

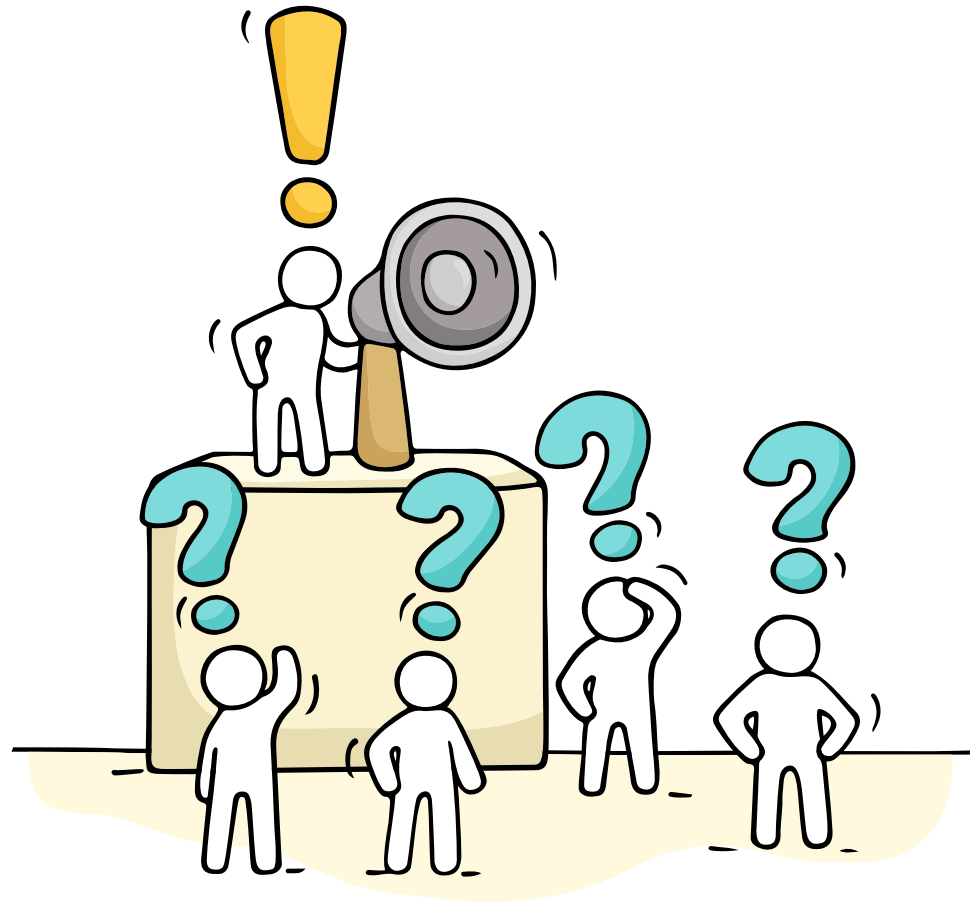
Inclusive Strategy Development for Effective Strategic Planning

A Disconnect in the Process

Strategic planning is often approached with a traditional lens: gathering data from desk reviews and Strengths, Weaknesses, Opportunities, and Threats (SWOT) analyses, then synthesizing it into a final plan. Typically, this process is driven by a small group of decision-makers or consultants who analyze the information in isolation and present a finished product.

WHILE THIS METHOD CAN YIELD RESULTS,
IT OFTEN CREATES A DISCONNECT BETWEEN
THE PLAN AND THE PEOPLE RESPONSIBLE
FOR EXECUTING IT.

By sidelining those closest to the work, organizations risk developing strategies that lack practical insights, buy-in, and the adaptability needed to address on-the-ground challenges.



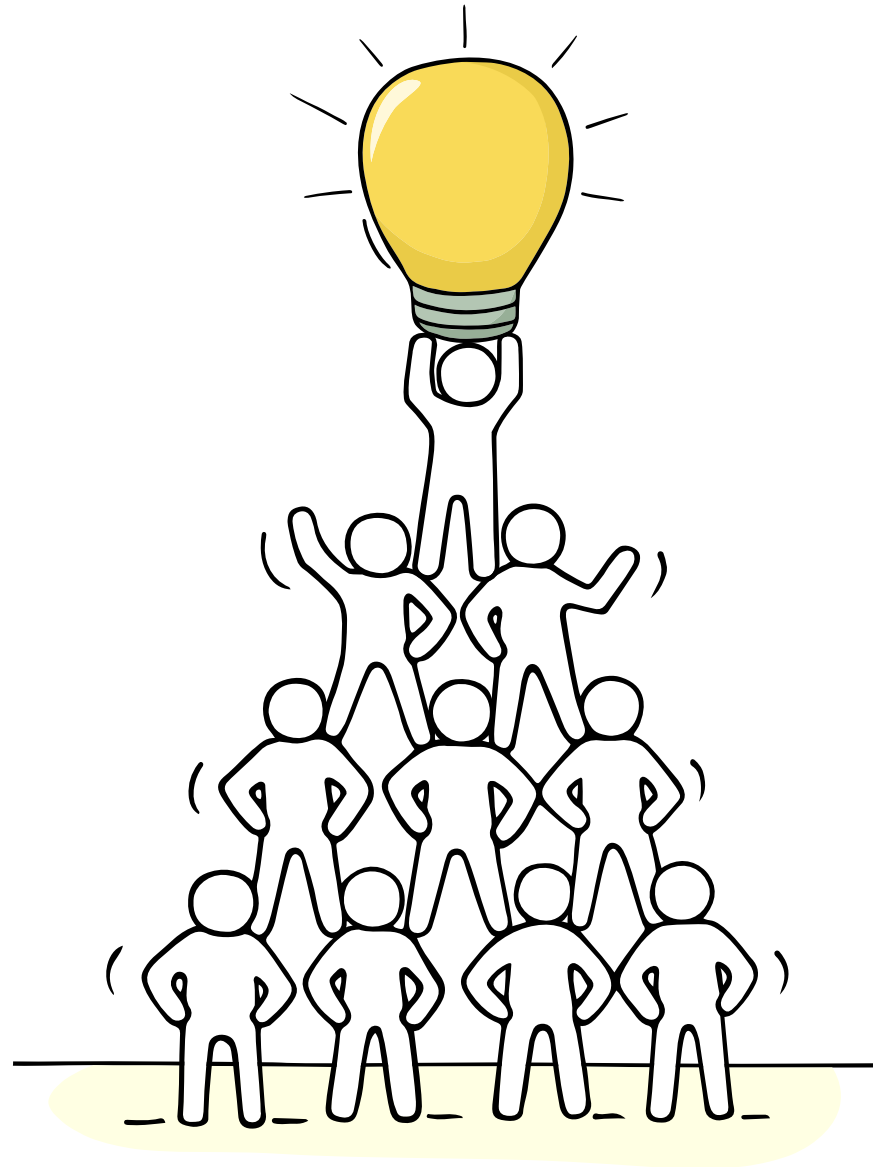
Why Inclusive Strategy Development Matters

Inclusive strategy development goes beyond creating a plan—it builds alignment, ownership, and momentum. By involving stakeholders throughout the process, organizations not only develop stronger strategies but also cultivate a culture of collaboration and trust.

THIS INCLUSIVE APPROACH ENSURES THAT STRATEGIES REFLECT DIVERSE PERSPECTIVES, MAKING THEM MORE ROBUST AND BETTER SUITED TO ADDRESS COMPLEX CHALLENGES.

Additionally, an inclusive process fosters equity and belonging by giving all stakeholders a voice. When team members, partners, and community representatives feel heard, they are more likely to engage deeply with the strategy and commit to its success.

This sense of ownership can accelerate implementation and lead to more sustainable outcomes.



Inclusion Drives Innovation

By bringing together diverse perspectives, organizations can identify opportunities and solutions that might otherwise go unnoticed. This collaborative creativity is essential for navigating today's rapidly changing landscapes and staying ahead in competitive environments.

Inclusive strategy development also strengthens organizational resilience. When stakeholders are involved in shaping the path forward, they are more likely to understand and adapt to changes, reducing resistance and fostering a shared sense of purpose.



AT SCHUNK MORELAND STRATEGIES (SMS), WE'VE SEEN FIRSTHAND HOW THIS APPROACH HELPS ORGANIZATIONS NOT ONLY ACHIEVE THEIR GOALS BUT ALSO BUILD STRONGER, MORE COHESIVE TEAMS.

Our Approach

At Schunk Moreland Strategies (SMS), we take a different approach—one rooted in inclusivity and collaboration. We believe that the best strategies are co-created with stakeholders, ensuring that they are both actionable and embraced by those who will implement them.

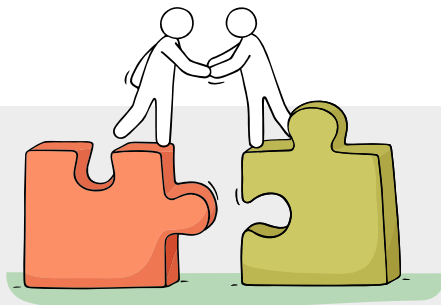
At the heart of our inclusive approach is a tool we call **STRATEGY MAPPING**. This dynamic method invites stakeholders to engage deeply in the strategy development process by addressing two critical questions:

1. Why do we want to achieve this goal?
2. What's stopping us from achieving it?

By exploring these questions, participants uncover the root motivations and barriers associated with each goal. This leads to a richer understanding of the strategic landscape and ensures that the strategies developed are both aspirational and grounded in reality.

Each goal in a strategic plan deserves dedicated focus. At SMS, we allocate a session to every goal, bringing together diverse stakeholders to brainstorm, discuss, and refine ideas. Our process incorporates two key phases:

1. **Divergence**: Generating a wide array of ideas and perspectives to ensure that all voices are heard and all possibilities are explored.
2. **Convergence**: Narrowing down these ideas to identify the most impactful and feasible strategies.



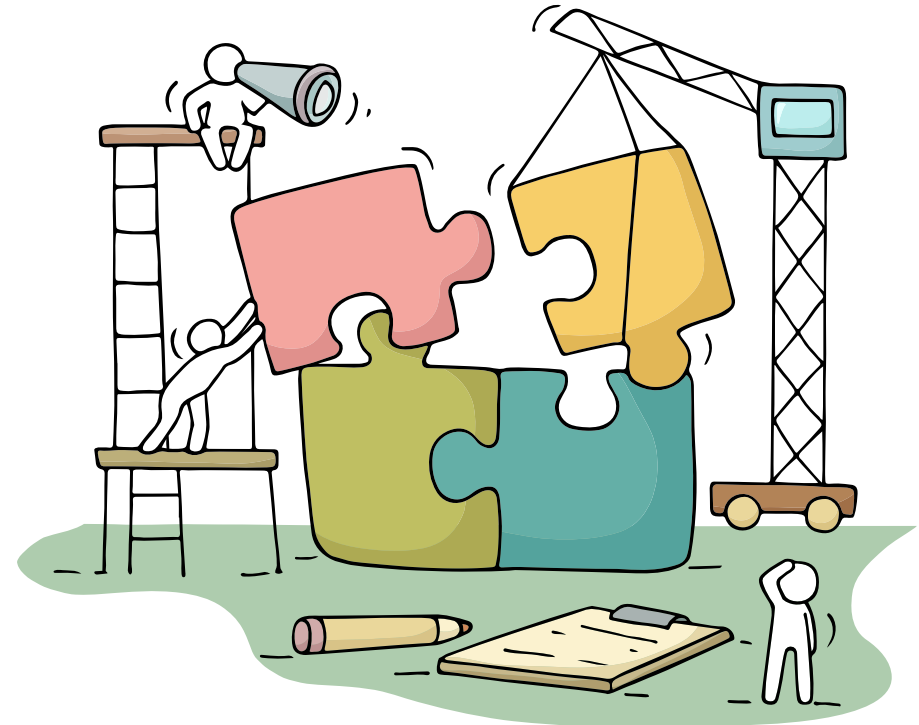
THIS ITERATIVE PROCESS ENSURES THAT THE FINAL STRATEGIES ARE NOT ONLY COMPREHENSIVE BUT ALSO WIDELY SUPPORTED BY THOSE INVOLVED.

Adapting to Modern Needs: The Hybrid Model

Recognizing the evolving needs of organizations, SMS has successfully adapted strategy mapping to hybrid environments. Whether participants join in person or virtually, our facilitators leverage technology and innovative techniques to maintain engagement and foster collaboration. This flexibility allows us to meet organizations where they are, ensuring that all stakeholders can contribute meaningfully, regardless of location.

In today's complex and rapidly changing world, strategies need to be adaptable, innovative, and deeply rooted in the realities of those they impact. By prioritizing stakeholder involvement and leveraging tools like strategy mapping, SMS helps organizations achieve just that.

**WHETHER THROUGH IN-PERSON, VIRTUAL, OR
HYBRID SESSIONS, OUR COMMITMENT TO INCLUSIVE
STRATEGY DEVELOPMENT REMAINS UNWAVERING—
BECAUSE WE BELIEVE THAT THE BEST STRATEGIES
ARE BUILT TOGETHER.**





schunkmorelandstrategies.com