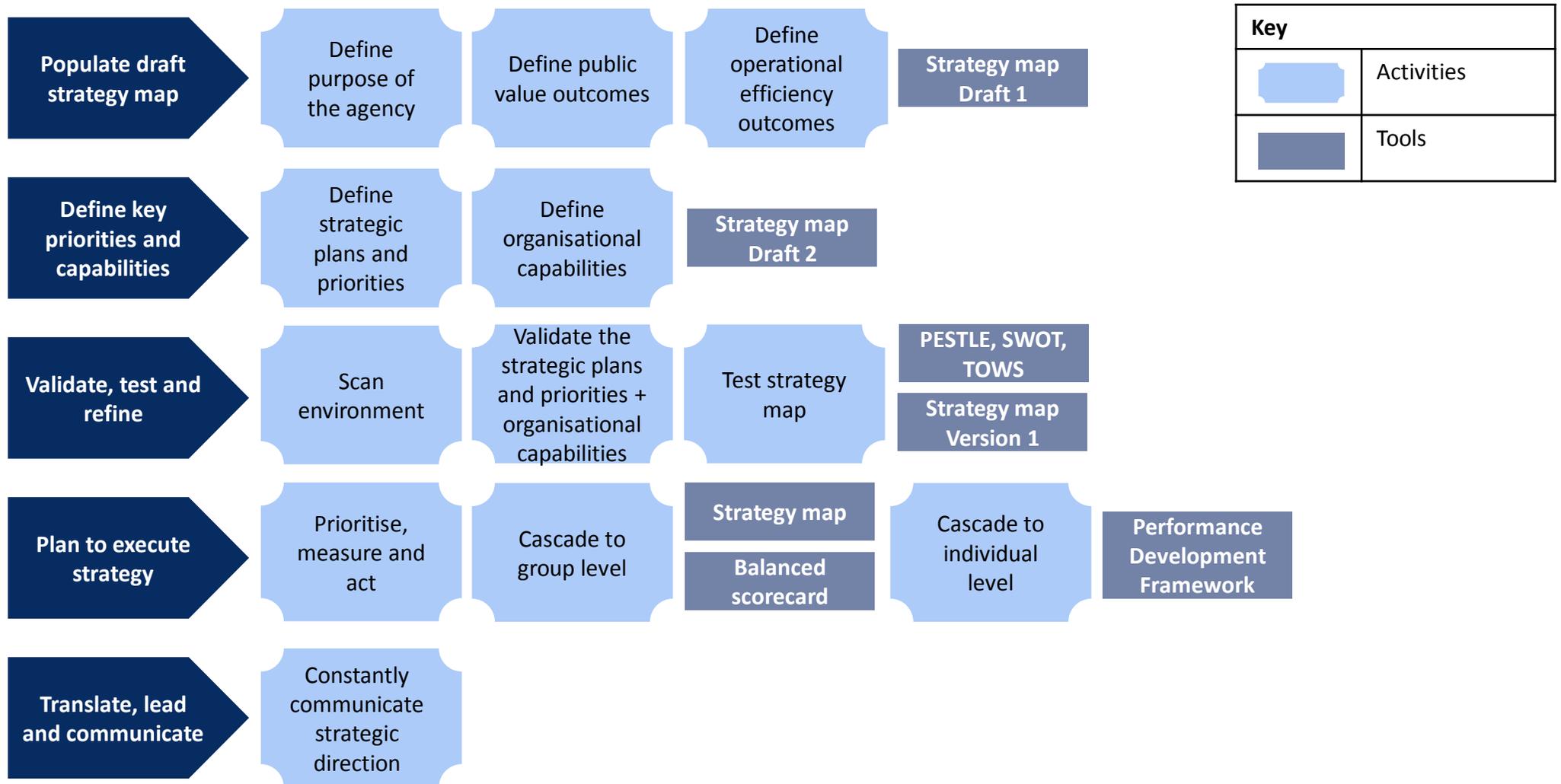


This guide is a five step process built around the strategy map and balanced scorecard



Developing the strategy map and balanced scorecard follows the outline below but this can be configured as confidence in the process builds

Populate draft strategy map

Complete the **main elements of the strategy map** by defining the agency's purpose and articulating the public value and operational efficiency outcomes.

Define key priorities and capabilities

Analyse the **underlying drivers in the business** for your priorities and capabilities and use these to identify the key strategies that will help achieve the outcomes defined in the strategy map.
Finalise the draft strategy map showing linkages from required outcomes (**including those for customers**) through to processes and capabilities.

Validate, test and refine

Stress test the strategy using **PESTLE** (Political, Economic, Social, Technology, Legal and Environmental) to validate purpose, objectives and outcomes, **SWOT** (Strengths, Weaknesses, Opportunities, Threats) to support PESTLE and further test the internal enablers and the **TOWS** (Threats/Opportunities, Weaknesses/Strengths) to refine strategy and identify strategic choices to achieve the outcomes and objectives. Refine the strategy map through scenario testing.

Plan to execute strategy

Develop the **KPIs** (measures for the coming year) and **strategic priorities** (mid-long term goals) that result from this process. Use these to support **cascading the strategy** to group, branch and individual levels through the **balanced scorecard**.

Translate, lead and communicate

Communication underpins the entire process. While included as the final step, constant communication is critical. Senior leaders should determine the best ways of communicating the strategy to frontline staff, customers, stakeholders and Ministers' offices.



This better practice guide is supported by an **effective leadership module ("Actions with Impact")**. The title page of each step refers to the **key leadership capabilities** required during that step of the process. Detailed information pertaining to the capabilities can be found in the resource.