



## Questions posted to online conversation forum to jumpstart strategic planning process

*These are actual questions I posted in an online forum prior to our first onsite strategic planning meeting with senior leaders, who received a summary of responses a few days before our meeting. All responses were anonymous, except where noted.*

**Invited audience:** All departmental employees, including executive team and senior leaders

### **Objectives:**

- Solicit input that will help smaller teams create agreed-upon strategic plan
- Give all employees a voice in the planning efforts
- Ensure that all feel included
- Provide a safe place for candor
- Create a level playing field

### **Open-ended brainstorming:**

#### Mission (attributable)

What do you regard as the mission, or reason for existence, for our department? Consider the hospital's faculty, donors, and other stakeholders, as well as services and programs, "products", qualities and attributes, core competencies, and uniquenesses.

#### Visionary headline (attributable)

Think about a particularly influential publication in the eyes of your key stakeholders. (Choose from the drop-down menu or indicate publication title in your response.) What would you most like to see as the banner headline for our department three years from now? You may want to consider factors such as relationship to this hospital overall, ability to meet or exceed development goals, ability to attract/retain top talent, or other factors. *(Drop down menu to include Boston Globe, NY Times, WSJ, American Hospital Association Journal, Journal of Philanthropy, etc.)*

#### Capitalizing on strengths (attributable)

In creating a strategic roadmap and set of initiatives for the next one to three years, what strengths must we capitalize on? Your response may refer to characteristics or traits of the overall hospital or of our department. Or it may pertain to resources, talent, reputation, processes, or other factors.

#### Collaboration and Communication (anonymous)

To achieve our vision and meet or exceed our financial goals in the years ahead, in what areas will communication and collaboration be most important? Consider important connections within departmental groups, with other areas of the hospital, other business entities, or external organizations. *(Drop-down menu to include some of these categories)*



### Greatest challenges in actualizing our vision (anonymous)

Thinking about the vision you described in your headline statement earlier, what challenges or barriers may get in the way of achieving them? These may be challenges related to either external or internal factors.

### Single piece of advice (anonymous)

If I could offer a single piece of advice to those who will be creating our draft strategic plan, it would be: