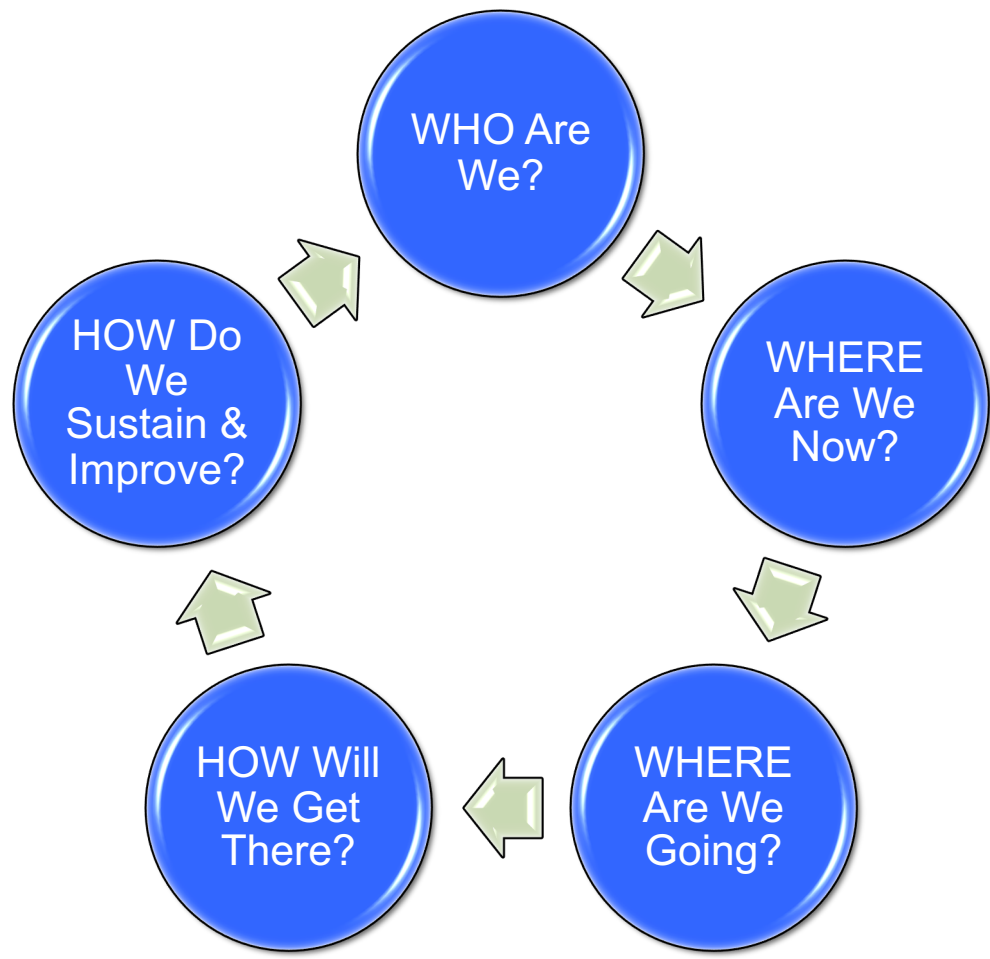


Strategic planning:
The 5 Crucial questions

WHY answer these 5 questions?
You Become and Create What You Think About Most of the Time.

What VALUE will this bring?
Documenting your plan focuses your thoughts & allows others to share your vision in depth.



Where are we?

Vision, Mission, Values

VISION STATEMENT DEFINED

An aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action.

MISSION STATEMENT DEFINED

A written declaration of an organization's core purpose and focus. Properly crafted mission statements (1) prioritize products & services offered (2) clearly identify markets and (3) communicate a sense of intended direction to the entire organization.

A mission is different from a vision in that a mission is something to be accomplished whereas a vision is something to be pursued for that accomplishment.

VALUES DEFINED

The commonly held standards of what is acceptable or unacceptable, important or unimportant, right or wrong, workable or unworkable, etc., in a community or society.

QUOTE

“I came to see, in my time at IBM, that culture isn’t just one aspect of the game, it is the game. In the end, an organization is nothing more than the collective capacity of its people to create value.”

– Louis Gerstner, IBM

WHERE IS CULTURE LEVERAGED?

On site visual displays, web page, marketing collateral, handbooks, talent reviews

VALUE of A STRONG CULTURE?

Guiding principles for virtually every decision from product and service offerings to the hiring and development of talent.

Creates an expectation and impression for team members, prospects, customers, potential buyers

Where are we now?

Key performance indicators (KPIs)

KPIs Explained / Defined

KPIs are the metrics that you care the most about. These are the numbers (in most cases) that track your company's progress towards the achievement of your mission.

A lack of information and transparency with metrics can leave an owner and their team feeling anxious and fearful. In the absence of information, employees often make up their own narratives.

On the flip side, too much information can be just as ineffective. There is a big difference between data and information. Data is just a bunch of numbers that may mean different things to different people.

Information, in the form of KPIs are actionable. They tell a company whether they are "winning" or "losing" in relation to a stated goal. They align the teams focus and effort.

QUOTE

"What's measured improves"
— Peter Drucker

WHERE ARE KPIs LEVERAGED?

On site visual displays, team meetings,
1:1's, organizational reviews

VALUE OF EFFECTIVE KPIs?

Communicates organizational priorities and drives alignment within the team. Provides a dashboard for the organizations "health" and a foundation from which to improve from. Identifies opportunities for improvement.

Where are we now?

SWOT Analysis

EXAMPLES

Below are examples of Strengths, Weaknesses, Opportunities and Threats that a company may face. This list is not comprehensive, but should help jump start the process for thinking through your company's unique SWOT.

Strengths

Employee Satisfaction, Profitability, Products, Services, Account Management

Weaknesses

Customer Renewals, Upsells, Productivity, Talent of Team, Knowledge Level of Team, Technology

Opportunities

New Products, New Services, Growth Opportunities, New Talent, Regulatory Changes

Threats

Employee flight risk, Regulatory Changes, Legal Changes, Competition

QUOTE

“Trust instinct to the end, even though you can give no reason.”

— Ralph Waldo Emerson

“There can be as much value in the blink of an eye as in months of rational analysis.”

— Malcolm Gladwell, Blink: The Power of Thinking Without Thinking

WHERE IS THE SWOT LEVERAGED?

On Site Visual Displays, Team Meetings, 1:1's, Organizational Reviews, Planning Sessions

VALUE OF AN SWOT ANALYSIS?

Provides room for and honors instinct, anecdotes, brainstorming, creative expression.

Where are we going?

SMART Goals

Goal Defined

An observable and measurable end result having one or more objectives to be achieved within a more or less fixed timeframe. A goal can be a number or an activity. It simply needs to be something you want to accomplish by a certain time.

SMART Goals are ...

Specific

Measurable

Attainable

Relevant

Time bound

QUOTES

“A goal properly set is halfway reached.” – Zig Ziglar

“Your ability to set goals is the master skill of success. Goals unlock your positive mind and release ideas and energy for goal attainment. Without goals, you simply drift and flow on the currents of life. With goals, you fly like an arrow, straight and true to your target.” – Brian Tracy

WHERE ARE GOALS LEVERAGED?

On site visual displays, team meetings, 1:1's, organizational reviews

VALUE OF GOALS ?

Communicates and aligns the team on organizational direction. Guides decisions about where to spend time, energy, and money. Tell us if we're “winning” or “losing.”

How do we get there? Action Plans

Action Plan Defined

An **action plan** is a document that lists what steps must be taken in order to achieve a specific goal. The purpose of an **action plan** is to clarify what resources are required to reach the goal, formulate a timeline for when specific tasks need to be completed and determine what resources are required.

An **action plan** is a document that is the next level of detail for your goals. It details **WHAT** will be done in support of the goal, **WHEN** it will be done, and **WHO** owns the actions.

QUOTES

“A goal without a plan is just a wish.” —
Antoine de Saint-Exupéry, writer and pioneering aviator

WHERE ARE ACTION PLANS LEVERAGED?

On site visual displays, team meetings, 1:1's, organizational reviews

VALUE OF ACTION PLANS?

They let the team know what they are responsible for. They align everyone with who is doing what and when.

How will we sustain and improve?

Accountability Mechanisms

Accountability Defined

“The obligation of an individual or organization to account for its activities, accept responsibility for them, and to disclose the results in a transparent manner. It also includes the responsibility for money or other entrusted property.

“ (BusinessDictionary.com)

This may be the single most important aspect of your plan. Maintaining a commitment to review your plan and making adjustments is what keeps your plan alive.

During these sessions you and your team can fill in the blanks in any area of your plan that you hadn’t gotten to.

QUOTE

“A body of persons holding themselves accountable to nobody ought not to be trusted by anybody.”

— Thomas Paine

VALUE?

Sustains the strategic plan and brings it to life. Without it, the plan will cease to exist and the benefits planned face a significant risk of not being realized. Provides opportunities for coaching, teaching, team building, problem solving, and the identification of the need to course correct.

EXAMPLE

WHO will meet and talk	The Leadership Team
WHEN will they meet and talk	3 rd Tuesday of every month
WHAT will they talk about	Performance, Culture
WHAT documents will be used	Strategic Plan, Balanced Scorecard
WHAT actions will be taken as a result	Teaching, Adjustments to Plan, Improvement opportunities