

PESTLE Team Exercise

With your leadership team:

Step 1: Use the discussion prompts page 2 to identify the PESTLE category you believe your organization, division, department, project, group or team is most exposed to, in terms of future change (if any).

Step 2: Using the blank PESTLE worksheet on page 3 to list the top two or three individual changes elements within each category that your organization, division, department, project, group or team is most exposed to.

Step 3: Of the 12-18 transitions you identified in 2. above, which are the 2 or 3 that will likely have the greatest impact. Then use the worksheet on page 4 to define your key transition and outline the top 3 STOPS, STARTs, LESSes and MOREs for each key transition. Be sure to define each key transition in the following form:

*To achieve this strategy, between now and [time], we need to transition
from being / doing [X] to being / doing [Y].*

Step 4: Share the 36 points you defined with your next torus (likely senior managers) to winnow the list down to the most likely candidates for action.

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POLITICAL	ECONOMIC	SOCIO-CULTURAL	TECHNICAL	LEGISLATIVE	ENVIRONMENTAL
<ul style="list-style-type: none"> • Government stability and likely changes • Bureaucracy • Corruption level • Tax policy (rates and incentives) • Freedom of press • Regulation/de-regulation • Trade control • Import restrictions (quality and quantity) • Tariffs • Competition regulation • Government involvement in trade unions and agreements • Environmental Law • Education Law • Anti-trust law • Discrimination law • Copyright, patents / Intellectual property law • Consumer protection and e-commerce • Employment law • Health and safety law • Data protection law • Laws regulating environment pollution 	<ul style="list-style-type: none"> • Growth rates • Inflation rate • Interest rates • Exchange rates • Unemployment trends • Labor costs • Stage of business cycle • Credit availability • Trade flows and patterns • Level of consumers' disposable income • Monetary policies • Fiscal policies • Price fluctuations • Stock market trends • Weather • Climate change 	<ul style="list-style-type: none"> • Health consciousness • Education level • Attitudes toward imported goods and services • Attitudes toward work, leisure, career and retirement • Attitudes toward product quality and customer service • Attitudes toward saving and investing • Emphasis on safety • Lifestyles • Buying habits • Religion and beliefs • Attitudes toward "green" or ecological products • Attitudes toward and support for renewable energy • Population growth rate • Immigration and emigration rates • Age distribution and life expectancy rates • Sex distribution • Average disposable income level • Social classes • Family size and structure • Minorities 	<ul style="list-style-type: none"> • Basic infrastructure level • Rate of technological change • Spending on research & development • Technology incentives • Legislation regarding technology • Technology level in your industry • Communication infrastructure • Access to newest technology • Internet infrastructure and penetration 	<ul style="list-style-type: none"> • Anti-trust law • Discrimination law • Copyright, patents / Intellectual property law • Consumer protection and e-commerce • Employment law • Health and safety law • Data Protection 	<ul style="list-style-type: none"> • Weather • Climate change • Laws regulating environment pollution • Air and water pollution • Recycling • Waste management • Attitudes toward "green" or ecological products • Endangered species • Attitudes toward and support for renewable energy

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KEY TRANSITION	STOP	START	LESS OF	MORE OF
1	1			
	2			
	3			
2	1			
	2			
	3			
3	1			
	2			
	3			