

Attaining Strategic Focus – Diagnostic

To help you to gauge how effective you currently are in terms of strategic focus, the following diagnostic might be a helpful thought-provoker:

ATTAINING STRATEGIC FOCUS – DIAGNOSTIC					
<i>Objective</i>					
<i>There is a clear direction for your hotel with measurable goals and related strategies and action plans</i>					
What you should be doing in your hotel to achieve this:					
<ol style="list-style-type: none"> 1. <i>Become stakeholder focused</i> 2. <i>Create a strategic map for your hotel</i> 3. <i>Define measures to monitor progress</i> 4. <i>Review actual results against your goals</i> 5. <i>Make continuous improvement a feature within your hotel</i> 					
Rating	We are very weak in this area	We are weak in this area	We are average at this area	We are strong in this area	We are very strong in this area
1. Become stakeholder focused					
The Primary stakeholders in our hotel have been defined and their needs identified					
Structured channel(s) are in place which facilitate stakeholder involvement in the running of our hotel					
Information gained from these channels is used to guide the development of our strategic map					
2. Create a strategic map for your hotel					
The vision for our hotel has been developed and communicated					
Our mission is clearly defined and communicated and relates to all our primary stakeholders					
Our vision and mission have been translated into SMART goals which guide decision making					
Broad strategies have been agreed to help us achieve our goals					
An annual plan is prepared according to an agreed timeline which defines specific actions to implement our strategies					
3. Define measures to monitor progress					
The measures we need to help us to track progress against each of our goals have been defined					
The necessary systems are in place to generate the information we need for these measures					
4. Review actual results against your goals					
Actual performance against our goals is reviewed at defined intervals					
Our performance is also benchmarked against industry norms					
5. Make continuous improvement a feature within your hotel					
The results of our analysis of actual performance against our goals is used to define improvement areas with input from stakeholders					
Defined improvements are agreed and implemented on a regular basis					

Completing this diagnostic every six months will help you to identify what progress you have made in building your strategic focus.