Strategic Planning
Key Questions

- **WHAT**
  - Is Strategic Planning
  - Can it do for my organization

- **WHO**
  - Should be involved

- **HOW**
  - Do we construct a Strategic Plan
Strategic Planning – One View

I'm putting you on the strategic planning team.

It's like work but without the satisfaction of accomplishing anything.

You're new, so let me explain how this works.

We have meetings and talk about the company's strategy in vague emotional terms.

In time, we convince ourselves that we're more than mediocre thinkers who sit around complaining.

We start believing our opinions will steer the company. We feel important. We feel alive!!

Then we snap out of it and make viewgraphs that say we should keep doing what we're doing.

I like making viewgraphs. Actually, we use last year's viewgraph.
The World Class Organization

- Mission-driven and strategy focused
- Dynamic system of initiatives, strategies, and measurements
- Initiatives and strategies linked to budgets
- All employees involved in planning and execution of initiatives and strategies
- Strategic human capital needs assessed and projected
- Sustained by organization-wide learning and knowledge management
What Is Strategic Planning?

- A continuous and systematic process
- A fact-based projection of the future
  - Structure, operation, initiatives, expected results
- Identification of methods, measures, resources to achieve that future
Benefits Of Strategic Planning

- A commonly understood roadmap for the future
- Focus the organization on common goals
- Align resources with strategic objectives
- Employees become knowledgeable and involved
- Employees know where they stand as individuals and teams
- Employees are held accountable
Barriers to Strategy Implementation

Communication Barrier
Organization does not understand the strategy

People Barrier
Leaders and employees lack personal objectives and rewards linked to strategy

Management Barrier
Senior leadership teams spend little time discussing strategy

Failure To Execute Strategy

Budgets are not linked to strategy

The Resource Barrier
Strategic Planning Model

1. **Assess**
   - Where we are now

2. **Plan**
   - Where Do We Want To Go

3. **Implement**
   - Execute The Plan

4. **Measure**
   - Are We On Target

5. **Evaluate**
   - Did We Meet Our Goals

A Continuing Cycle

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Strategic Planning
Key Steps

● Step 1 - Prepare
  a. Design Process
  b. Assess Environment
● Step 2 - Develop Vision, Mission, Values
● Step 3 - Develop Goals and Objectives
● Step 4 - Identify Strategies, Measures, Resources
● Step 5 - Communicate
● Step 6 - Evaluate
● Step 7 - Replan
Strategic Planning
Step 1a – Design Process

- Outline major steps and tasks in the process
- Identify people who will contribute to each step of the process
- Set the sequence and timetable of events
- Identify barriers and ways to overcome
Strategic Planning
Step 1b – Assess Environment

- Identify customers, stakeholders, suppliers, partners, competitors
- Check mandates & guidelines as they pertain to current business and future activities.
  - Organizational priorities and requirements
  - Budget status and projections
  - Laws, Rules, Regulations
- Identify Strengths, Weaknesses, Opportunities for Improvement and Threats – (SWOT)
Strategic Planning
Step 1b – Assess Systems

- Leadership
- Strategic Planning
- Customer and Market Focus
- Measurement, Analysis, and Knowledge Management
- Workforce Focus
- Process Management
- Results
ELEMENTS OF A STRATEGIC PLAN

MISSION  Why we exist
VALUES  What's important to us
VISION  What we want to be

STRATEGIC GOALS
STRATEGIC OBJECTIVES
STRATEGIES
PERFORMANCE MEASURES
RESOURCES
Strategic Planning
Step 2- Vision Statement

A Good Vision Statement is:

- Clear and memorable
- Aligned with values
- Linked to customer and stakeholder needs
Strategic Planning
Step 2 - Mission Statement

- Describes the reason the organization exists
- Describes the function the organization serves
- Describes for whom the organization serves this function
Strategic Planning
Step 2 - Values Statement

- A code of conduct for doing business
- Guidelines for the conduct of interactions
- A basis for organizational decisions
Strategic Planning
Step 3 - Develop Goals

- Long-range change targets
- Guide efforts in moving toward a desired future state.
- Build on Strengths and Opportunities
- Address Weaknesses and Threats
Strategic Planning
Step 3 – Develop Objectives

- Define how the strategic goal will be achieved
- May be several objectives for each goal
- Identify element of quality, quantity, time
- Identify person(s) responsible
Strategic Planning
Step 4 - Identify Strategies

- Detail activities that will be followed to complete each objective

- Identify deliverables that should result from completion of individual steps

- Identify person(s) responsible
Strategic Planning
Step 4 – Identify Measures

- Identify the quality, quantity, timeliness or other performance measures by which progress toward and completion of each objective(s) will be judged.

- Identify how, by whom and how often measurement of progress toward the completion of the objective(s) will take place.
Strategic Planning
Step 4 – Identify Resources

● People
  - How many employees will be needed to execute the strategy
  - What skills, knowledge, and abilities will be required
  - How can organizational learning be developed, spread and retained

● Space, Equipment, Technology
  - What will enable employees to execute the strategy

● Financial
  - Link budget to performance and results
Strategic Planning
Step 5 - Communicate

An internal and external marketing campaign to:
- Create awareness
- Affect behavior
- Help achieve strategy and objectives

Communication devices:
- Announcements, Videos, Town Meetings, Brochures, Newsletters

Follow-up continually - report the status of outcomes on:
- Bulletin boards, Newsletters, Groupware, Electronic Networks
Strategic Planning
Step 6 - Evaluate

- Review Goal and Objective Achievement

- Review Measurement Results

- Review Methods, Measures, Resource Allocation
Strategic Planning
Step 7 - Replan

- Review results of evaluation (Step 6)
- Reapply the planning process
  - Step 1 – Prepare
    - Design Process
    - Assess Environment
  - Step 2 - Develop Vision, Mission, Values
  - Step 3 – Develop Goals and Objectives
  - Step 4 - Identify Methods, Measures, Resources
  - Step 5 – Communicate
  - Step 6 - Evaluate
The Strategy Driven Organization Recap

- More than a plan - A continuous process
- All employees should participate
- Involves every system
- Measurement is critical

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