The Big Picture

The Action Planning Workshop					
Introduction Whole Group	**Developing Specific Action Plans** Teams Use the Action Planning Workbook			**Consensus Plenary** Whole Group	
Preparing for Action Planning	**Determining the Measurable Accomplishment**	**Deciding on the Specific Actions**	**Creating the Action Timeline**	**Coordinating the Groups Plans**	**Launching the Action Phase**

Name	Determining the Measurable Accomplishment
Overview	This Design Pattern will enable the group to determine the measurable accomplishment(s) the group will commit to implementing during this phase of the project initiative. The major steps are: ▪ Brainstorming the possible accomplishments ▪ Focusing the strategic approach *Groups working on a single strategy* will work as a whole group. *Groups working on multiple strategies* will work in teams and use the Action Planning Workbook.
Metaphor	Like a person on a journey trying to get as far as possible in the next week.
Graphic	
Level of thinking	This Design Pattern employs the full range of thinking levels. The key focus, however is the interpretive level in which the real tactical thinking happens. Once that is done, the measurable accomplishments are focused and articulated at the decisional level.
Pattern of Collaboration	The key collaborative patterns in play in this Design Patter are reduction and evaluation. It uses idea generation, but the brainstorming is focused at a deeper level by the scan of the strategic environment. The focus is really on evaluative, strategic and tactical thinking as a group. The task is to focus the strategic intent and articulate measurable accomplishments that will lead to deepened motivation, forward momentum and successful implementation.
Role	This is a pivotal point in the Action Planning workshop in that it focuses the group on selecting the accomplishments they will commit their energy and attention to during this timeframe.
Best uses	This Design Pattern is best used to guide a group in bringing practical focus to the tactical steps necessary to bring success to an initiative.
Do not use	Avoid using this kind of pattern when doing visionary thinking.

Group size	6 – 10
Space needs .	Groups working on multiple strategies will need working space so their voices do not interrupt the work of other groups.
Timeframe	30 minutes

Objectives

Rational Aim	Determine the measurable accomplishments the group will commit to implementing during this phase of the project initiative.
Experiential Aim	Spark imagination, motivation and commitment to success in group members
Product	▪ A set of measurable accomplishments to be implemented during this phase of the project. ▪ A list of success indicators

Script

Context

We will now focus our attention of determining the measurable accomplishment we need in order to move this strategy forward. We will be focusing on the given time frame and not beyond it. We will be focusing on this strategy to the exclusion of others. We will begin by brainstorming the possible accomplishments, reflect on them and select a 1 – 3 that we are willing to make a commitment to implementing. We want to focus our energy and make real progress toward our overall purpose. We will also be looking at indicators of success – the ways we will know if we are successful.

We are looking for measurable accomplishments that are "SMART."

- **Specific** – They can be done in a short amount of time. It is clear what is to be done. They are tangible. They are distinct.
- **Measurable** – You can say how you will know if it has been genuinely accomplished. It is wise to know how you will measure success by including clear indicators of success.
- **Achievable** – You know that the people assigned have the time, knowledge, skills and permission to do the actions.
- **Relevant** – They are focused on your long term objectives and will help you move toward the necessary results and impact.
- **Time Based** – They are "do-able" within the given time frame. They have clear start and end dates.

Groups working on multiple strategies will review all the measurable accomplishments for all of the strategies in the next step to ensure synergy.

Brainstorm Possible Accomplishments - page 1 - #9
Based on the intent, make a list of possible accomplishments.

- Ask the group to list what they believe should be the tangible accomplishments in this strategy during this time period.
- Ask them to star their best idea.
- Go around the group, each person contributing one idea.

Focus the Strategic Approach

Recall the list
- Read the list of possible accomplishments aloud.
- Ask the group if there are any "questions of clarity" to ensure that everyone understands each idea. If there are, ask the person who contributed the idea to briefly provide more explanation.

This is simply a time to make sure the group understands the ideas presented. The deeper questions of substance and strategy will be discussed in the subsequent conversation.

Assess immediate reactions
- Which are exciting? The most scary?
- Which are take the most energy? – least?
- Which are easiest? – most difficult?
- Which are cheapest? - most expensive?

Determine strategic criteria
- Which take best advantage of our strengths and opportunities?
- Which address our weaknesses and minimize potential threats, dangers and risks?
- Which ones will break inertia and build momentum?
- Which are galvanize new action or enthusiasm?
- What is the victory we need at this time?

Decide on Measurable Accomplishment - page 1 - #10

It is best to get 1 – 3 measurable accomplishments. The intent is to focus action for maximum effectiveness within the chosen timeframe and with the available human and material resources. If a group creates too many, it is likely that they will be less than successful in implementing all of them. The set as a whole needs to meet the SMART guidelines.

- Ask the group to suggest options for the Measurable Accomplishment(s)
- Select the accomplishment(s) your team is committed to implementing.
- State them as a measurable accomplishments. Review "Stating a Measurable Accomplishment" on page 4 of the Action Planning Workbook
- Write each one on an 81/2" x 11" piece of paper for the review.

Determine Indicators of Success - page 1 - #11

Brainstorm indicators of successful implementation. Ask how the group will know if they have been successful. This will be used as the team is implementing the strategy and as part of the evaluation process. It may be necessary to make adjustments in the measurable accomplishment if the group finds it difficult to come up with appropriate success indicators. The group may discuss the means of measuring success at this time, but the focus is on articulating clear ways to know if they are successful.

| **Groundrules** | Ensure that everyone speaks and is engaged. |

Using this design pattern in a face to face environment

Materials	▪ An Action Planning Workbook for each person. ▪ A flip chart and markers are very helpful if the group is larger that 5 – 6 people. ▪ A small group can work directly with the Action Planning Workbook.
Preparation	
Challenges	The key challenges in this Design Pattern are to develop "goals" or "objectives" that can clearly be stated as tangible accomplishments and are objectively measurable. It is very easy to slip into coming up with things to do and abstract, loosely stated directions. People will be more successful in implementing accomplishments that are tangible and specific. Another challenge is thinking in a kind of incremental, administrative, plodding, logically progressive way. This is a "feet on the ground" – "rubber hits the road" marriage of the possible and the practical. Bold, imaginative, tactical moves that really lead to breakthrough and success are needed here. For example, you may need a prototype of a design for a new cell phone and you can create the steps to get there. If you schedule a public event to show the prototype to the media, it will build motivation and set the imaginations of fire in a way that a set of engineering steps can never do. You obviously need the engineering and the precision, but you need the splash and eventfulness as well.
Tips	If the group is larger than 4 – 5 people, it will be helpful to write the possible measurable accomplishment on a flip chart.
Modifications	

Using this design pattern in a virtual environment

Virtual Tools	
Modifications	.
Preparation	
Challenges	
Tips	
Example	