

# Generative Strategy Development Process

## *A Holistic Strategic Planning Approach*

Soma Integral's Generative Strategy Development Process is holistic and transformative. Our approach will unleash the collective intelligence of your organization and will support your team through a deep learning and discovery process that will uncover new opportunities and open new paths. Thanks to a deep understanding of your organization's distinctive characteristics and potential, you will feel empowered to make sound decisions about your future direction and you will be able to develop strategies that will unleash your potential and generate higher value for your organization's ecosystem as a whole. Organizations that go through this process often experience a new birth.

### How is a Holistic Transformative Strategic Process Different?

Today's complex and uncertain business environment creates pressures (political, societal, cultural, demographic, economic, and environmental) that force organizations to be flexible and adaptive. Traditional linear top-down strategic planning processes based on data-driven predictions and forecasting are grounded in assumptions that are incomplete and misleading since the future is not predictable based solely on past events. Many of the conventional planning tools provide a static picture of an organization and of its environment when in reality the situation is far more dynamic.

Our approach to generative strategy development is grounded in an understanding of your organization as a whole (living) system embedded within its larger environment. Living systems are intelligent systems able to learn, adapt, grow their potential and evolve. In contrast to traditional strategic planning processes that often take place in isolation from the operation of the organization, our approach takes your whole organization—including its vision, mission and purpose, potential, operation, capacity and internal capabilities, and culture—into consideration while exploring the value-adding role your organization plays within its ecosystem. Our process encourages organizational members to discover and examine long-held assumptions, which is ultimately transformative.

We use a diverse set of systemic frameworks to guide your team throughout the exploration of your business ecosystem; these frameworks bring structure and order to the inquiry. Our intent is to help you gain deeper insights about the true purpose of your organization and the contribution it can make to the system(s) it serves. We seek to empower your organization to develop new levels of performance by ensuring the alignment between direction, strategy and execution, while developing the individual capacity and capability of your people. We expect that you will uncover strategies that generate higher value to your organization and its ecosystem.

### What is the Process?

Before the process begins, we will meet with your team to:

- Ask about your goals for engaging in a Generative Strategy Development process;
- Explore an approach, including some guiding principles, that will help us determine how to work together toward your goals;
- Define who should be included in the process from the start.

In general, the Generative Strategy Development Process comprises three main phases:

**PHASE 1:** Exploring your organization's identity and potential with all of its possibilities.

**PHASE 2:** Uncovering generative strategies that support the realization of your organization's vision and the achievement of its goals while unleashing its full potential.

**PHASE 3:** Designing a comprehensive implementation plan and an audit and evaluation system that are integrated into the operations of your organization.

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