

Macro to Micro Questioning Protocol

A questioning protocol that moves from macro to micro thinking, and then back to macro thinking, can be highly effective in Executive Coaching, as it helps clients explore their goals, strategies, and actions at various levels of detail.

The goal of this protocol is to encourage reflection, strategic thinking, and actionable insights.



PHASE
1

Macro-Level Exploration



Viewing through a Telescope

Vision:

- What is your long-term vision for your role and the organization?
- What specific milestones or achievements represent the realization of your vision?

Mission:

- What is the core purpose of your organization?
- How does your mission statement guide your strategic decisions as a leader, or as a leadership team?



PHASE
2

Mid-Level Analysis



Seeing with Your Own Eyes

Strategic Priorities:

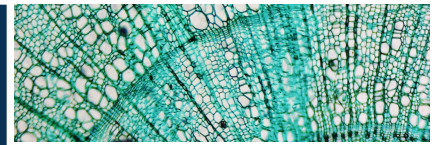
- Based on the data gathered, what process do you envision using to identify and prioritize your strategic priorities?
- Based on data, what are the two to three strategic priorities you choose to focus on as an organization?
- How do these priorities align to your vision and mission?
- How might these priorities contribute to the overall success and growth of the organization?
- Are there conflicting priorities that come to mind and how might those be resolved?



PHASE
3

Micro-Level Initiative Development

(Systems within Systems)



Viewing under a Microscope

Initiative Development for Each Strategic Priority:

- Using a **Root Cause Analysis Fishbone Protocol** to guide your thinking, what impacts do you determine exist across “levers” or driving forces in your organization for each of your identified strategic priorities?
- What micro-systems have to be in place for a strategic priority to be addressed?
- To make a priority happen, what needs to happen? (Repeat this question as often as necessary to drill down to actionable insights.)
- What specific steps or actions are you taking to implement each strategic priority?
- How might each strategic priority be broken down into actionable, granular tasks?
- How do the various initiatives interact with each other?
- Are there dependencies or synergies that need to be leveraged?
- How might our initiatives impact the perception of stakeholders, and are there associated reputational risks?

Resource Allocation:

- How are resources currently allocated to support your strategic initiatives?
- Are there areas where reallocation could enhance effectiveness?
- How might resource allocation be prioritized across initiatives?
- Where might there be opportunities to optimize resource utilization across different initiatives?
- How do these initiatives contribute to the overall synergy of the strategic plan?

Risk Assessment:

- What potential challenges or risks do you anticipate in executing your plans?
- How do you proactively plan to mitigate these risks?
- What contingencies do you have in place to address unforeseen shifts in identified priorities?
- What mechanisms are in place to adapt our initiatives based on evolving circumstances?

PHASE
4

Back to Macro-Level



Moving away from the Microscope and our Own Eyes Back to a Telescope Again

Strategic Initiatives:

- What communication channels exist to foster collaboration and information sharing between different initiatives?
- How might you gather feedback regarding actions taken on different initiatives?

Strategic Priorities:

- How might you successfully create understanding for all employees to embody the strategic priorities?
- How might the alignment of individual goals for employees reinforce the overall strategic priorities?
- What communication channels exist to foster collaboration and information sharing between different initiatives?
- How can we leverage technology to enhance the connectivity between various components of our system?

Vision and Mission:

- How might you continually communicate the vision and mission effectively to inspire and engage all stakeholders to live out your strategic plan?

Feedback Loops:

- How do you actively seek feedback from your team and stakeholders?
- How might you use feedback to adapt and refine your initiatives?
- How are feedback mechanisms structured to capture insights from both internal and external stakeholders?
- In what ways might you incentivize a culture of continuous feedback and improvement?


**PHASE
5**
Measurement, Reflection & Adjustment

Metrics and Measurement:

- What key performance indicators (KPIs) are you tracking to measure success?
- How frequently are you reviewing and adjusting your metrics?
- How and when are you determining alignment between your KPIs and your goals? Are you measuring the right things?

Learning and Development:

- What skills or knowledge do you and your team need to further develop to achieve your goals?
- How are you investing in your own continuous learning and growth?

Celebrating Success and Adjusting Course:

- How do you acknowledge and celebrate achievements along the way?
- In what ways do you adjust your strategies based on the feedback and results?

Integration of Insights:

- How might you integrate the insights gained from this reflection into your daily leadership practices?
- What immediate actions will you take based on our discussion or this process?

By systematically addressing these questions, an organization can develop a comprehensive understanding of its strategic landscape, ensuring that macro-level vision and mission are translated into actionable initiatives with a focus on system-level thinking. Regularly revisiting these questions can also facilitate adaptive strategic planning in a dynamic environment.

Important Note:

The success of this protocol lies in the coach's ability to create an open and trusting environment where the executive feels comfortable exploring these various levels of thinking and sharing their thoughts and challenges.