

Strategy Huddle™ with MyStrategicPlan

Welcome!

Powered by



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

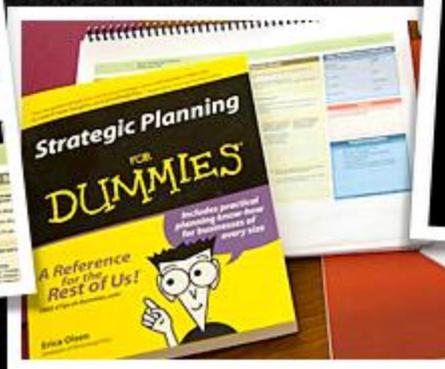
Your Role Ask questions: Questions can be submitted via the Chat Box on right at any time. **

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

Details Session is being recorded and a follow-up email this week will include a link to this huddle as well as the supporting slides.

About Us

- ⑥ In the past three years we have...
- ⑥ Managed 100+ strategic planning processes
- ⑥ Deployed 800+ strategic management systems (MyStrategicPlan, MyNonprofitPlan, MyChurchPlan)
- ⑥ Built consensus and commitment with 3,000+ executives, managers, boards
- ⑥ Empowered 1 million+ strategist & soon-to-be strategists



Agenda

- I. Strategy Stat of the Month
- II. How do you determine your **competitive advantages** in today's environment?
- III. People Accountability: How do I drive **accountability** throughout the organization?
- IV. Visiting Strategy Leader - Morton Glassberg – continuing the focus on accountability
- v. Tap into the Wisdom of the Crowd: Your Questions (Time Permitting)

Strategy Stat

87

- MPH lawn mower land speed record
- % that average consumer will spend after
Great Recession

How do you determine your competitive advantages in today's environment?

TOPIC: COMPETITIVE ADVANTAGES

Competitive Advantage: What is it?

Competitive strategy is about being different. It means deliberately choosing to perform activities differently or to perform different activities than rivals to deliver a unique mix of value.”

-- Michael Porter

-or-

Competitive advantage is what your company does better than anyone else. It is what makes you unique.

--M3 Planning



Are you unique like this?

Competitive Advantage – Building

**Unique
Strengths**

What you do well

**Core
Competencies**

What you do better than
your competitors

**Competitive
Advantage**

How you provide value



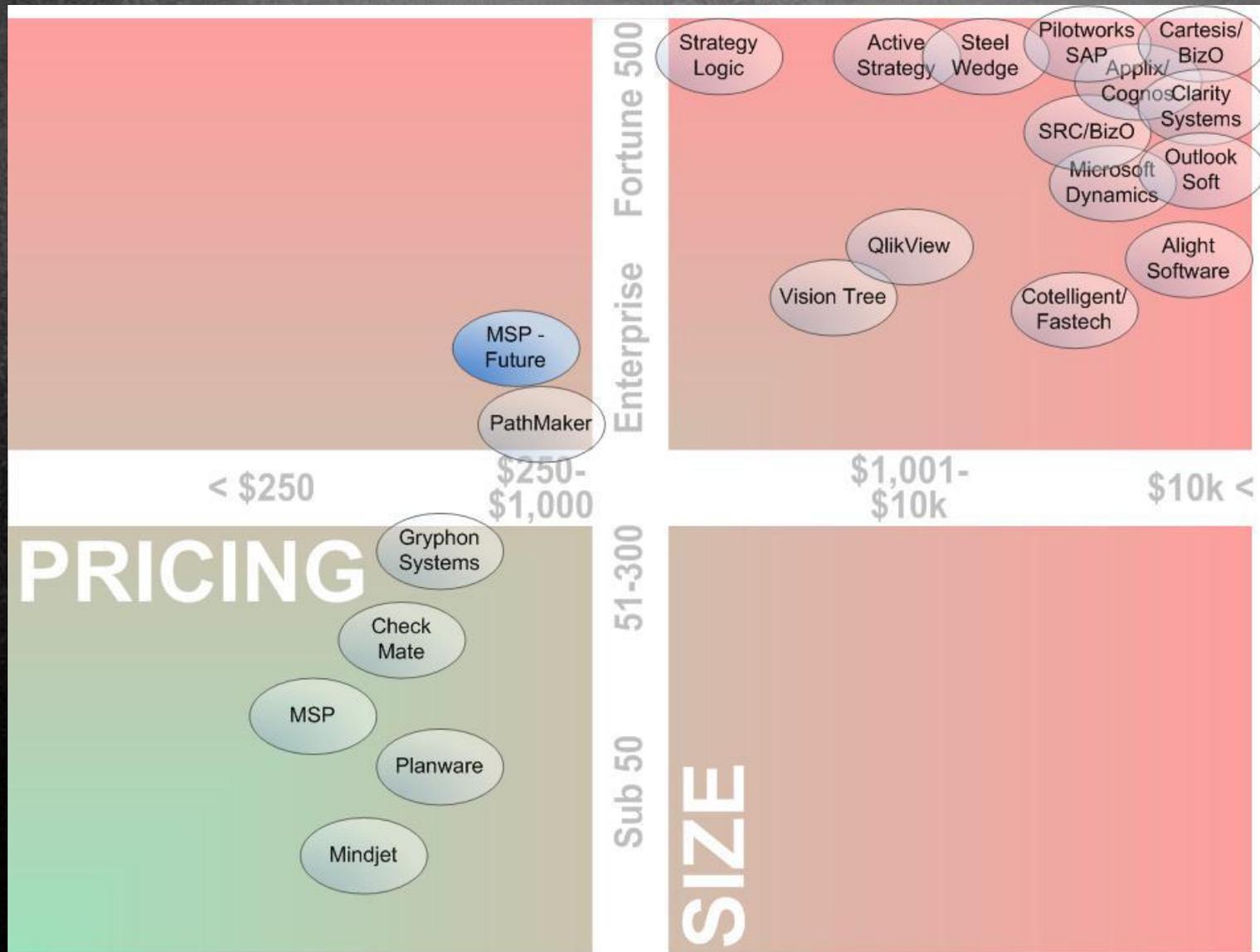
Competitive Advantage – Building

STRENGTHS UNIQUENESS		CORE COMPETENCY		COMPETITIVE ADVANTAGE
<ul style="list-style-type: none"> • Personnel • Training • Processes • Education • Products • Services • (internal focus) 	<p>Nurture</p> 	<p>Perform this well in respect to competition. Intangible is better. (competitor focus)</p>	<p>Leverage</p> 	<p>Can be used to create VALUE for target customers. (customer focus)</p>

Assessing

- ⑥ Do your customers still value what is being delivered? Ask them.
- ⑥ Has a competitor copied any of your advantages? Check it out?
- ⑥ How do your value propositions stack up in the marketplace? Develop a positioning map.
- ⑥ Ask your employees?

Positioning Map - Example



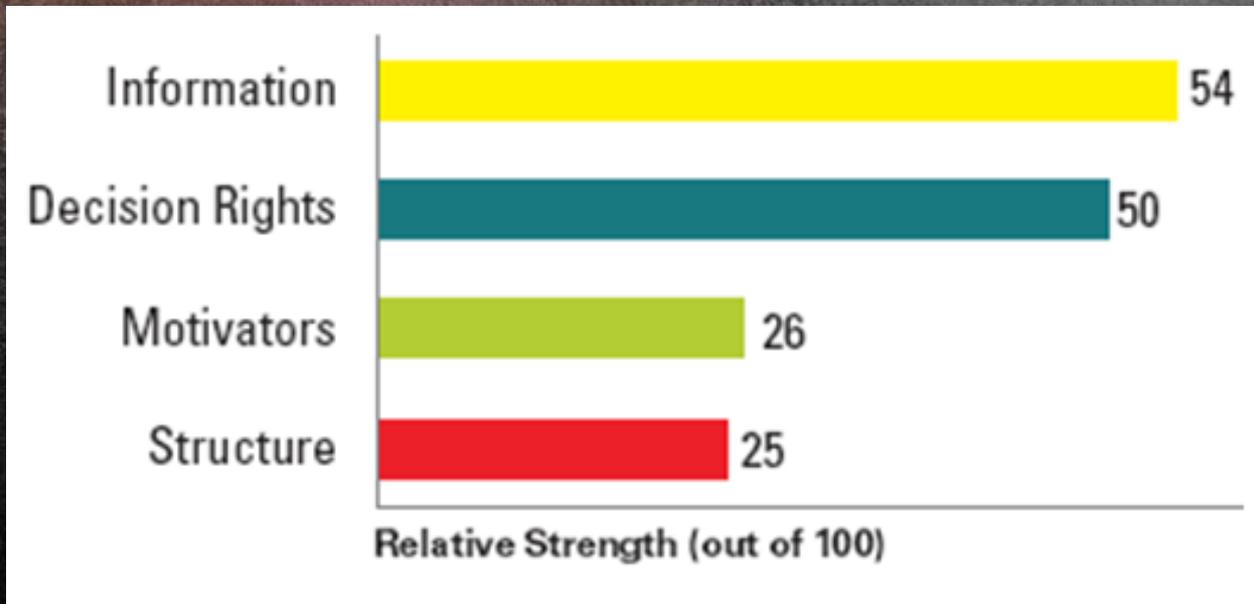
Summary Actions

- ⑥ Successful companies *deliberately* make choices to be unique and different in what they do.
- ⑥ Make them better – develop a list of 30 day action items to nurture them.
- ⑥ Bottom-line – they are foundational in developing superior organizational performance!

How do I drive accountability throughout the organization?

**TOPIC: PEOPLE
ACCOUNTABILITY**

Look at What Drives Action



The 17 Fundamental Traits of Organizational Effectiveness

(June 2008, HBR)

Rank	ORGANIZATION TRAIT	STRENGTH INDEX (OUT OF 100)
1	Everyone has a good idea of the decision and actions for which he or she is responsible.	81
2	Important information about the competitive environment gets to headquarters quickly.	68
3	Once made, decisions are rarely second-guessed.	58
4	Information flows freely across organizational boundaries.	58
5	Field and line employees usually have the information they need to understand the bottom-line impact of their day-to-day choices.	55
6	Line managers have access to metrics they need to measure the key drivers of their business.	48
7	Managers up the line get involved in operating decisions.	32

BUILDING BLOCKS ■ Decision Rights ■ Information ■ Motivators ■ Structure

Assess Capacity



Everyone has the skills, resources, and time needed to accomplish their goals

Connect with the “Why”

For leaders:

What would you be passionate about doing for 10 years even if you did not make a dime?

For your staff:

What is the larger vision and greater purpose in your work beyond money or profit?

Make Strategy Personal

Economic Development: Action Plan

Date Revised: 05/26/09

Priority	Department Goals & Team Member Goals	Who	Year End Target	% Complete/ YTD	Status/ Variance	Start Date/ End Date	Comment
4.1 Generate reasonable casino revenues through effective and proactive casino management, including improved marketing and accountability to the Tribes. (2011) ()							
4.1.1	Conduct a third-party feasibility study to assess the performance of the casino and tribal-owned hotel.	Economic Development		0%	🟡	5-1-2009, 9-30-2010	
4.1.1.1	Issue a RFP and select a consultant by May, 2009. (Bob & Guy)			0%	🔴	5-1-2009, 5-1-2009	
4.1.1.2	Announce RFP in newsletter in May, 2009. (PL)			0%	🔴	5-1-2009, 5-1-2009	
4.1.1.3	casino						
4.1.1.4	[REDACTED]: Action Plan						

4.2 Diversify our investments to cover all government

Date Revised: 05/06/09

Priority	Team Member Goals & Action Items	Who	Year End Target	% Complete/ YTD	Status/ Variance	Start Date/ End Date	Comment
4.2 Diversify our investments by being strategic with our resources and requiring an ROI of XX %. Establish new, non-gaming revenue source to cover all governmental costs. (2011) : 4.2.7 Progress with the planning, design and construction of Tribal Developments. ()							
4.2.6.2	4.2.7.1 Grocery Market (Notes: Identify and secure funding required to complete these projects.)	[REDACTED]	100%	0%	🟡	1-1-2009, 9-30-2010	
4.2.6.3	4.2.7.2 Hotel Project (Notes: Identify and secure funding required to complete these projects.)	[REDACTED]	100%	0%	🟡	1-1-2009, 9-30-2010	
4.2.6.4	4.2.7.3 Marketing Project with State	[REDACTED]	100%	0%	🟡	1-1-2009, 9-30-2010	
4.2.7.1	4.2.7.1 Grocery Market (Notes: Identify and secure funding required to complete these projects.)	[REDACTED]	100%	0%	🟡	9-30-2010	
4.2.7.2	4.2.7.2 Hotel Project (Notes: Identify and secure funding required to complete these projects.)	Brian Headley	100%	0%	🟡	5-1-2009, 9-30-2010	
4.2.7.3	4.2.7.3 Marketing Project with State	Brian Headley	100%	0%	🟡	5-1-2009, 9-30-2010	
4.2.8	4.2.8 Maintain or even add to annual IRR funding (Notes: important factors are Highway Bill and the input from the Control Committee.)	Economic Development	\$0	0%	🟡	5-1-2009, 9-30-2011	
4.2.9	4.2.9 Get the Home Owners Association in Silver Creek Subdivision established and functioning. (Notes: important assessment fee and schedule recurring meetings so the Association can have a financial stake in the subdivision.)	Economic Development	100%	0%	🟡	5-1-2009, 9-30-2009	

Link Goals to Rewards

City Manager's Performance Review

<Today's Date>

Weighting*	Goals FY 2009-10	Target	Actual	Variance	Performance	Comments
	1.1 Implement areas for revenue enhancement.			0	0	
	1.2 Commit to running the City in an operationally efficient and effective manner.			0	0	
	2.1 Update Comprehensive Master Plan.			0	0	
	2.2 Enhance the promotion and preservation of natural resources: Stabilize the water supply.			0	0	
	2.3 Establish economic development and planned redevelopment.			0	0	
	3.1 Focus on the completion of the Water Treatment Plant to meet the federal 2009 deadline.			0	0	
	3.2 Develop Transportation Master Plan.			0	0	
	3.3 Provide adequate access to all areas of Fernley via City Maintained right of way and connectivity.			0	0	
	3.4 Provide adequate sewer collection system, treatment and disposal services to the City of Fernley sewer customers in the most efficient and cost effective manner.			0	0	
	3.5 Develop Public Works Canal Protection Projects.			0	0	
	4.1 Improve our internal and external communications.			0	0	
	4.2 Continue Fernley being a safe and secure community.			0	0	
	4.3 Provide excellent and timely customer service to the citizens of Fernley.			0	0	
	4.4 Build stronger inter-agency relationships: NDOT, TCID, State, Chamber, Builders, etc.			0	0	
	4.5 Develop, expand and promote citizen engagement and volunteer opportunities for the citizens of Fernley.			0	0	
	4.6 Promote the enhancement of cultural and arts.			0	0	
	5.1 Effectively utilize and promote Fernley's human resources.			0	0	
				FY 09-10 Score:	0	

*Manager to weight the importance of each item. Distribute 100% across all items for the year.

Summary Actions

Your accountability checklist:

- ⑥ Everyone understands the underlying “why”.
- ⑥ Each person has their own list of accountabilities (goals, metrics, etc.)
- ⑥ Staff has the right time, resources and information to accomplish their goals.
- ⑥ The right rewards are in place to drive the behavior you are seeking.

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TOPIC: VISITING STRATEGY LEADER

Accountability

Management Structure

Assistant
Commissioner

Deputy Assistant
Commissioner

Executive Directors

Directors

Action Officers

Program Managers

Mission

Vision

Goals

Objectives

Supporting Actions /
Strategies

Strategy Structure

Performance
Measures

Milestones

Accountability

- ⑥ Action Officers report progress against milestones *monthly*
- ⑥ *Quarterly* meeting with Executive Committee
 - Action Officers report on supporting actions & strategies reports that are over budget, late, or of interest to the Executive Committee

Accountability

- ⑥ Directors and above are evaluated on their performance measures *semi-annually*
- ⑥ Department produces its *Annual* Performance Report

Tap into the Wisdom of the Crowd

Any insights you would like to share related to one of today's topics?

What are some strategy or execution questions you would like to discuss?

Next Huddle

- ⦿ 9am PT on Wed, June 23rd
- ⦿ **Send in questions for the next Strategy Huddle** to admin@mystrategicplan.com (reference the Strategy Huddle in the subject line)
- ⦿ **Interested in sharing/presenting a best practice as a Strategy Leader?** (send email to admin@mystrategicplan.com and reference the Strategy Huddle in the subject line)
- ⦿ **Follow us on Twitter** @MyStrategicPlan
- ⦿ Today's session is being recorded and a follow-up email this week will include a link to this huddle as well as the supporting slides.

Contact Information

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- ⑥ Our office hours are Mon-Fri 9am-5pm (PT).