

## Module 2, Topic 1

### Phase 1: The overarching principles

Does the organisation or initiative being investigated or developed, have:

- A very clear understanding and analysis of the organisation's operating environment
- A strong, effective and objective audit of its capabilities
- A very good 'sense' of the validity and usefulness of its various ways of working or 'doing things'?
- An ongoing and as close to 'real time' set of indicators linking goals and objectives to outcomes
- A continual 'check' process that evaluates whether the activities and operations of the various divisions, projects, initiatives, teams etc are focused on the organisation's vision, mission, values, operating principles, and ultimately – on **delivering public value**.

### Phase 2: The diagnostic tools in order of application

Does the organisation, team, project leader:

- Apply the tools and techniques that are effective to examine the external environment
- Apply the tools and techniques that are effective to examine the internal environment
- Integrate these analyses and findings as appropriate.
- From the findings of these operating environment analyses, explore 'what we good at, what can we improve, what are our core competencies and capabilities; what are our 'strengths'?
- Continually ask:
  - What is the primary purpose? Why do we exist? What do we aspire to do and be, where are we on that journey? What informs us in this journey?
- Revisit:
  - What are the ways in which we deliver? What tools do we use to develop, communicate our businesses and our activities? What are our business models? How should they evolve, change? Which should be deleted, what should be added?
- Continually ask:
  - Are we creating and contributing to public value?
- Do we make determinations about whether the organisation, team and/or the initiatives continually contribute to 'creating and delivering' public value?

### Phase 3: Develop your repertoire and 'fit for purpose' approaches, by:

- Investigating each tool, its purpose and application, 'tips' on how to apply, questions around its suitability, and overall observations.
- Grouping of these tools in the categories such as internal/external, strengths and capabilities, leverage possibilities, development opportunities, future possibilities given disruptive change etc.
- Integrating the tools.
  - Identify what works, what does not; explore innovative uses for the tools, analyses and insights, suitable for your context.
  - Creating an ongoing personal 'Strategy Tool Kit'.