

# Expanding Diversity in Strategy Planning

## DIRECT EXPERIENCE



Set targets and adapt big ideas into actionable tactics

## FUNCTIONAL EXPERTISE



Identify critical success factors & steps to move forward

## CREATIVE ENERGY



Stimulate more dynamic, disruptive way of thinking

## EMERGING VOICES



Share fresh ideas, new thinking, & unfiltered reactions – when given protected space

## CHALLENGING VOICES



Identify potential issues, troubleshoot problems, and vet strategies

## LEADING VOICES



Highlight emerging trends and paint a picture of the future

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## Who do you invite to collaborate?

Strategic thinking and planning are strongest with broadly chosen, diverse participants. We find the best strategic thinking and plans emerge from the interaction of three groups: people with direct P&L experience, functional experts, and individuals comfortable sharing creative perspectives.

### Keep track of who is thinking and how they think

The three types of strategic thinking perspectives vital to great strategic thinking, planning, and implementation are:

- **People with Frontline Business Experience:** This includes operations, sales, customer service, and any other areas with P&L responsibility or close customer interaction. They provide a solid view of what's going on in the business, what the business issues and opportunities are with customers and competitors, and what important strategy areas require attention. *Strategy Role: Set targets and adapt big ideas into actionable tactics*
- **People with Functional Expertise:** Leaders in support areas of the business should bring insights into strengths, weaknesses, and key opportunities for important business processes including marketing, human resources, information technology, accounting, finance, etc. *Strategy Role: Identify critical success factors & steps to move forward*
- **People with a Creative / Innovative Orientation:** These people, regardless of foreknowledge of a strategy effort's focus or experience inside a company, are adept at looking at business, industry, and organizational situations in unconventional ways. *Strategy Role: Stimulate more dynamic, disruptive way of thinking*

Across these three perspectives, there are also three types of voices to include, especially when looking at an organization's vision and related future strategy conversations. These three voices differ in their backgrounds and in what they bring to strategic thinking and strategy conversations.

- **Emerging voices** come from organizations and individuals with new visibility to the organization or among its audiences. They've been outside the mainstream conversations and represent a valuable perspective the majority might routinely overlook. *Strategy Role: Share fresh ideas, new thinking, & unfiltered reactions – when given protected space*
- **Challenger voices** are those individuals noted for questioning the status quo in constructive ways. They are oriented toward finding answers to lingering issues and are sensitized toward not simply ratifying the popular view and calling it good. *Strategy Role: Identify potential issues, troubleshoot problems, and vet strategies*
- **Leading voices** represent the individuals in your organization (or outside it) who are on the forefront of identifying new trends, monitoring how seemingly unrelated issues tie together, and sensing what will be important in the years ahead. *Strategy Role: Highlight emerging trends and paint a picture of the future*

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**Review your strategy team for strategic perspectives and voices.**

**Strategic Perspectives**

**Who represents this perspective?**

**Voices**

**Who represents this voice?**

**Direct Role:**

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**Emerging:**

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**Functional Expertise:**

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**Challenging:**

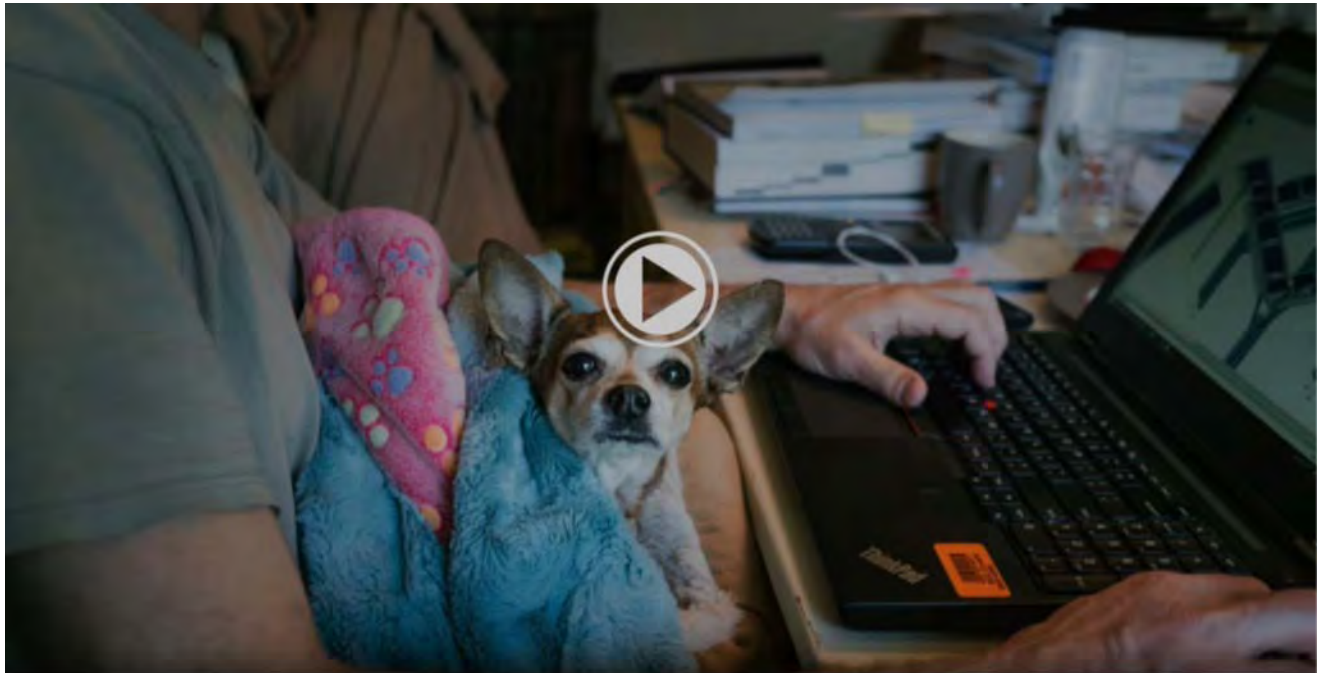
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**Creative Energy:**

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**Leading:**

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There's a new, productive way to collaborate,  
no matter *where* your team is working from.



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