

THREE QUESTIONS TO HELP GAIN STRATEGIC CLARITY

A Compass Check For Your Leadership Team

Strategic clarity does not live in a document. It lives in the shared understanding your leadership team has about where you are headed and why. These three questions are a compass check. They will not resolve every uncertainty, but they will tell you where north is.

Use this guide to structure a real conversation with your leadership team. Set aside at least one hour. Include your full leadership team and, ideally, your board chair. Work through each question together. Note where you agree quickly and where the conversation slows down or surfaces disagreement.

Q1: What are we fundamentally here to do, and are our current choices reflecting that?

- What is one thing we are doing right now that clearly reflects our mission?
- What is one thing we are doing that we are less sure about?
- If a new staff member asked why we do what we do, what would we want them to say?

Notes

Q2: What would it mean for our organization to be in a stronger position 18 months from now, and what would we need to protect or build to get there?

- What does stronger look like: financially, programmatically, in terms of key relationships?
- What is one thing we need to protect before we can build anything new?
- What would we need to stop doing to get there?

Notes

Q3: What are we not willing to give up or take on in order to stay true to our purpose and keep moving toward that stronger position?

- What is a non-negotiable for us, even under financial pressure?
- What kinds of opportunities have we said yes to that we wish we had not?
- If a compelling grant came along that did not quite fit, what would tell us to say no?

Notes

After working through all three questions, take a step back. Where do your answers align? Where do they surface a tension or an unanswered question? The gaps are a signal of what your organization most needs to work through together.