

# Annual Planning Offsite

Purpose, Outcomes, Approach, and  
Deliverables (POAD)

## Annual Leadership Team

### Planning Offsite

#### Purpose, Outcomes, Approach, and Deliverables

#### (POAD)

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## PREFACE

The **Purpose, Outcomes, Approach and Deliverables (POAD)** described below are a proven way to get the most out of an **annual leadership offsite**. You are welcome to apply what you learn, and to use [IntelliVen Tools](#), [IntelliVen Insights](#), and [IntelliVen Videos](#), on your own at **no charge**.

If you would like assistance, please call [415-848-2634](tel:415-848-2634), or email [intelliven@intelliven.com](mailto:intelliven@intelliven.com), to:

- Arrange **phone, email, and text support** on an hourly fee, or fee-per-meeting, basis.
- Be assigned an **experienced IntelliVen facilitator** to work with you remotely, and/or on-site, as quoted.

## PURPOSE

The purpose of the **Annual Leadership Team Offsite** is for organization leaders to break away from day-to-day operations in order to:

- **Celebrate successes** in the year ending.
- Review, discuss, and refresh their **alignment on where the organization is headed** and **why** it is headed there, **performance against goals** over the past year, and to lay the **foundation for performance targets** and **strategic initiatives** for the coming year.

The process leading up to, and time spent at, the offsite also gives Leadership Team members the opportunity to:

- Be directly exposed to, and to affect, the thinking of the CEO and [the Core Leadership Group](#).
- Get to know each other better and to **develop as a team**.



- Bounce ideas off of each other to reach **new insights and paths** forward.
- Identify and work on key issues that cross organization boundaries.

## OUTCOMES

### Hard Outcomes

- Leadership Team aligned around vision, **perception of operating performance relative to plan, assessment of progress on Strategic Initiatives, and guiding parameters** for the coming year's plan and initiatives.
- Preliminary cut at a list of **Strategic Initiatives** for the coming year.
- First look at bottom-up **performance prospects** for the coming year.
- **Insights, action items, and decisions** reached during the session.

### Soft Outcomes

- Leadership Team understands and is aligned with, and in support of, the leader's vision, strategies, strategic initiatives, and next steps.
- Team members feel:
  - **Excited to be a part of the organization** and part of its Leadership Team.
  - **On-board and ready to think and act** day-to-day in ways that are aligned with the leader, each other, the organization's vision, operating plan, strategic initiatives, goals, and with the way leaders have decided to behave.
  - **Good about where the organization is headed** and **confident** that it can get there.



- That each **owns her/his “page-of-the-plan”**. That is, each leader knows, understands, and believes in her/his role in achieving the vision and has a burning desire to contribute her/his part to the team’s overall success.
- Confident that the leader and team members know, like, appreciate, respect, and admire them; that they are being counted on and can meet or beat performance expectations.
- Their views have been **listened to** and heard by the leader and the Leadership Team.
- **Important**; that is, there is a sense that this process has been valuable, not a waste of time, and that what was done at the offsite matters and will be an important part of what happens next and down the road.
- The leader and Leadership Team are acting in accord with organization core values.
- Input from Board, Leadership Team, and staff (as represented by Leadership) is fully considered.
- A sense for leaders; specifically, **who is in vs. out, who are growing, and what new skills need to be brought on** to the team through development of existing members or by adding new members.



## APPROACH

### PRE-MEETING

| Item                | Responsible Persons              | Steps   |
|---------------------|----------------------------------|---|
| Planning            | CEO, Core Leaders, Facilitator   | <ul style="list-style-type: none"> <li>• Facilitator prepares a draft of this document (i.e., the Purpose, Outcomes, Approach, and Deliverables or POAD) edited for the specific circumstances the organization faces.</li> <li>• Iterate on the POAD with the CEO who iterates on it further with Core Leaders and then the full Leadership Team.</li> <li>• Identify session topics, time slots, and session leaders.</li> <li>• Put a schedule of activities and timetable together.</li> </ul>      |
| Preparation         | CEO and Session Leaders          | <p><b>CEO meets briefly one-on-one with each presenter to give guidance</b> on what to prepare for their area or topic.</p>   |
| Pre-meeting reviews | Presenters, CEO, and Facilitator | <p><b>CEO and Facilitator meet substantively with each presenter to review what they will present</b> and to:</p> <ul style="list-style-type: none"> <li>• <b>Give guidance</b></li> <li>• <b>Ensure that each is clear and aligned with respect to the organization as a whole and with their area of responsibility.</b></li> <li>• <b>Give feedback and push-up leader's thinking and material.</b></li> </ul> <p>There must be no surprises at the offsite. The CEO coaches and works with each</p> |



|                     |   |  |
|---------------------|---|--|
|                     |   | <p>leader to help ensure that each does well what the CEO is counting on them to do.</p> <p><b>Note: in a very real sense the offsite meeting and the benefit of having it have already begun with these activities.</b></p>   |
| Collect board input | CEO, Core Leadership Team, Facilitator, Board | <p>CEO presents to the board:</p> <ul style="list-style-type: none"> <li>• Where current year is likely to end up in terms of key performance metrics.</li> <li>• Summary of performance on Strategic Initiatives.</li> <li>• Top-down estimate of key performance metrics for coming year.</li> </ul> <p>Discuss to clarify and get guidance.</p>   |
| Prepare attendees   | CEO, Facilitator, Leadership Team             | <p>Distribute this <b>POAD</b> to attendees and ask each to give thought to questions and topics that will be addressed at the session including:</p> <ul style="list-style-type: none"> <li>• <b>What are they most proud of having accomplished?</b></li> <li>• <b>What is most important to work on next?"</b></li> </ul> <p>Functional leaders, unit leaders, and topic researchers prepare briefs and review with CEO (as described above).</p> <p><b>CEO prepares introductory briefing and reviews</b> with Core Leaders and facilitator.</p> |



## DURING MEETING

| Time          | Leader | Topic   |
|---------------|--------|---|
| 15 minutes    | CEO    | <p><b>Enthusiastically welcome management team and review agenda and <a href="#">ground-rules</a>.</b></p> <p><i>Note: the feel, tone, and visible energy of the opening sequence matter much more than exactly what is said. See: <a href="#">facilitation tips</a>.</i></p>   |
| 20-40 minutes | CEO    | <p>Presents concise, consolidated update on:</p> <ul style="list-style-type: none"> <li>• Where the organization has come from, where it is now, and where it is headed next and over the long term.</li> </ul> <p><i>Note: the opening is an opportunity to <b>manifest</b> (i.e., bring to life) the very <b>essence of leadership</b> in that it is literally what it means for a leader to be a leader when s/he presents to her/his top team a vision, secures their alignment, and motivates them to act!</i></p> <ul style="list-style-type: none"> <li>• Current year top initiatives and high-level summary of progress on each.</li> </ul> <p><i>Note: it is important for the leader to be honest about where things have gone well and where have they not gone so well.</i></p> <p>Open up for questions and comments.</p> |
|               | CEO    | <p>Ask Leadership Team members to share what they are <b>most proud of having accomplished</b> in the year now ending.</p>  |





|   |                             |  |
|---|-----------------------------|--|
|   |                             | <p>Scribe, step-back and take a moment of pride in what has been shared.</p> <p>Ask Leadership Team members to share what they are most <b>looking forward to working on in the upcoming year</b>.</p> <p>Step-back and examine what the team came up with. Discuss as a group:</p> <ul style="list-style-type: none"> <li>• Consolidate and streamline as appropriate.</li> <li>• Note which items appear to be the most important items.</li> <li>• Review with the group how it felt to discuss how things have gone.</li> </ul>  |
|   | BREAK                       |  |
| 20 minutes presentation; 20 minutes discussion for each | Functional and Unit Leaders | <p>Each presents:</p> <ul style="list-style-type: none"> <li>• Key goals for the year now ending. <ul style="list-style-type: none"> <li>○ What was done to reach them?</li> <li>○ What happened?</li> <li>○ What was learned?</li> </ul> </li> <li>• What is planned to be done next; including <ul style="list-style-type: none"> <li>○ Key initiatives and high-level financial performance measures for the next three years?</li> <li>○ What has to happen for these measures to be met?</li> <li>○ What are the risks that what has to happen will not happen and how will those risks be mitigated?</li> </ul> </li> </ul> <p><b>Note: this section of the agenda puts each member of the Leadership Team</b></p> |



|   |                               |   |
|---|-------------------------------|---|
|   |                               | <p>in a position to be accountable for what they were to do and on the hook for future performance in front of their peers.</p> <p>CEO models how the group is to behave. Honor and respect speakers but <b>ask good questions</b> to push up thinking and to push back on ideas.</p> <p>Once things are rolling the CEO should hold their voice until towards the end of each round so as to create space for the team to work together.</p>   |
|   | CEO and/or Facilitator        | Open up the discussion calling for clarifying questions and then best advice.   |
| 20-40 minutes   | CEO and/or Facilitator        | After all have gone, step-back to identify and discuss key cross-cutting items that may have fallen through the cracks.   |
| 20 minutes presentation; 20 minutes discussion for each | Topic experts or case leaders | <p>Key topics and cases stories</p> <ul style="list-style-type: none"> <li>• Present: <ul style="list-style-type: none"> <li>○ Key findings on emerging topics (such as key content areas researched ahead of the session; e.g., evolving world, technology, economic, etc. trends)</li> <li>○ Cases from operating experience that exemplify target behaviors and/or results.</li> </ul> </li> <li>• Open to the floor for additional input and to consolidate insights and implications.</li> </ul> |



|  |     |  |
|--|-----|--|
| Insert breaks as needed based on how many topics of each sort are to be covered.<br>Insert group activities and fun before, during, and after dinner | All | <b>Note: It is important to get outside in the open air as a group at some point in the middle of the offsite to invigorate the team, create shared experiences, and bring them closer together.</b> |
|  | CEO | <b>Wrap up with warm appreciation for work performed, summary of key insights, decisions, and action items including what will be done by whom in follow up to the sessions</b>                      |

### POST-MEETING

| Action Item  | Responsible Persons                                | Approximate Timing   |
|--|--|----------------------|
| Map out Operating Plans and Strategic Initiatives, risks, mitigation strategies, and resource needs and review with Core Leadership Team.      | Functional and Unit leaders, Core Leadership Group | End of Q3            |
| Share assessment of prior performance period and suggested upgrades to Vision, Strategy, Operating Plan, and Strategic Initiatives with staff. | Functional and Unit Leaders                        | End of Q3            |
| Finalize high level budget guidance.   | CEO, CFO   | End of Q3            |
| Finalize top company goals/targets.  | Core Leadership Team                               | End of Q3            |
| Review preliminary Vision, Strategy, Operating Plan, Strategic Initiatives, and Performance Goals with Board.                                  | CEO, Core Leadership Team, Board                   | Q4 Board Meeting     |
| Present updated Vision, Strategy, Ops Plan, & Initiatives to Board for approval.   | CEO, CFO   | Mid-Q4 Board Meeting |



## DELIVERABLES

- Recommended upgrades to corporate Vision, Mission, Purpose, WHAT-WHO-WHY, and Strategy.
- Preliminary Strategic Initiatives for the coming performance period.
- Input and suggested action items for functional and unit leaders.
- First cut at annual financial budget for the coming period.

## APPENDIX

**Posts:** The following links to access IntelliVen Posts with important additional information related to conducting an annual leadership team offsite as detailed in the POAD above:

- [\*\*How to Run a Great Meeting:\*\*](#) explains that every meeting has three parts, the ramp up to the meeting, the meeting itself, and post meeting activities in which much is done to make the most of meeting.
- [\*\*Meeting Ground Rules:\*\*](#) explains how to use meeting ground rules to shape behavior in targeted ways that improve team performance.
- [\*\*Core Leadership Group:\*\*](#) explains that it takes a small team to do anything significant; successful larger leadership teams have a small executive committee to set the larger team's agenda and to guide and govern to high performance.
- [\*\*Facilitation Tips:\*\*](#) Provides tips to senior leaders who will help leadership team members productively engage in group activities such as those at an offsite.

**Templates:** The following links to access templates that help teams record, share, compare, consolidate, and align their views on key aspects of their business:

- [\*\*WHAT-WHO-WHY:\*\*](#) used by the leadership team to level-set, and evolve, what problem the organization solves for whom.
- [\*\*Change Framework:\*\*](#) used to clarify for the organization as a whole and for each change initiative how things are now, why they need to change, how things will be when change is made, what will be hard, and what must be done to make the change.



- **Initiative-to-Action:** used to explain the team's thinking regarding an opportunity for improvement in performance and growth for each initiative; its stakes; the approach to implementation, staffing, and financing; and to document key considerations.

#### Workshops:

- **W-W-W Workshop** on [How to Get Clear about WHAT your organization provides to WHOM and WHY customers buy it.](#) The purpose of a business is to solve a problem for a client. This workshop facilitates a top team coming to alignment with respect to WHAT it provides to WHOM and WHY customers pay for it in order to lay the foundation for developing a successful business.
- **Change Framework Workshop** on [How to set the context for change, lay out strategic initiatives, and launch them with a process to guide and govern to completion.](#) The clarity achieved by leaders at an offsite is hard to communicate once the meeting is over. This session facilitates a team using a structured approach to communicating what it seeks to accomplish by doing what in terms of how things are now, why they must change, what it will be like when change occurs, and how change will be accomplished.
- **Executive Team Skills Assessment and Development Workshop** on [How to assess and develop the ideal leadership team skillset by stage of organization maturity.](#) The IntelliVen executive assessment process engages senior executive teams in a talent due diligence process that identifies development and/or hiring needs which, when addressed, increase the odds of success as the organization matures.

Contact [intelliven@intelliven.com](mailto:intelliven@intelliven.com) or call 415-848-2634 for more information on IntelliVen workshops and read [Manage to Lead: Seven Truths to Change the World.](#)

