessment. Your responses will help you determine the value proposition for yourself, your team and your organization so that you can better set standards and understand the expectations that internal and external stakeholders will place upon you. The findings from your responses should then be analyzed to shape the mission. More importantly, your responses will help you to define the right strategic outcomes for operations, program and service delivery within the framework of your current operational capacity.

Doing more with less is a losing proposition.

Top strategists "define the different" because doing more with less is a losing proposition. So instead of doing more things, strategic thinkers conduct a value proposition assessment and define the different for themselves and their team members.

- Terina Allen, ARVis Institute

Value Proposition Assessment	
1.	Why should those we exist to serve call upon our specific organization/department to receive services? What do they expect from us in exchange for their time, effort, energy? How do we know this?

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Value Proposition Assessment	
2.	What are our most in-demand services/programs/deliverables/products? What are the least in-demand services/programs/deliverables/products? Why is this the case? Is this what we expected? Why or why not?
3.	What are the desired outcomes for our services/programs/products? What are the core processes/procedures? Are there any interdependencies? Redundancies? Overlap? Gaps? If so, describe.

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Value Proposition Assessment	
4.	Am I listening to all my stakeholders? How? What do our employees, colleagues, superiors, customers or program participants recommend for improvement(s)? In what specific areas are improvements recommended? Do we care? Why or why not? And, what do we plan to do about it?
5.	Do we have the operational capacity to deliver the current services, programs or products at the quality that we care about? What are our collective resources for service/program delivery, and how can be better leverage them?

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Value Proposition Assessment	
6.	What do we currently have the operational capacity to deliver very well? Are we struggling to present deliverables that we don't actually have the operational capacity to deliver? What is it that we need to stop doing or start doing so that we can better align deliverable expectations with capacity?
7.	Which core competencies help us deliver effective and high-quality services, products and/or programs? Do employees, managers and executives possess these competencies? Have we performed a gap analysis in the last three years? If not—then on what do I base my responses to this question about core competencies? How am I substantiating my response about the core competencies?

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Value Proposition Assessment	
8.	What would happen if my organization/agency/entity no longer exists? Who would be most impacted and how? Where would they go to get what we deliver?
9.	What do our stakeholders need to experience, receive or obtain in order to feel that value was created and transferred? What services are most transactional? Which services aren't so transactional? What about transparency? Which services or processes are least transparent? Why?

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Value Proposition Assessment	
10.	What do we need and expect from our internal and external stakeholders? Do they know we have these needs? How do they know?
11.	What/who are our greatest strategic alliances? Why? How do we know this? With whom are we too reliant or dependent? Can we effectively justify this reliance? Do some alliances cause us to exclude other opportunities or limit our perspectives? Is there a justification for this? If so, what is it?

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Value Proposition Assessment	
12.	Where do we need to build new alliances? Why? What alliances do we need to let go of? Why? What alliances do we need to affirm/reaffirm? Why?
13.	What evaluation processes are in place to measure the value and impact of our services program deliverables or products? Is this working? For whom? How? Why? Have we been resisting new processes or procedures that team members recommend? Why?

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Value Proposition Assessment	
14.	What's our strategic imperative for existing? Do we communicate this imperative anywhere? Is it included in our strategy? Do stakeholders know what this imperative is? How do they know?
15.	Are there any aspects of operations or decision making that occur without regard for organizational strategy? What percentage? Do I advocate for aligning operational plans and tactics with defined outcomes that correspond to an overarching strategy/ Am I part of the problem or solution when it comes to innovation and strategic thinking? How do I and/or my team contribute? How might I and/or my team be a hindrance?

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Value Proposition Assessment

Additional Notes

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