

We will be getting started in just a few minutes.....While you are waiting, here is Dilbert's perspective on strategy today.



mystrategicplan

Your success takes planning

Strategy Huddle™
with MyStrategicPlan

PURPOSE & GROUND RULES

Purpose

Answer real-world questions, handle high-level strategy issues, and share best practices on strategy, execution, planning

Duration

45-60 minutes

Your Role

Ask questions: Questions can be submitted via the Chat Box on right at any time. **

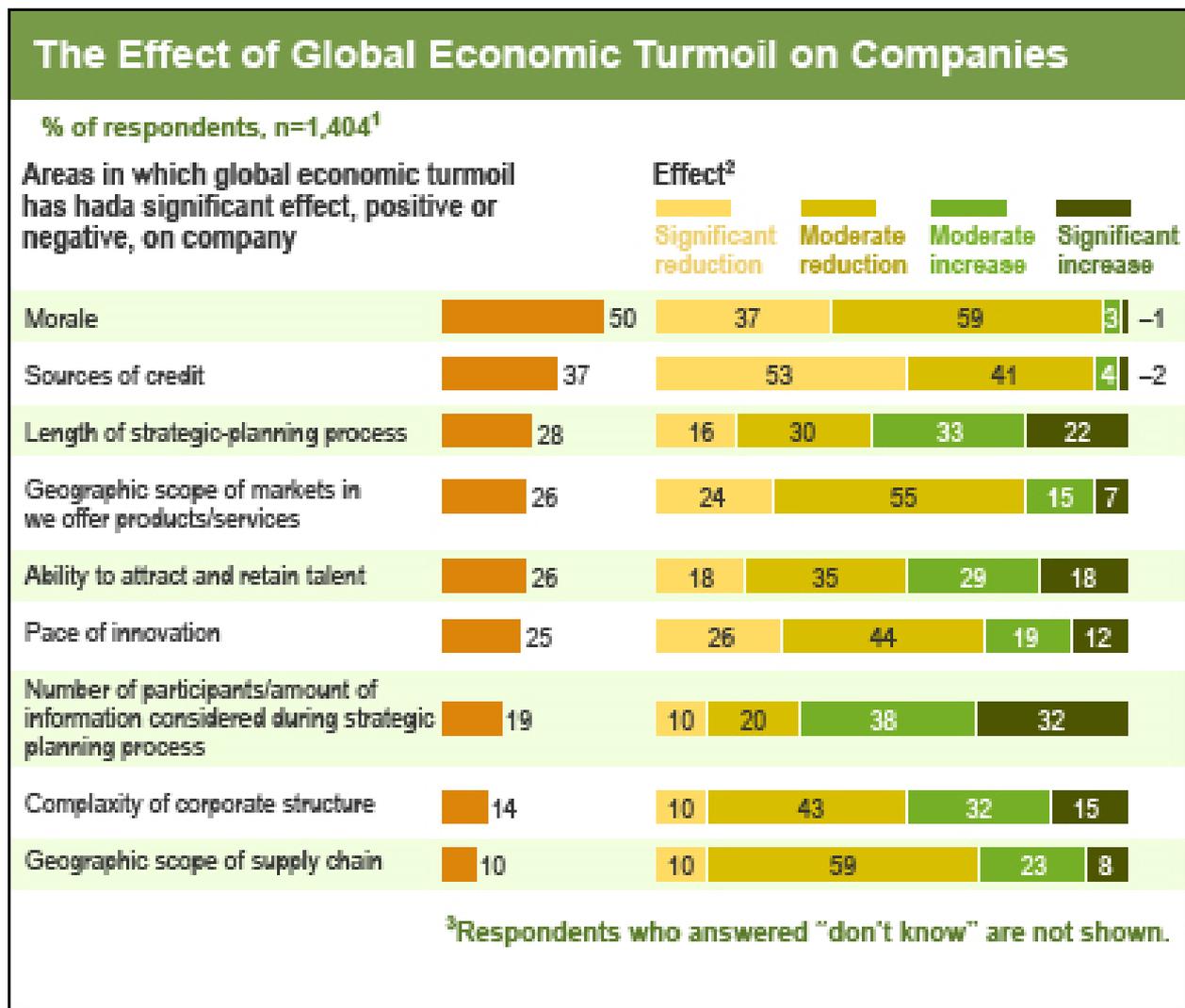
Offer suggestions: Share your experience via the Chat Box during the topic at hand

Details

Session will be recorded. Slides to be emailed out to participants.

AGENDA

- I. Strategy Stat of the Month
- II. Leadership Buy in & Engagement
- III. Planning in a Dynamic Environment
- IV. Live Questions



Source: [Economic Conditions Snapshot, June 2009: McKinsey Global Survey Results](#)

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Our CEO wants a plan in place, but he won't set the strategic direction.

When you have a champion in a closely held organization, how do you communicate to the other owners their role in the process? They want strategy but it seems like they want others to be responsible for it & other objectives continue seem to have higher priority.

QUESTION: LEADERSHIP BUY IN & ENGAGEMENT

STRATEGY NEEDS TO DRIVE RESULTS

Impact of strategic planning:

- 12.3% increase in sales volume
- 11.1% increase in net profit

Impact of market/community focus:

- 17% increase bottom-line performance
- 25% increase in employee commitment

Impact of balanced scorecard:

- Allows for 2.5 times more complete management of firm performance

CHANGE COMES FROM THE NEED TO DO SOMETHING DIFFERENTLY

D x V x F > R

Dissatisfaction

Vision

First, concrete steps
that can be taken
towards the vision.

Resistance

CEO NEEDS TO LEAD

Strategic planning is a business process that needs to be run and managed with effective process management techniques.

Who	Role
CEO	Responsible & Approve
HR/CSO/Outsource	Facilitate it
Leadership Team	Support & Responsible in Dept.
Whole Team	Inform & Support
Industry Experts	Consult

R = Responsible A=Approval S=Support I = Inform C = Consultation

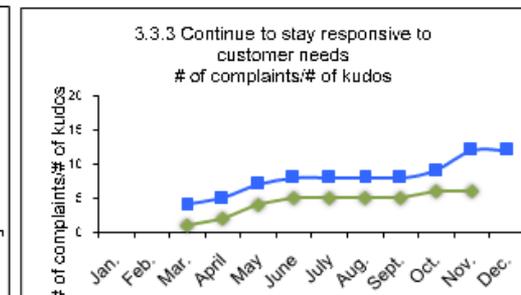
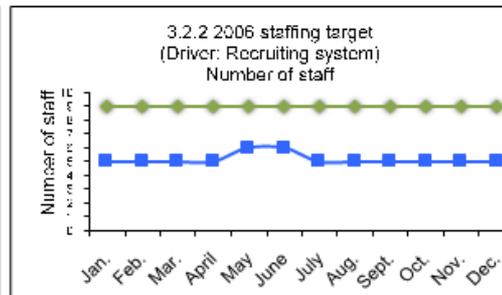
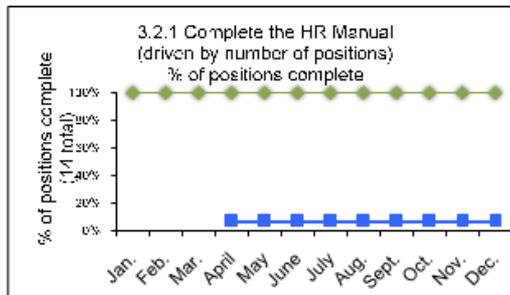
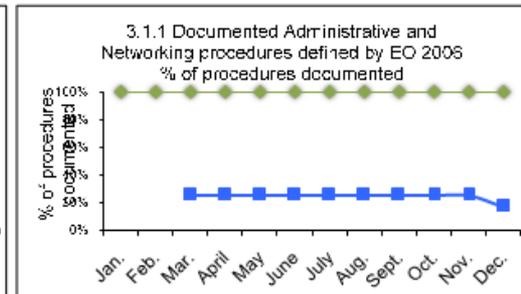
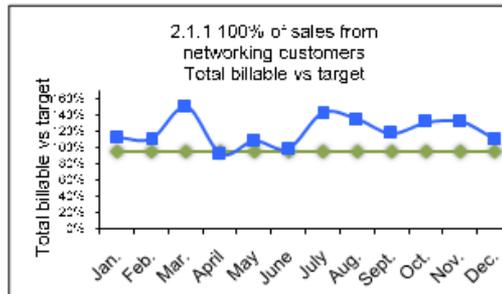
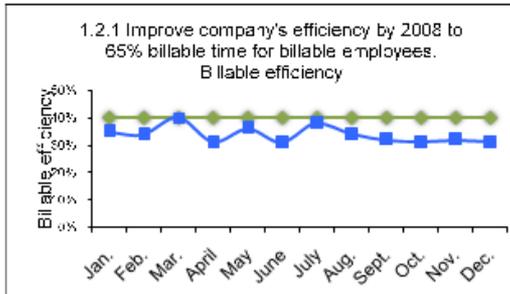
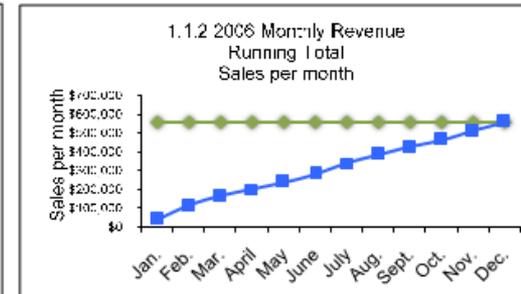
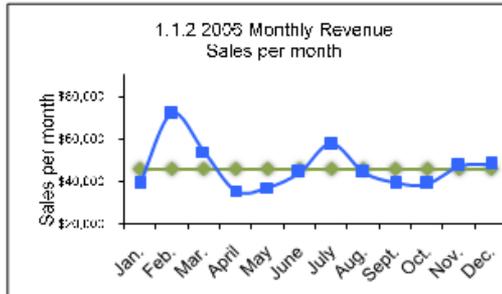
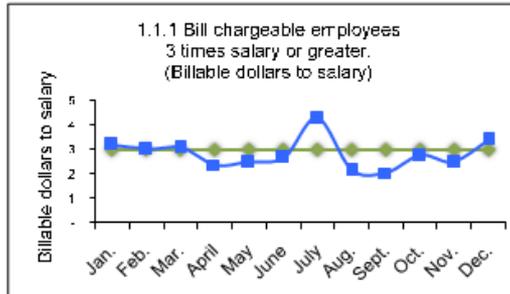
SUMMARY ACTIONS

- ❖ Strategy needs to drive results
- ❖ Change comes from needing to do something differently
- ❖ CEO needs to lead and set the expectation

The economy is volatile. Our industry is going through major change. How do we plan in such a dynamic environment?

QUESTION: PLANNING IN A DYNAMIC ENVIRONMENT

USING YOUR KPIs AS EARLY WARNING BUOYS



KEEPING A FINANCIAL MODEL THAT HELPS YOU DO SCENARIO ANALYSIS

Case Study: UPS – CEO Guidelines

1. Less focus on *perfect* forecasting.
“Normally, we spend a lot of time trying to really refine one good forecast, develop a business plan, and hold our people to it. We realize that in today's environment any forecast you make is going to be wrong by the time you make stride.” - Kurt Kuehn
2. Establish a range of possibilities – such as high, mid, low – and plans to operate in those different environments. Make sure to go low enough.
3. Look at ratios instead of a fixed goal.
(i.e. revenue to cost)



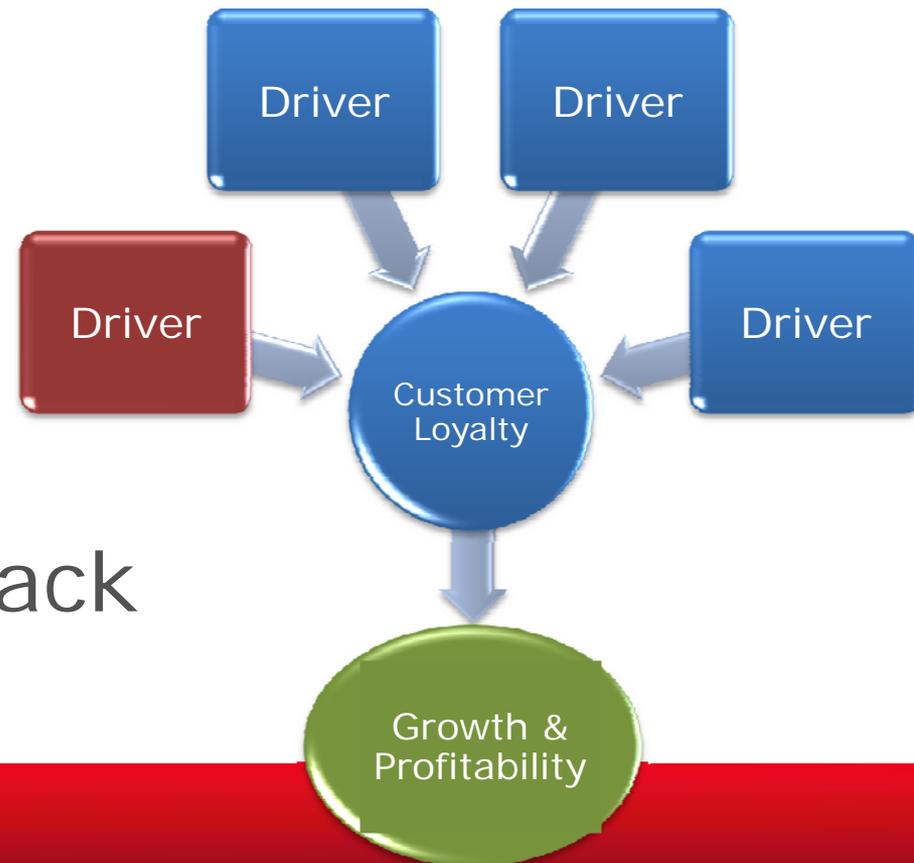
KEEPING A FINANCIAL MODEL THAT HELPS YOU DO SCENARIO ANALYSIS

- ❖ Need an effective, dynamic financial model.
- ❖ Determine revenue drivers and potential of 10%, 20%, 30%, 40%, and 50% decrease in revenue.
- ❖ Don't just stop when your cash flow is in the red.
- ❖ Determine key actions you will take at each revenue reduction to return your organization to solvency.

STAY *CLOSER* TO YOUR CUSTOMER

The four customer behaviors that drive growth:

- ❖ Repurchase
- ❖ Buy additional lines/services
- ❖ Referrals
- ❖ Constructive feedback



STAY *CLOSER* TO YOUR CUSTOMER

Regions Areas Branches Status

NPS: Corp

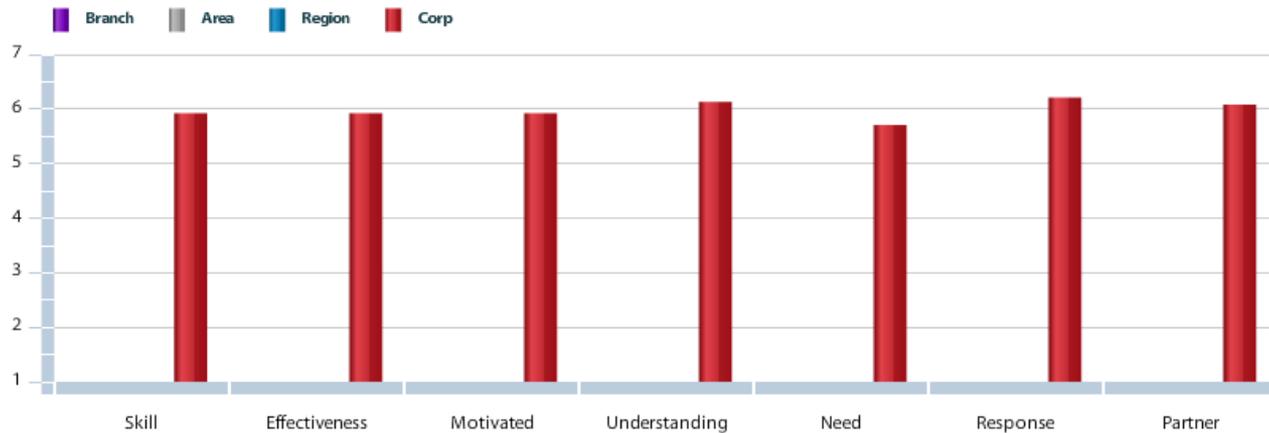
Q2-09

Corp Responses 24 Rate 10% NPS 33.33



33.33

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Variance From Corporate Results		Comments						
	NPS	Skill	Effectiveness	Motivated	Understandin	Need	Response	Partner

HAVE A CLEAR SCHEDULE TO TALK ABOUT STRATEGY & ADAPT YOUR PLAN

Quarterly Actions

- Strategy Development
- Strategy Execution

Teams prepare info about 2 strategic issues and competitive environment

QX Board Report

Annual Strategy Update



Month One

Month Two

Issue Prep

Month Three

Company-wide Rollout (annual)

Leadership Team Strategy Session (2 hrs)

Leadership Team Strategy Session (2 hrs)

Leadership Team QX Strategy Session 1/2 day (Decisions on strategic issues)

If necessary, update dept. plans and budgets for next quarter

HAVE A CLEAR SCHEDULE TO TALK ABOUT STRATEGY & ADAPT YOUR PLAN

Monthly Actions

● Strategy Development

● Strategy Execution



Team Member
Online Status
Update

Manager
Online Status
Update

Dept. Strategy
Session
(45 mins)

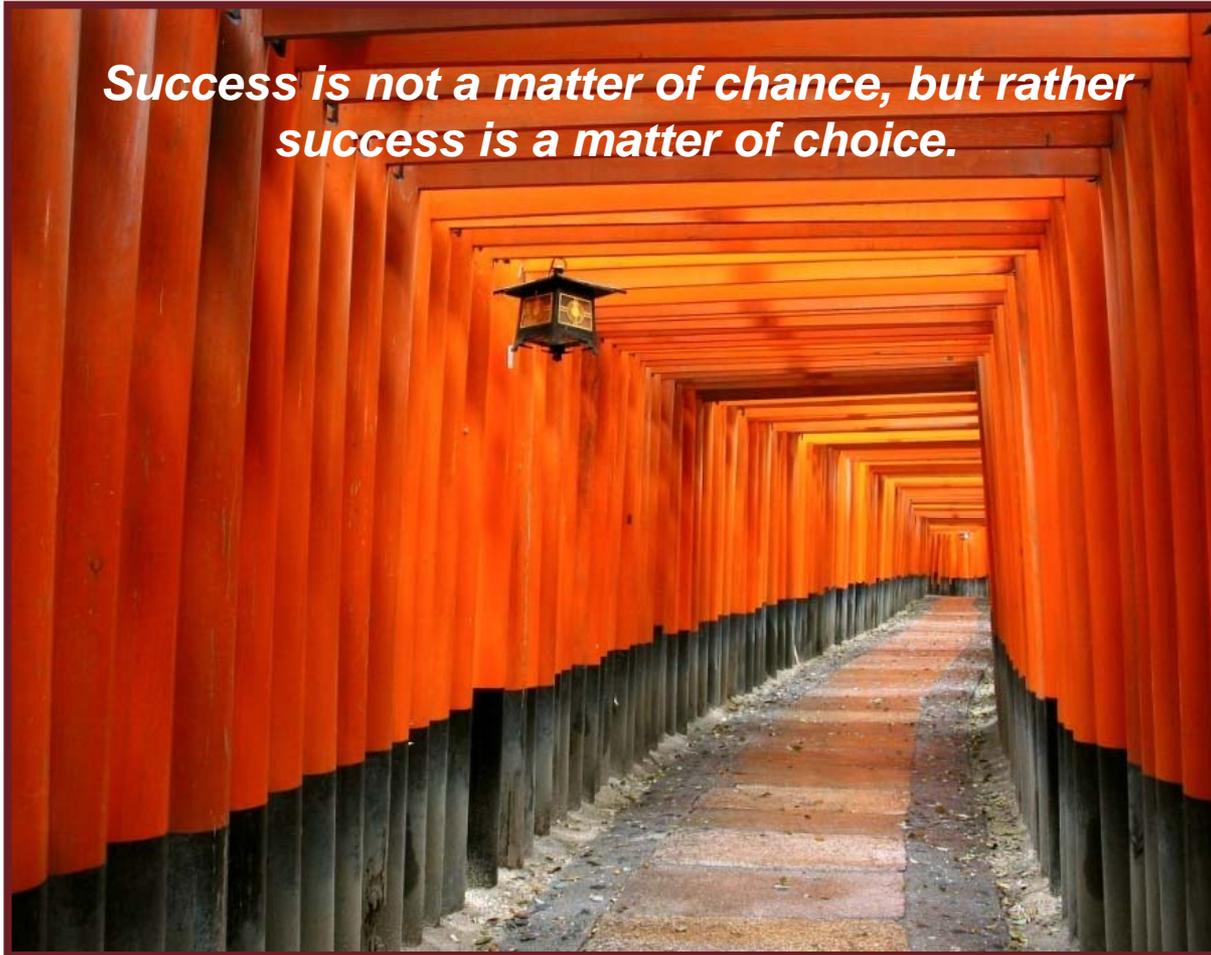
Leadership
Team
Strategy
Session
(2 hrs in Months 1
and 2, ½ day in
Month 3)

SUMMARY ACTIONS

- ❖ Using your KPIs as early warning buoys
- ❖ Keeping a financial model that helps you do scenario analysis
- ❖ Stay *closer* to your customer
- ❖ Have a clear schedule to talk about strategy and adapt your plan

IN-THE-MOMENT QUESTIONS

Success is not a matter of chance, but rather success is a matter of choice.



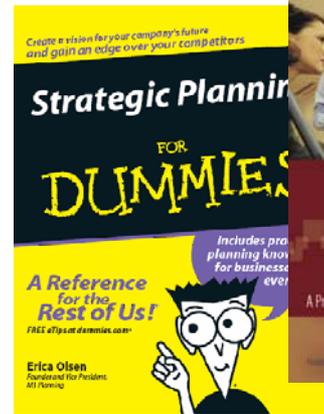
ABOUT US



mystrategicplan
Your virtual VP of strategy

mychurchplan
Your success takes planning

mynonprofitplan
Your success takes planning



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Your success takes planning

NEXT HUDDLE

- ❖ 9am PT, November 18th
- ❖ Send in questions for the next Strategy Huddle to admin@mystrategicplan.com and reference the Strategy Huddle in the subject line
- ❖ Questions submitted during presentation that we did not get to will be followed up via email or phone call.
- ❖ Today's session is being recorded and will be posted on mystrategicplan.com

CONTACT INFORMATION

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