Developing Strategy: A Year in Review

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How big is your team?

[No team]   [< 5]   [5-20]   [20-50]   [Over 50]

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Organizational versus Operational Setup

Structure & foundation

On-going activities

Reality check

your speed
doesn't matter,
forward
is
forward

Organizational Setup

Structure: Flat Structure - Hierarchical - Matrix - Holacracy/Decentralized - Unstructured

Leadership Style: Authoritative - Participative - Delegative - Transactional - Transformational

Walk the Talk!

Organizational Setup

Where to start

1. Create a work breakdown structure (projects / functions / activities ... etc)

2. Define owners, coordinators, and facilitators (Autonomy)

3. Write-down what leadership means

4. Create team values and policy crystal clear

Organizational

- Structure & Setup
- Planning
- Investment
- Accounting & Finance
- People Ops.
- Legal & Policies

Business

- Business Model
- Development Strategy
- Sales
- Marketing
- Partnerships
- Innovation / Expansion

Operations

- Processes
- Administration
- Customer Success
- Operational Management

Product

- Strategy
- User research
- Roadmap
- Lifecycle & Backlog
- UX / UI

Tech

- Strategy
- Development
- Quality & Testing
- IT

	Person 1	Person 2	Person 3	Missed Capacity
Organizational	Ownership	Coordination	Coordination	- CFO - People Director
Business	Coordination	Coordination	Ownership	- BD Manager - Marketing Manager
Product	Coordination	Ownership	Coordination	- User Researcher - UX / UI
Operations	Ownership	Coordination	Ownership	- COO - CS Manager - Admin.
Tech	Coordination	Ownership	Coordination	- Tech Leads

Ex. MoneyHash Value System - Team Pledge

Putting employees first

We are committed to investing in our team members as employees and as people. This means:

- **Compensating employees fairly.** If an employee is worth hiring, they are worth getting paid well. We commit to paying at or above market rate based on experience, role, and location, and will reflect this in our fundraising asks and headcount projections.

- **Valuing employees' mental well-being.** We recognize that the most effective ways we can support our employees' well-being are adequate compensation and a sustainable workload. We will offer a generous vacation policy and ensure our employees use it, set sustainable work expectations, and encourage employees to speak up if they're burning out and support them in seeking help.

- **Investing in our employees.** We commit to at least annual performance and compensation reviews; clear, transparent career growth paths within the company; and, as soon as possible, professional development stipends.

- **Prioritizing the "boring" perks.** As a remote-first company, we eschew office perks in favor of benefits that support our employees' health and future. Upon hiring our first full-time employee, we will do our best to provide the following benefits appropriate to the country of employment:

    - Retirement
    - Health insurance
    - Disability insurance

Alignment → Framework → Policy
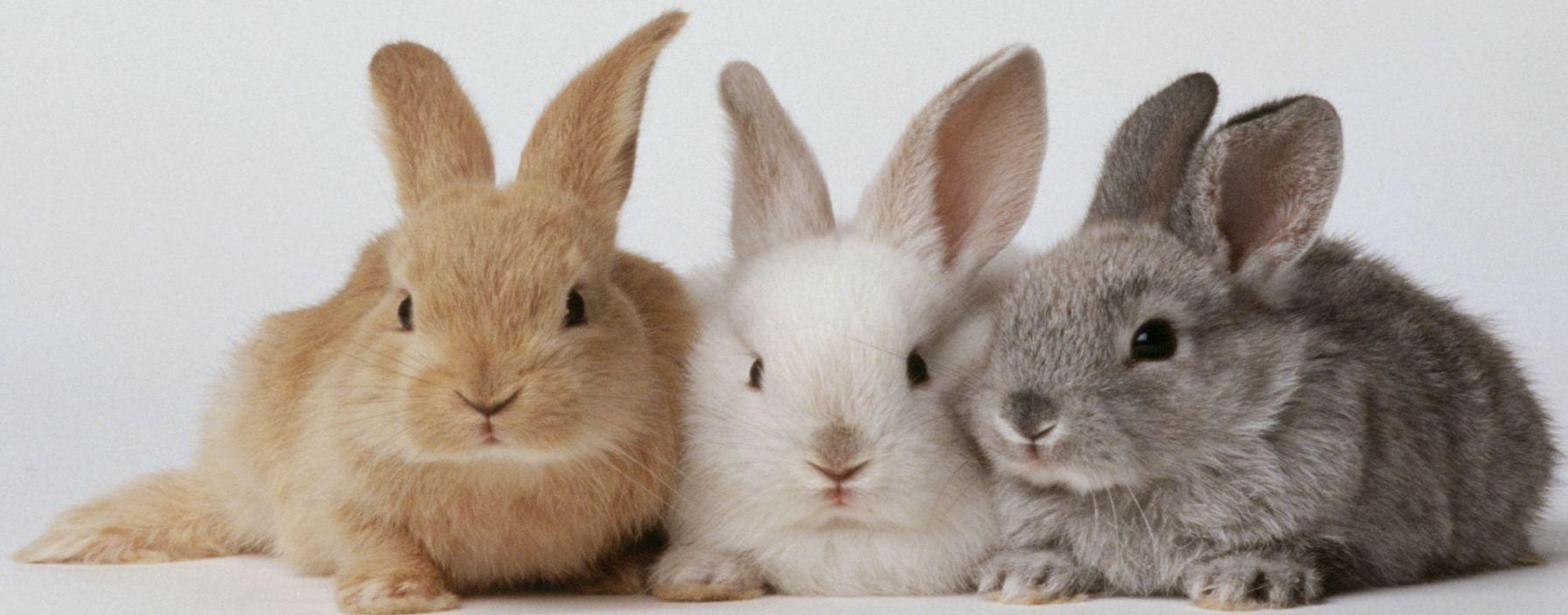
Organizational Setup

What is Strategy?

Organizational Setup

What is Strategy?

🧍 A → B

🧍 = Mission [Who you are as an organization]

A = Analysis [Where we are]

B = Vision / Goal [Destination]

→ = Plan [Strategy, objectives, activities, resources, and key milestones]

Organizational Setup

Where to start

1. Create a work breakdown structure (projects / functions / activities ... etc)

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5. Organizational Charter / Team Charter / Strategic Plan

Understanding Planning Cycles
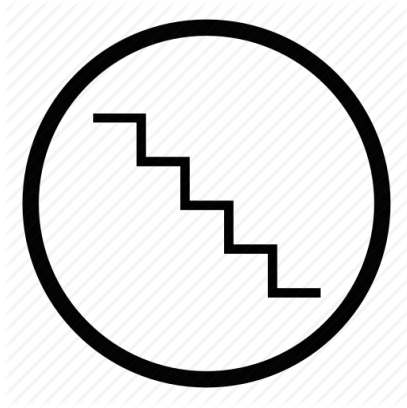
Annual - Quarterly - Monthly - Sprints - Marathons

1. Strategic Review Cycle [Organizational Setup]
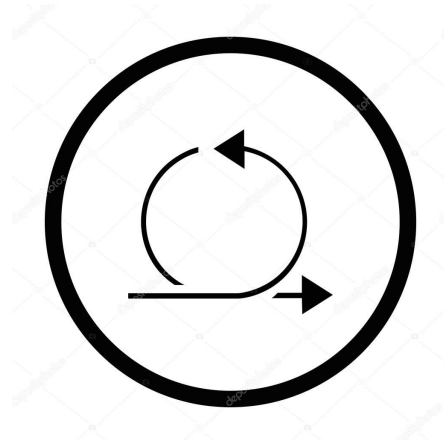2. Objectives & Activities Cycle
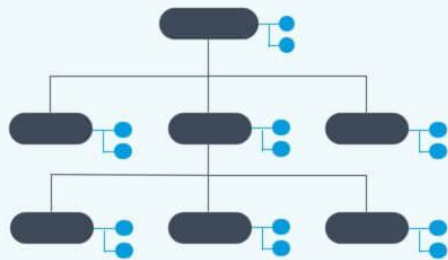3. Coordination Cycle

Planning Styles

Waterfall

Agile

OKR vs SMART Goals

ANATOMY OF THE OKR FRAMEWORK

OBJECTIVES

Goals that inspire and set direction

Where do I need to go?

KEY RESULTS

Steps that measure progress towards an objective

How do I know I'm getting there?

INITIATIVES

Tasks required to drive progress of key results

What will I do to get there?

Examples Of Strong OKRs

Increase recurring revenue

The share of monthly subscriptions increased to 85%

Average subscription size of at least $295/month

Reduce churn to less than 1% monthly

Improve internal employee engagement

Average weekly satisfaction score of at least 4.8

Conduct weekly all-hands meetings with a featured external speaker

Implement OKRs in all teams and departments by June 1st.

Implement user-testing process

Conduct at least 5 face-to-face testing sessions each week

Receive at least 15 interviews per month

Ensure at least 80% of people interviewed are from our core target group

General Manager

OBJECTIVE	KEY RESULTS
Make $ for owners	1. Win Super Bowl
	2. Fill stands to 88%

Head Coach

OBJECTIVE	KEY RESULTS
Win Super Bowl	1. 200 yd/game passing attack
	2. 3rd ranked defense in NFL
	3. 25 yd punt return average

Head of PR

OBJECTIVE	KEY RESULTS
Fill stands to 88%	1. Hire 3 colorful players
	2. Get 2 Monday night games
	3. Highlight key players

Operational Setup

Where to start

1. Planning Cycles & Framework

2. Documentation

3. Internal & External Communication

4. Task Management

5. Tools

Business Vs. Impact

Impact Model (Theory of Change)

Value (Need) → Impact Metric

Beneficiary → Activities → Outcome

Program Capacity

M&E Capacity

Business Model (Return on Investment)
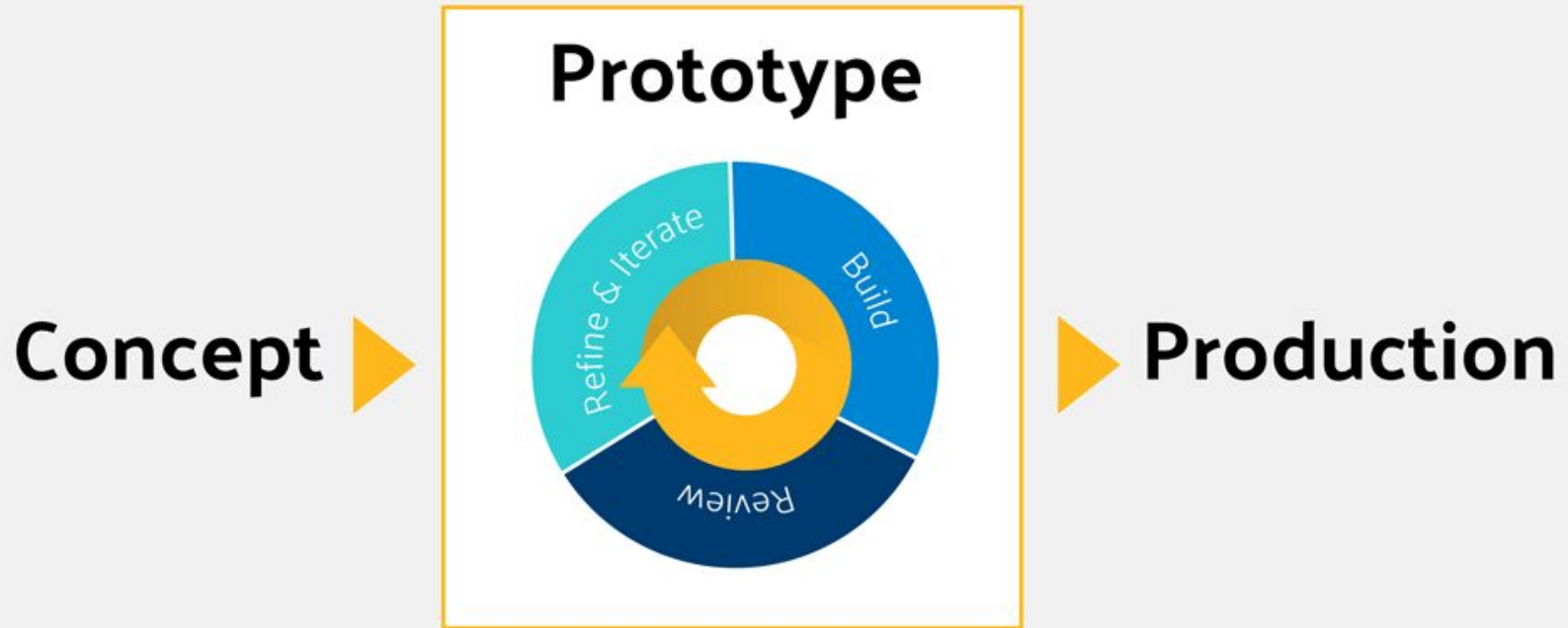
Value (Need) → Willingness to Pay

Customer → Product → Adoption

Tech & Product Capacity

Business Capacity

Let's discuss

Thank you :)