

Being strategic is the end,  
planning is merely the means.

**OnStrategy**

ONSTRATEGY TRAINING

STRATEGIC PLANNING 101

## ONSTRATEGY BY THE NUMBERS

In the past three years we have...

- Managed 100+ strategic planning processes
- Deployed 800+ strategic management systems
- Built consensus and commitment with 3,000+ executives, managers, boards
- Empowered 1 million+ strategists & soon-to-be strategists

*We love what we do!*



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## ONSTRATEGY OVERVIEW



Create Strategy Faster(er)



Empower the Team

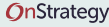


Manage Execution

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## AGENDA

1. How and why having a strategic plan is critical to your organization's sustainability
2. The key elements of a strategic plan
3. A schedule and process to develop your plan
4. Your Success Checklist for using OnStrategy



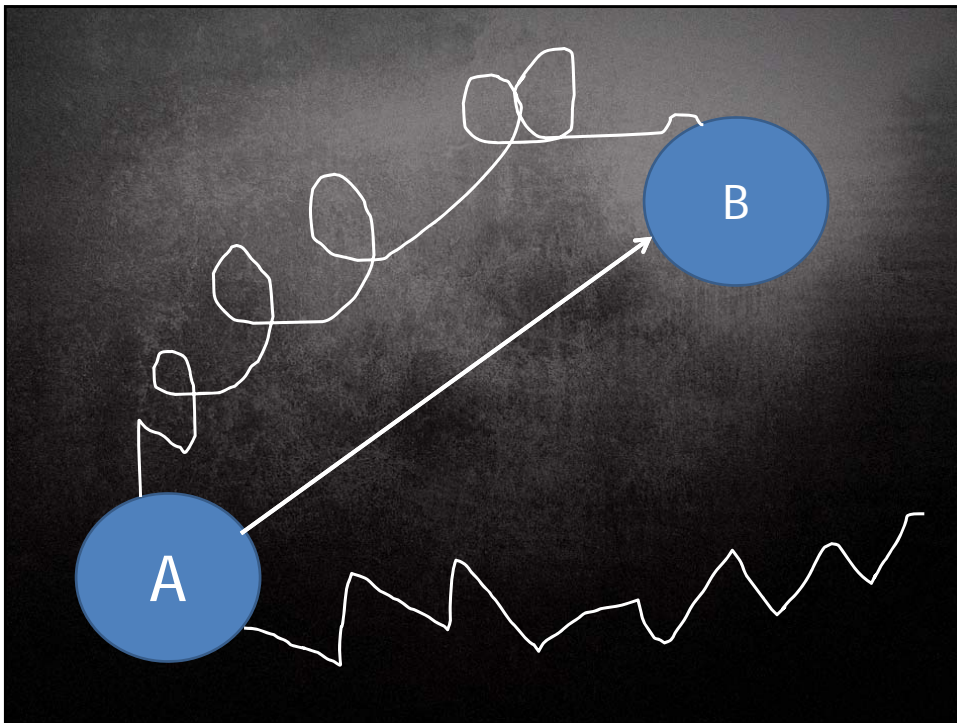
### Our Strategy Management Process

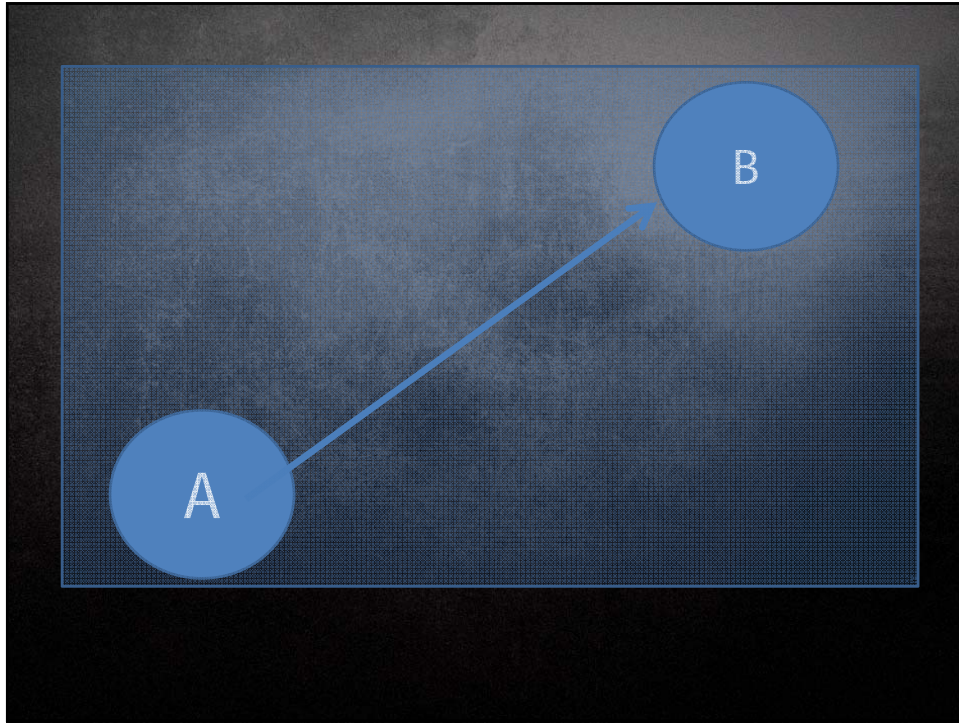
**Impact**  
Engage. Inspire. Execute.

Getting started: ✓ Planning team ✓ Create schedule ✓ Gather documents

 <b>Determine Position</b>	 <b>Develop Strategy</b>	 <b>Build the Plan</b>	 <b>Manage Performance</b>
<b>Strategy Issues:</b> Identify strategic issues to address	<b>Mission:</b> Determine your organization's core purpose.	<b>Use SWOT:</b> Process the SWOT to set priorities.	<b>Rollout:</b> Communicate strategy to whole organization
<b>Industry &amp; Market Data:</b> Identify market opportunities and threats	<b>Values:</b> Identify your core beliefs.	<b>Organizational Goals:</b> Set short-to-mid-term SMART goals. (1+ yr.)	<b>Set Calendar:</b> Establish schedule for progress reviews
<b>Customer Insights:</b> Assess current satisfaction and future demand.	<b>Vision:</b> Create an image of what success looks like in 5 years.	<b>KPIs:</b> Select key performance indicators to track progress.	<b>Leverage Tools:</b> Train team to use MyStrategicPlan
<b>Employee Input:</b> Determine strengths and weaknesses.	<b>Competitive Advantages:</b> Solidify your unique position	<b>Department Goals:</b> Cascade org goals to departments. (12 months)	<b>Adapt Quarterly:</b> Hold progress reviews and modify
<b>SWOT:</b> Synthesize the data into summary SWOT items.	<b>Org. Wide Strategies:</b> Establish the approach for how you will succeed	<b>Team Member Goals:</b> Cascade dept. goals to individuals.	<b>Update Annually:</b> Review end of year, plan next year.
	<b>Long-Term Objectives:</b> Develop a 3-year balanced framework of 6 or less objectives	<b>Budget:</b> Align a one-year budget with the plan.	
	<b>Forecast:</b> Develop a 3-year financial projection.		



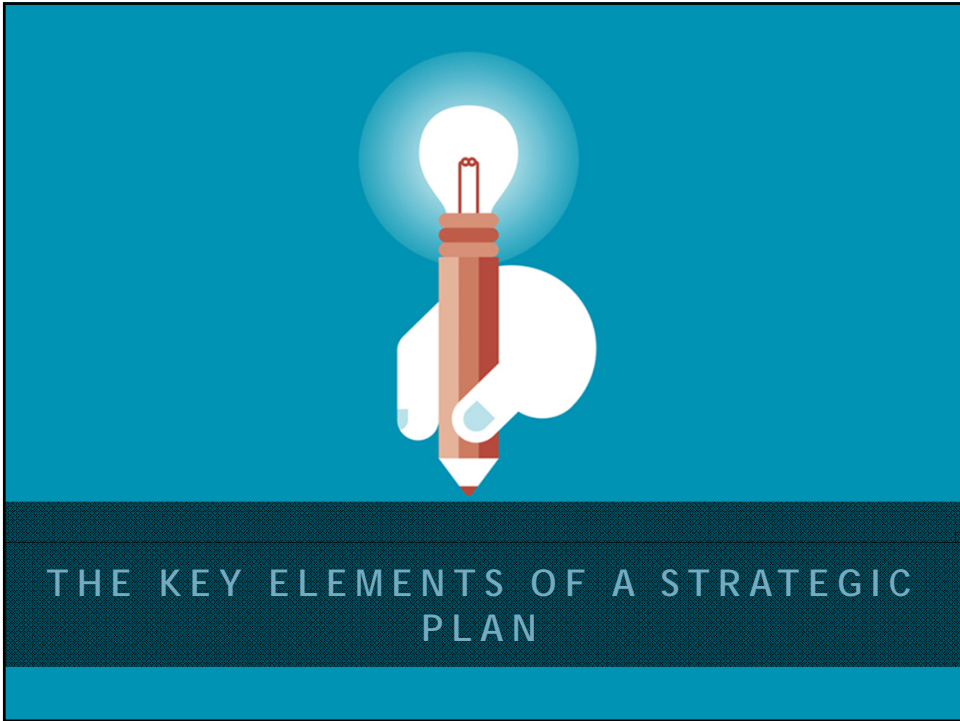




**STRATEGIC PLANNING MEANS DIFFERENT THINGS TO DIFFERENT PEOPLE.**

- Articulated Plan = Having a Plan**
  - Mission, Vision, Goals, Actions, and KPIs for the next 24-36 months
- Strategic Differentiation = Having a Strategy**
  - A unique value proposition developed from a clear understanding of market position and customer needs.
- Organizational Engagement = Managing Strategically**
  - Everyone knows the strategic direction, understands their role and commits to accountability with an execution/governance process in place.
- Organizational Transformation = Leading Strategically**
  - Team that is driven by shared values, consistently driving decision making based on the agreed upon strategy with data, structure and systems to support the activity.

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Establish your processes, schedule and accountabilities

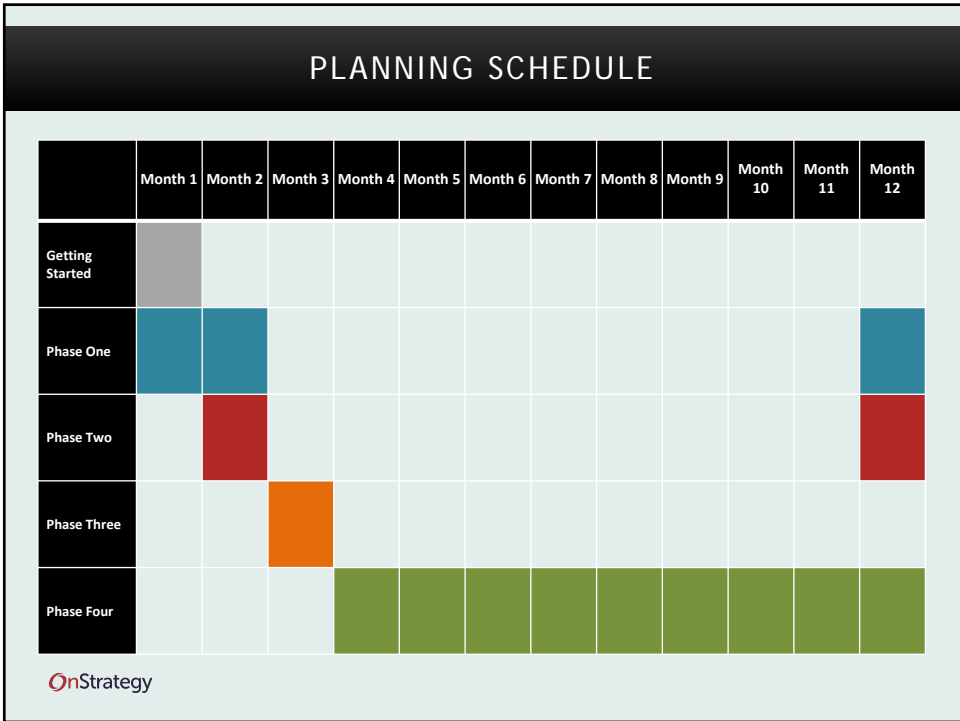
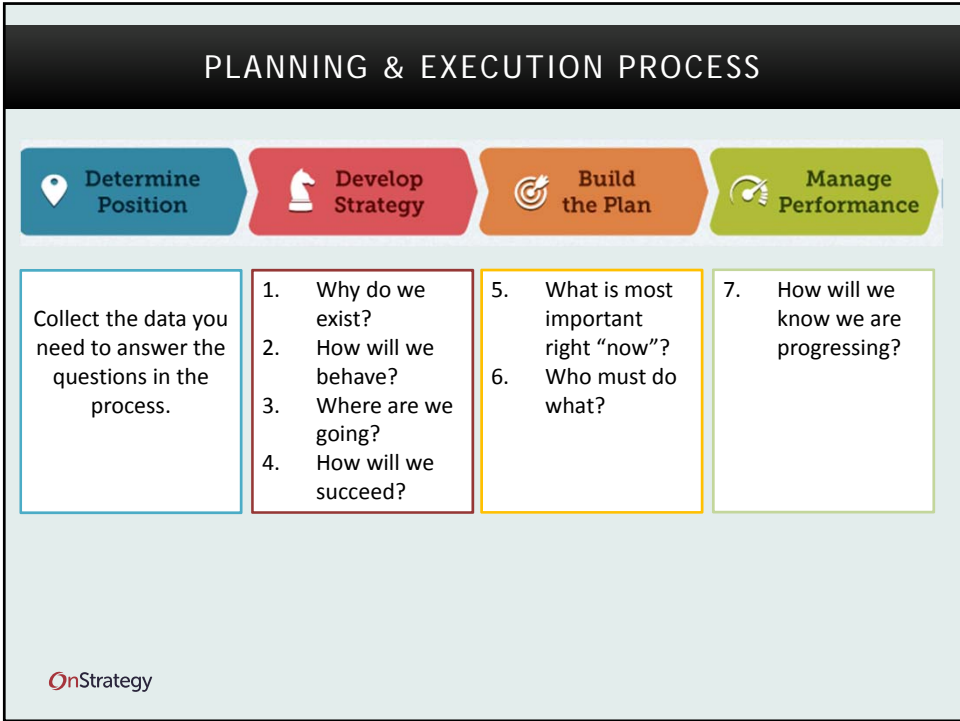
## SCHEDULE & PROCESS TO DEVELOP YOUR PLAN

### PLANNING TEAM

Determine Position	Develop Strategy	Build the Plan	Manage Performance
<ul style="list-style-type: none"><li>• Strategy Leader</li><li>• CEO</li><li>• Planning Team*</li><li>• Staff via survey</li><li>• Exec Team via survey</li></ul>	<ul style="list-style-type: none"><li>• Strategy Leader</li><li>• CEO</li><li>• Planning Team*</li><li>• Executive Team</li><li>• Board</li></ul>	<ul style="list-style-type: none"><li>• Strategy Leader</li><li>• CEO</li><li>• Planning Team*</li><li>• Executive Team</li><li>• Managers</li><li>• Individual Contr.</li></ul>	<ul style="list-style-type: none"><li>• Strategy Leader</li><li>• CEO</li><li>• Executive Team</li><li>• Managers</li><li>• Individual Contr.</li><li>• Board</li></ul>

\* **Ideal Planning Team:** Strategy Leader, CEO, CFO, VP of HR, Board Pres.

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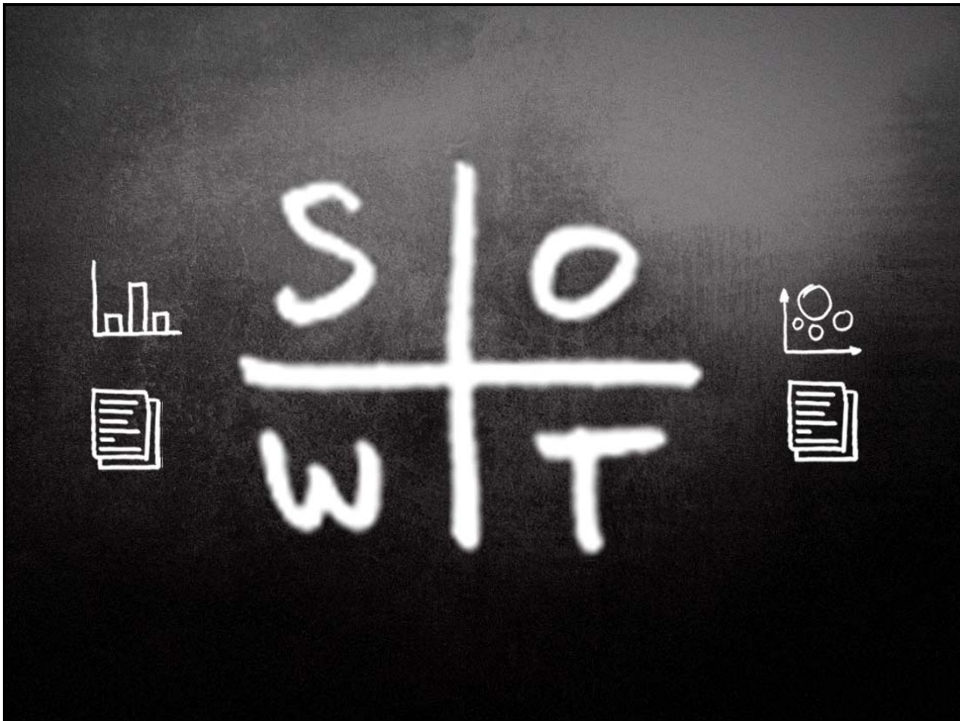


## INTERNAL - STRENGTHS/WEAKNESSES

Capabilities:	Resources:	Processes:	Current Customer:	Other:
Human	Financial	Operational	Customer mix	Technology management
Organizational	Physical	Customer management	Satisfaction	Communication
Knowledge	Intangible	Relationship management	Loyalty	Productivity
		Innovation	Strength of your value chain	Profit margins
			Strength of your value prop	

EXTERNAL - OPPORTUNITIES/THREATS			
<b>Operating Environment:</b> Political/legal Environment Social Technological	<b>Industry:</b> New competitors Substitute products Power of suppliers Power of buyers Competitive rivalry	<b>Market:</b> Growing, shrinking Size of markets New markets	<b>Competitors:</b> Who they are Strengths, weaknesses Strategies

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## MISSION STATEMENT OVERVIEW

# What is our purpose?

Why do we exist? What do we do?

**Definition:**  
The mission statement describes an organization's purpose or reason for existing.

**Outcome:**  
A short, concise, concrete statement that clearly defines the scope of the organization.

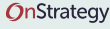
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**VALUES STATEMENT OVERVIEW**

**How will we behave?**

*Definition:*  
Your values statement clarifies what your organization stands for, believes in and the behaviors you expect to see as a result.

*Outcome:*  
Short list of 5-7 core values.

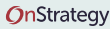


**VISION STATEMENT OVERVIEW**

**Where are we going?**

*Definition:*  
A Vision Statement defines your desired future state and provides direction for where we are going as an organization.

*Outcome:*  
A picture of the future



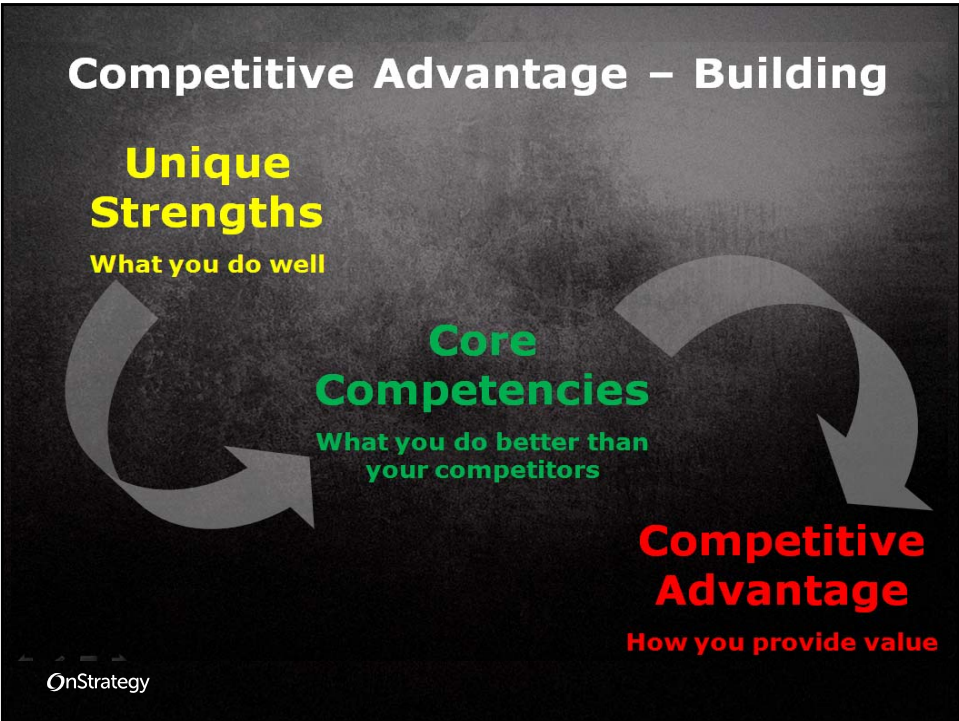
**COMPETITIVE ADVANTAGE OVERVIEW**

**What are we best at?**

*Definition:*  
A characteristic(s) of an organization that allows it to meet their customer's need(s) better than their competition can.

*Outcome:*  
A list of 2 or 3 items that honestly express the organization's foundation for winning.





## LONG-TERM STRATEGIC OBJECTIVES OVERVIEW

**What must we focus on to achieve our vision?**  
What are the "big rocks"?

*Definition:*  
Long-term, broad, continuous statements that holistically address all areas of your organization.

*Outcome:*  
Framework for your plan - no more than 6



## BALANCING YOUR STRATEGIC OBJECTIVES



**Financial**  
Revenue and Expenses

**Customer**  
Acquire, Retain, Service

**Internal Processes**  
Operations, IT, Marketing, Sales, PR, Financial, Innovation

**People & Learning**  
Hire, Retain, Train, Culture





## ORGANIZATION-WIDE GOALS OVERVIEW

### What is most important right now to reach our long-term objectives?

*Definition:*  
Annual statements that are specific, measurable, attainable, responsible and time bound. These are outcome statements expressing a result expected in the organization.

*Outcome:*  
Clear outcomes for the current year.

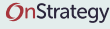
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## SHORT-TERM GOALS & ACTION ITEMS OVERVIEW

### Who must do what by when?


*Definition:*  
Functional goals/action items support the accomplishment of the annual objectives and align with individual performance plans.

*Outcome:*  
Goals at the manager and individual level that clearly explain who is doing what by when with a clear deliverable.



## GOAL CASCADING

Number	Level	Who is responsible	Time Frame
1	Long-Term Strategic Objective	Not assigned - far reaching and very broad	3-5 years
1.1	Corporate Goal	Corporate-wide - not assigned <b>Must have Target and Measure (KPI)</b>	18-24 months
1.1.1	Department Goal	Assigned to Department responsible for seeing this goal completed. <b>Must have Target &amp; Measure</b>	12-18 months
1.1.1.1	Team Member Goal	Assigned to Team Member responsible for seeing this goal completed. <b>Must have Target &amp; Measure</b>	6-12 months
1.1.1.1.1	Team Member Action	Assigned to Team Member responsible for seeing this action completed. Short term items only. <b>Must have Target &amp; Measure</b>	30, 60, 90 days



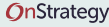


## KEY PERFORMANCE INDICATORS OVERVIEW

# How will we measure our success?

**Definition:**  
Key Performance Indicators (KPI) are the key measures that will have the most impact in moving your organization forward. We recommend you guide your organization with measures that matter.

**Outcome:**  
5-7 measures that help you keep the pulse on your performance



## PHASE 4: MANAGE PERFORMANCE

### Our Strategy Management Process

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Engage. Inspire. Execute.

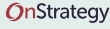
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## SETTING UP FOR EFFECTIVE EXECUTION

1. Narrow the focus - select high priority goals.
2. Empower the team to act on lead measures.
3. Make progress visible - weekly.
4. Create a cadence of accountability.



## MAKE SURE THAT ALL STAKEHOLDERS GET THE RIGHT INFORMATION NEEDED TO EXECUTE.

	Strategy	Execution
Public, citizens, customers	Websites, summary Sheets	Newsletters, Press Releases
Board	Executive Summary	KPI Dashboard
Senior Staff	Full Strategic Plan	KPI Dashboard
Managers	Department Plan	Dept. Dashboard
Staff	Individual Plan	Action Plan





### YOUR SUCCESS CHECKLIST:

- Ensure you have the right plan structure.
- Customize your plan to your organization.
- Take the Strategic Performance Index and identify other assessment tools to help jump start your process.
- Identify and commit to your ideal schedule/timeline.
- Take advantage of all of our resources and trainings.

**GET EXPERTISE WHEN YOU NEED IT**  
ONE-ON-ONE GUIDANCE FOR THOSE TROUBLE SPOTS IN YOUR PLANNING

[mystrategicplan.com/strategic-planning-consulting](http://mystrategicplan.com/strategic-planning-consulting)

 Quick Start Coach	 Strategy Support
 Strategic Plan Review	 Customer / Employee Surveys
 Plan Set-Up	 Execution Workshop



**UPCOMING TRAININGS**

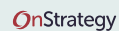
- **Setting Strategic Objectives and Cascading Goals**  
May 14 | 12 p.m. PT
- **Strategic Planning 101**  
May 21 | 12 p.m. PT
- **Execution, Execution, Execution**  
May 28 | 12 p.m. PT



To view one of our latest white papers titled,  
“Guide to the Balanced Scorecard”

Go to:

<http://mystrategicplan.com/create-a-holistic-strategy/>

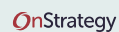
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## CONTACT INFORMATION

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