



## Strategic Planning & Implementation

### *Building Strategic Plans That Support Governance, Organizational Continuity, and Successful Implementation*

An organization's strategic plan should be more than a statement of priorities. It should function as one of the primary governance and organizational change documents, preserving strategic intent, supporting organizational continuity, and helping future leaders understand not only what decisions were made, but why they were made.

The **Strategic Planning & Implementation** Practice Area helps organizations strengthen both the quality of strategic planning documentation and the organizational practices that keep strategy alive after Board approval.

#### Common Organizational Challenges

- Strategic plans quickly lose momentum after approval.
- Strategic plans are rarely revisited outside annual planning cycles.
- Staff and stakeholders understand the priorities but not the rationale.
- Future Boards lack the context behind strategic decisions.
- Strategic priorities become disconnected from operational planning.
- Organizational capabilities required for implementation are unclear.
- Progress reporting becomes inconsistent over time.



*Not every challenge requires the same response.  
Choose the approach that best matches the nature and scope of the problem.*



## Enterprise Strategic Assessment Framework (ESAF)

The Enterprise Strategic Assessment Framework helps organizations evaluate the completeness and implementation readiness of published strategic plans. It evaluates four integrated domains;

- **Strategic Context** — Why was a new strategy needed and how was it developed?
- **Strategic Direction** — What future direction has the organization chosen?
- **Organizational Readiness** — Does the organization demonstrate the capability required to deliver that strategy?
- **Strategy Execution** — How will implementation progress be governed, monitored, adapted, and communicated over time?

## You'll Receive

- Executive assessment summary
- ESAF Benchmark Score
- Domain profile
- Improvement opportunities
- Practical recommendations
- Implementation priorities

### The Four Cs of Strong Strategic Plans

Credibility

Choice

Capacity

Commitment

**Designed for:** Registrars, CEOs, Boards, Executive teams, Governance leaders, and organizations preparing or refreshing Strategic Plans.

## From Strategic Planning to Strategic Implementation

For more information, contact [jordan@upstreammanagesolutions.com](mailto:jordan@upstreammanagesolutions.com)

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