

**Importance ranking sheet**

This sheet has a criteria column on the left hand side. After you have decided how you are allocating points, you can list the criteria down the side. If you are allocating points at the category criteria level—strategic planning, customer acceptance, financial implication, ability to execute—then list those four topics in that column. If you are allocating points on individual criteria within those topics, then list the individual criteria (see Decision Criteria template for more information). Next to the criteria listed, note the max points anyone can give for each criteria. Across the top list all the strategic initiatives you are evaluating. (Don’t assume that you will end up choosing to pursue each initiative you evaluate—particularly if you are evaluating quite a few. The record is 29!) But evaluate them all.

<b>Importance Ranking Sheet</b>								
<b>Criteria</b>	<b>Max Pts</b>	<b>#1</b>	<b>#2</b>	<b>#3</b>	<b>#4</b>	<b>#5</b>	<b>#6</b>	<b>#7</b>
<b>Strategic Planning</b>	25							
<b>Customer Acceptance</b>	25							
<b>Financial Implications</b>	25							
<b>Ability to Execute</b>	25							
<b>TOTAL</b>	100							
<b>Range</b>								
<b>Average</b>								

**Scoring the Importance ranking sheet:**

Once everyone has assigned points to each initiative for each criteria, add them up. Use the totals to calculate an overall average and also a high and low score to show the range for that initiative. Discussion should focus on those initiatives with the most scoring diversity. Those that ranked consistently high or low don't require as much discussion.

**Overall Ranking Sheet:**

Once you have finalized the rank order after discussion, create a list of the highest rank to the lowest and transfer the list of initiatives to the prioritization sheet, listing them in priority order using the adjusted importance score. Input the final score in the importance column.

Next you will fill out the urgency column. Typically we rank this High, Medium and Low. You can use number values if you prefer such as 1-10.

Overall Ranking Sheet			
Initiative	Importance	Urgency	Champion

To get the final priority order, rearrange the order of the initiatives as follows. Note importance trumps urgency:

- a) **High importance score + High urgency** listed in order starting from highest importance score. You will have to arbitrarily determine what is a high importance score and you usually can tell by looking at the spreads. So for some it may be any score in the 90's (assuming max of 100 points) and for some it might be any above 70. It just depends on how tough your scorers are!
- b) **High importance score + Medium urgency** are next as importance trumps urgency
- c) Medium importance score + High urgency
- d) Medium importance score + Medium urgency
- e) Medium importance score + Low urgency
- f) Low importance score + High urgency
- g) Low importance score + Medium urgency
- h) Low importance score + Low urgency

Decide how many initiatives your organization has the resources to accommodate and do well! Usually, organizations try to cover the high/highs and high/mediums at a minimum but don't force it. Stay true to what you can do well. The rest aren't lost, just delayed a bit until the most important are completed and resources are freed up. THIS IS THE KEY TO SUCCESSFUL STRATEGIC IMPLEMENTATION. Take on only what you can accomplish really well at any given time.

Assign a champion to each initiative you are planning to pursue immediately. Champions for future initiatives can be assigned later.