STRATEGIC PRIORITISATION SESSION: FULL-DAY RUNSHEET

This runsheet is designed as a high-intensity, full-day session for a leadership team.

It uses a "digital-first" approach to ensure the experience is identical for those in the room and those joining remotely.

Theme: From Vision to Velocity

Duration: 9:00 am – 5:00 pm (8 hours)

Tool: Miro (Primary Workspace)

Example Participants: CEO, CFO, CIO, COO, CMO, Head of Delivery, Head of Logistics, Head of Sales

Pre-work (essential)

To handle 50 or more initiatives in one day, the "heavy lifting" must happen beforehand.

- **CEO:** Finalise and socialise the three overarching organisational goals for the next 12–24 months.
- **Department Heads:** Each leader must list their initiatives (maximum 6–8 per department) into the Miro "Holding Pen" prior to the session.
- **Initiative Briefs:** Each initiative needs a 2-sentence description: 1) What is it? 2) Which strategic goal does it map to?.
- **Metric Baseline:** Leaders must bring the current "Health Metric" for their department (e.g., Sales conversion rate, Logistics lead time).

The Runsheet

Time	Section	Activity	Facilitator Script / Direction
09:00	The North Star	CEO Update: Vision and overall goals.	"We're here to decide where our limited energy goes. [CEO Name], please ground us in the three goals that must move the needle this year." Ensure remote participants have a 'camera-on' social prompt.
09:30	Departmental Pulse	Rapid Fire Updates: Each leader has 4 mins to share focus areas and 1 key metric.	"No slides. Just the facts. What is your department's biggest lever right now? Keep it to 4 minutes or the buzzer goes."
10:45	Morning Tea	Break	
11:00	The MoSCoW Round	Collaborative Sorting: Move the initiatives into Must, Should, Could, Won't categories.	"Use the criteria: Does this align to our goals? Can we actually build it? Will it get us to market faster? If it's not a 'hell yes' for Must, it's a Should."
12:30	Lunch	Break	Facilitator: Clean up the Miro board and group similar initiatives.
01:30	The Deep Dive	The 'Must' Filter: Take only the "Must Haves" and rank them High, Medium, or Low.	"We have 15 'Musts'. We can't do them all at once. We are now ranking these based on resource availability and immediate impact."

03:00	Stack Ranking	The Final Sequence: Force-rank the 'High Musts' from 1 to 10.	"If you could only do one thing tomorrow, what is it? That's #1. Now, what's #2? This is where the trade-off happens."
04:15	Execution Gap	Capability Check: CIO/COO/Delivery leads flag resource bottlenecks.	"Looking at our Top 5, do we have the people and tech to start these on Monday? If not, what stops us?"
04:45	Wrap & Actions	Commitment: Final sign-off on the ranked list and next steps.	"This is our roadmap. No shadow projects. [CEO Name], do you endorse this sequence?"

Facilitator preparation

- **Miro Setup:** Create a "Master Prioritisation Board" with designated zones for the MoSCoW matrix and a vertical "Stack Rank" column.
- **Hybrid Sync:** Set up a dedicated "Owl" camera or high-quality room mic so remote leaders can hear the "side-talk" in the room.
- **Timer:** Use the Miro built-in timer for every section to maintain momentum.
- **Decision Log:** Prepare a simple table in Miro to record the reasoning behind why a "Must" was downgraded to a "Should".

Capturing results

1. **The Digital Artifact:** The Miro board remains the "Single Source of Truth" (SSOT).
2. **The Priority Registry:** Export the final stack-ranked list into a shared spreadsheet immediately.
3. **The "Won't" Archive:** Document the "Won't Have" list to ensure those ideas aren't lost but are consciously deferred.
4. **Communique:** A 1-page summary sent by the CEO to the whole company by 9:00 am the next day, outlining the Top 3 priorities.

Miro Board Architecture

Frame 1: The North Star (09:00 – 09:30)

- **Visuals:** Three large gold "Goal Cards" at the top.
- **Content:**

- - **Goal 1:** [Text Placeholder]
    - **Goal 2:** [Text Placeholder]
    - **Goal 3:** [Text Placeholder]
- **Facilitator Note:** These are locked. They do not change. They are the anchor for every decision made today.

Frame 2: The Holding Pen (Pre-work Area)

- **Visuals:** Seven vertical columns, one for each department (CEO, CFO, CIO, COO, CMO, Delivery/Logistics, Sales).
- **Content:** 50+ color-coded digital sticky notes (e.g., Sales is Blue, Tech is Green).
- **Sticky Note Template:**
    - *Title:* [Initiative Name]
    - *Strategy Link:* [Goal 1, 2, or 3]
    - *Primary Metric:* [e.g., % Growth]

Frame 3: The MoSCoW Matrix (11:00 – 12:30)

- **Visuals:** Four large quadrants labelled **Must Have, Should Have, Could Have, Won't Have**.
- **Criteria Overlay:** A floating "Criteria Card" visible at all times:
    1. **Alignment:** Does it hit a North Star goal?
    2. **Capability:** Do we have the internal skills?
    3. **Speed:** Does this accelerate market entry?
- **Interaction:** Leaders drag their colored stickies from the Holding Pen into these quadrants.

Frame 4: The HML Filter (01:30 – 03:00)

- **Visuals:** A horizontal "Heat Map" scale.
    - **Left (High Impact/High Urgency)**
    - **Middle (Medium)**
    - **Right (Low)**
- **Content:** Only the "Must Have" stickies from the previous frame are moved here.
- **Interaction:** Participants use "Dot Voting" (3 dots each) to identify the absolute "Highs." **(note – this can be replaced with the Investment Workshop)**

Frame 5: The Stack Rank Runway (03:00 – 04:15)

- **Visuals:** A single vertical "Runway" numbered 1 through 15.
- **Interaction:** The facilitator moves the "High Musts" into this column. The group must debate until only one sticky occupies the #1 slot.
- **The "Trade-off" Zone:** A red box to the side for stickies that are bumped off the Top 10 due to capacity constraints.

Frame 6: The Delivery Dashboard (04:15 – 05:00)

- **Visuals:** A simple table.
    - **Priority # | Initiative | Owner | Immediate Next Step**

- **Interaction:** Live typing by the facilitator as the leaders commit to the first action for the Top 5 items.

Digital Facilitation Tips (Hybrid/In-Person)

- **The "Bring to Me" Tool:** Use Miro's "Bring everyone to me" feature at the start of each frame to ensure remote participants aren't looking at the wrong section.
- **Timer Plugin:** Keep the Miro timer visible on-screen for the "Rapid Fire Updates."
- **The "Parking Lot":** A small frame off to the side for "Big Ideas" that are irrelevant to today's prioritisation but shouldn't be forgotten.

To manage a room of multiple senior leaders with 50+ competing initiatives, you need to act as the "Circuit Breaker".

Phase 1: Setting the Guardrails (The Opening)

Goal: Prevent conflict before it starts by grounding the group in **Radical Clarity**.

"Before we move a single sticky note, let's agree on the **rules of the game**. We have 50 initiatives and finite resources. If everything is a 'Must,' then nothing is a priority—it's just a wish list.

Today, I am not here to judge your projects; I am here to protect the organisation's **Sustainable Pace**. If a project doesn't explicitly map to the CEO's three North Star goals, it cannot be a 'Must.' We are looking for Insider Insight, not departmental ego."

Phase 2: The MoSCoW Debate (Managing the "Must" Bloat)

The Conflict: Two leaders are fighting over the same resource or insisting all their items are "Musts."

The Technique: Shift from "What do you want?" to "What happens if we don't?"

"I see we have 30 items in the 'Must' category. Mathematically, that's a **failure state**.

[CMO Name] and [Head of Sales], you both have high-priority items here. Let's apply the **Core State Filter**: If we don't do this in the next 90 days, does a North Star goal fail? If the answer is 'we just grow slower,' it's a 'Should.' If the answer is 'the system breaks,' it stays in 'Must.' Who wants to go first?"

Phase 3: The Stack Rank (The "Heat of the Moment")

The Conflict: Passive-aggressive agreement or "horse-trading" (e.g., "I'll support your project if you support mine").

The Technique: Force the trade-off.

"We are now at the **Stack Rank Runway.** There is only one #1 slot.

[CFO Name], you're looking at the budget; [CIO Name], you're looking at the tech debt. If we choose the Sales Expansion as #1, the Logistics Upgrade moves to #2. That means Logistics waits. [COO Name], can you live with that delay to achieve the Sales goal? We aren't looking for consensus; we are looking for a **Commitment to the Sequence.**"

Phase 4: Dealing with "The Loudest Voice"

The Conflict: One leader is dominating the Miro board or the conversation.

The Technique: The "Weight of Evidence" pivot.

"I'm hearing a lot of passion for this initiative, but let's look at the **Metric Baseline** we established in the pre-work. Does the data support this as an **Accelerated Time to Market** play, or is this a 'nice-to-have' that we're over-styling?. Let's hear from the Head of Delivery on the actual 'Internal Capability' required to pull this off."

Phase 5: Closing the Friction

Goal: Ensure the leaders leave as a "united core".

"We've made some hard calls today. Some projects were moved to 'Won't'—not because they were bad ideas, but because we are choosing to be **Steady Systems** rather than chaotic ones.

Does everyone around this table—and those on the Miro board—agree that this Top 10 list is the most effective use of our collective energy?"

Facilitator Pro-Tips for Conflict:

1. **The "Parking Lot" Move:** If a debate lasts longer than 3 minutes without a resolution, move the sticky to the "Parking Lot" frame and say: "We are stuck. We move on to maintain momentum. We will return to this after lunch."
2. **Silence is a Tool:** After asking a hard trade-off question, wait 10 seconds. Let the discomfort sit; it usually forces the most senior leader to provide the necessary tie-breaker.
3. **Check the "Digital Shadows":** Occasionally ask a remote participant to speak first to ensure the in-person leaders aren't "room-storming" the decision.