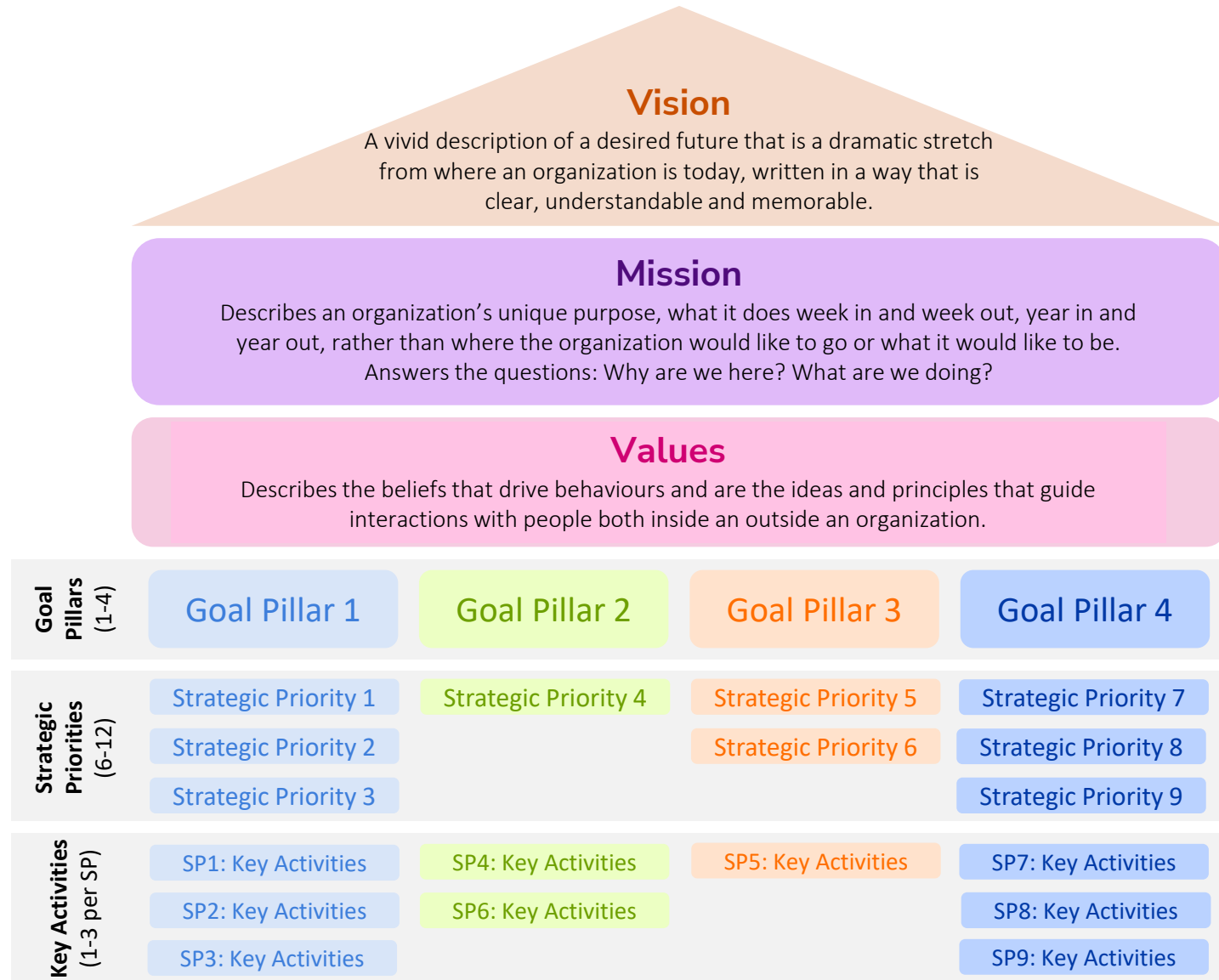# berlineaton

Strategic Framework

Berlineaton's Strategic Framework is the "plan on a page" where all elements of an organization's strategic framework are summarized.

Our Strategic Framework starts with Vision (desired future), Mission (unique purpose), Values (beliefs that drive behaviour) at the top. VMV are further articulated into Goal Pillars, which are broad results that when achieved move an organization closer to living its mission and fulfilling its vision. Under Goal Pillars lie Strategic Priorities, the handful of 'must dos' and the non negotiables required to achieve your goals. Nested under each Strategic Priority are key activities which articulate who will do what by when to achieve the Strategic Priorities.

Our "house diagram" highlights "alignment" the disaggregation of VMV at the top to related key activities on the ground. Without this alignment, strategic 'leakage' can occur, where resources are being used for something other than the achievement of strategy. At Berlineaton, we help our clients design bold futures, summarize this in a strategic framework, align strategic activities and implement. Through measured implementation, we eliminate the execution gap – the gap that often exists between the 'plan' and the 'realization' of the plan.

On Page 2, we describe each element of our strategic framework and provide examples to inspire the development of your own strategic plan.

Learn more at www.berlineaton.com

Vision
A vivid description of a desired future that is a dramatic stretch from where an organization is today, written in a way that is clear, understandable and memorable.

Mission
Describes an organization's unique purpose, what it does week in and week out, year in and year out, rather than where the organization would like to go or what it would like to be. Answers the questions: Why are we here? What are we doing?

Values
Describes the beliefs that drive behaviours and are the ideas and principles that guide interactions with people both inside an outside an organization.

Goal Pillars (1-4)	Goal Pillar 1	Goal Pillar 2	Goal Pillar 3	Goal Pillar 4
Strategic Priorities (6-12)	Strategic Priority 1	Strategic Priority 4	Strategic Priority 5	Strategic Priority 7
	Strategic Priority 2		Strategic Priority 6	Strategic Priority 8
	Strategic Priority 3			Strategic Priority 9
Key Activities (1-3 per SP)	SP1: Key Activities	SP4: Key Activities	SP5: Key Activities	SP7: Key Activities
	SP2: Key Activities	SP6: Key Activities		SP8: Key Activities
	SP3: Key Activities			SP9: Key Activities

Strategic Framework Definitions & Examples

Strategic Framework	Definition	Examples
Vision	A vivid description of a desired future that is a dramatic stretch from where an organization is today, written in a way that is clear, understandable and memorable. It describes your preferred future as an end state; **the destination**.	• Socially responsible students pursuing their passions for a better world. • Tomorrow's healthcare, today. • Engaged and inspired British Columbians for a better future.
Mission	An organization's **unique purpose**, what it does week in and week out, year in and year out, rather than where the organization would like to go or what it would like to be. It answers the questions: Why are we here? **What are we doing?**	• To inspire and support young people for meaningful lives. • To realize enduring conservation benefits through investment in and delivery of initiatives that achieve productive natural landscapes and community wellbeing. • We provide the opportunity for individuals to have a voice in their future by creating personalized services that meet them where they are at.
Values	The beliefs that drive behaviours and are the ideas and principles that guide interactions with people both inside an outside an organization. They help an organization make decisions that are aligned with the organization's strategic intent.	• Joy and Grit. • We believe in character and doing the right thing. • We believe in Learning, Pluralism, Service, Community and Wellbeing.
Goal Pillars	Key results broadly defined in a 3–5-year period. They should be described as an end state in an area that is critical to the success of the mission and written aspirational.	• Strength and Permanence • Excellence in Teaching • A Strong and Healthy Community.
Strategic Priorities	A description of 8-12 key objectives that MUST be achieved for an organization to succeed and meet its vision. Strategic Priorities (sometimes called objectives) are the **'what'** that must be done, and represent an effort that will have a significant impact on performance. They exclude tactical language such as striking committees, developing plans, etc.	• We must have facilities and technology that inspire innovation, collaboration, and transformative learning. • We must be an employer of choice, attracting and developing the best talent • We must commit to a thriving, joyful, inclusive, and diverse community of belonging and well-being.
Key Activities	The Key Activities (KA) or initiatives define **how** each strategic priority will be achieved, including timelines, accountabilities, milestones, and expected results. They represent what needs to change. They are action-based and start with a verb. They are framed in a 12-month period and revisited and refreshed on an annual basis.	• Redesign our approach to talent management. • Complete a Campus Master Plan. • Develop and implement a community engagement plan.