

James Robertson's StratSnap Critical Issues Analysis – A simply brilliant process for reaching team consensus on what really matters. Testimonial from Paul Leigh, IT Business Partner, Corteva Agriscience (2009-2019)

StratSnap is a breathtakingly simple concept—simple to understand—and straight forward to work through providing you have a good facilitator. Dr Robertson is an excellent facilitator.

*“When you bring a leadership team together to work on a problem... each leader will have a different perspective, their own priorities.”*

The StratSnap process recognizes that when you bring a leadership team together to work on a problem, a strategy or a roadmap, each leader will have a different perspective, their own priorities, their own take on what needs to be done and how it will be done. If you don't expose these differing viewpoints and arrive at a common understanding, the leadership is *unlikely* to pull together in the same direction using the same tactics. StratSnap exposes these different viewpoints in a way that is non-judgemental. No idea is thrown away but the best ideas percolate to the top and everyone feels they have been heard—because they *have* been heard.

Dr Robertson has run his StratSnap process for two IT organisations I led—the Human Sciences Research Council and a dominant crop seed company (think corn, sunflower, soybean seed).

Dr Robertson's StratSnap workshops were transformative for these two IT organisations. StratSnap enabled the team to reach consensus on what our critical problems were, and on a plan of approach to address them. StratSnap ensured that we quantified our thinking and thrashed out our differences. It provided a basis for year-on-year performance measurement as perceived by key stakeholders including business leadership. The metrics also gave us a lever to ask for resources to move the needle, very helpful during the budgeting cycle.

At the first workshop, the team identified a set of seven critical issues that were negatively impacting the unit. We went on to distil seven key performance areas for the IT organisation. Each factor was weighted for criticality with 100 points spread over the set of 7 factors. Next we each independently scored the KPAs, in terms of how were rated ourselves, using a scale from 0 to 10 – a historic score, a current score and a target score.

Now inevitably, there was a range of weights and scores among the delegates, and herein lies the strength the StratSnap process: each delegate gets to explain their thinking in assigning their scores. The ensuing debate surfaces the full range of perspectives within the team. I found that this usually led to consensus within the team because the best arguments changed minds and moved scores. If this sounds simple, then yes, it is. But I have never encountered a more effective consensus building, quantified system. It works so well. See the sidebar for two real documents from the two organisation Dr Robertson worked with.

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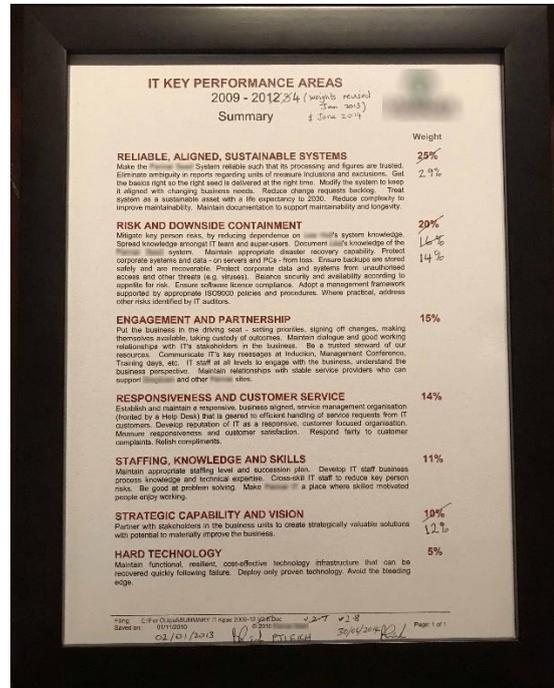


Figure 1 - Our KPAs from the StratSnap process

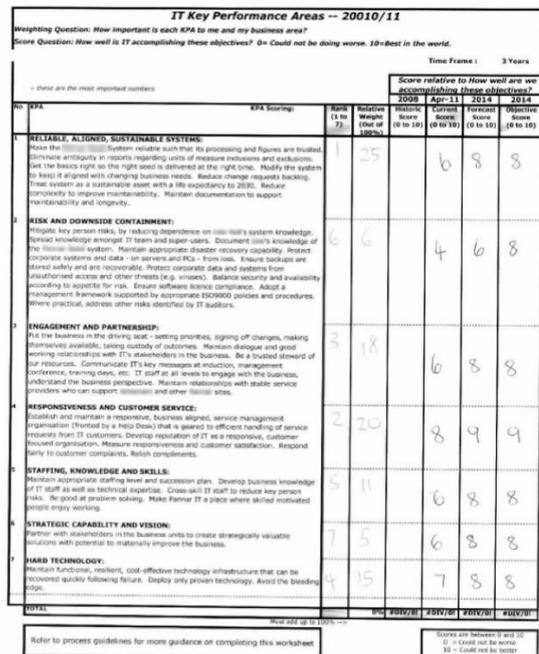


Figure 2 - A scorecard from one of our stakeholders