

Strategy Huddle™ with MyStrategicPlan

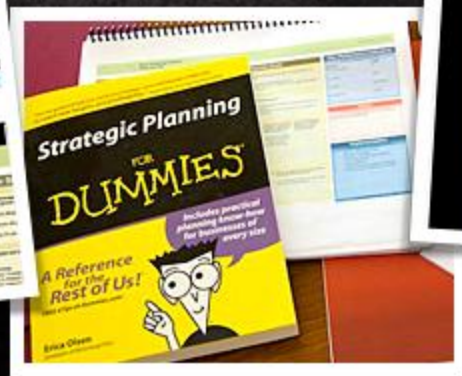
Welcome!

Powered by



- 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.

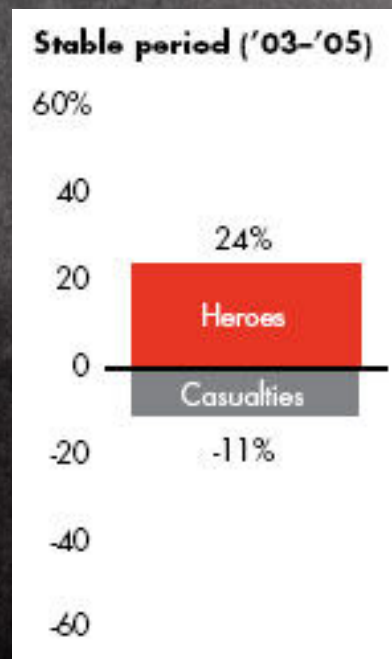
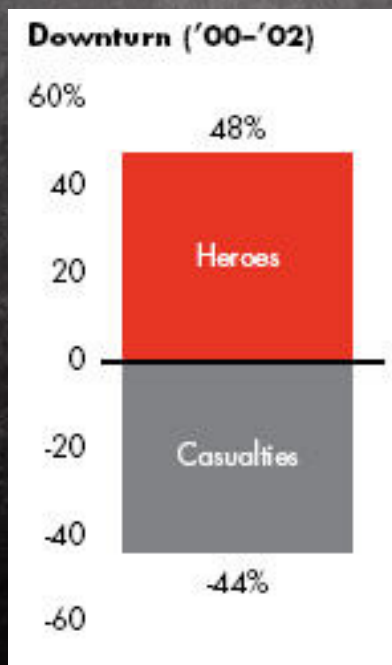
- ⑥ In the past three years we have...
- ⑥ Managed 100+ strategic planning processes
- ⑥ Deployed 800+ strategic management systems (MyStrategicPlan, MyNonprofitPlan, MyChurchPlan)
- ⑥ Built consensus and commitment with 3,000+ executives, managers, boards
- ⑥ Empowered 1 million+ strategist & soon-to-be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



- I. Strategy Stat of the Month
- II. Planning in Turbulent Times:** How do you do strategic planning looking out 1 – 2 -5 years when there is a real threat of a dbl dip recession? How is it applicable? How do I adjust?
- III. Running Mid-year Reviews:** How do I run an effective Mid-Year Strategy Review meeting?
- IV. Leadership & Strategy:** I'm new to the "strategy leader" for our mid size company. What are 2 pitfalls that I need to watch out for?
- V. Tap into the Wisdom of the Crowd: Your Questions (Time Permitting)

Offense is the best form of defense

Strategy Stat: Marketplace leader-board shuffles at double rate in downturn.



Source: Bain & Company Brief, Sept. 3, 2009 by Israelit, Brahm & Ledingham.

How do you do strategic planning looking out 1 – 2 -5 years when there is a real threat of a dbl dip recession? How is it applicable? How do I adjust?

PLANNING IN TURBULENT TIMES:

May not be a double dip, but ...

- Fed chairman is unsure –
- Perspective from Reno is bleak
- There will be an end, but what will that look like?



Remember the Strategy Stat?

- Offense is best defense – opportunities abound
- Develop and execute Plan A, but have a Plan B available

Requires realistic & comprehensive environmental scan/review

- ⑥ Real time monitoring, not a snapshot
- ⑥ Get real close with customers
- ⑥ Developing marketplaces where the growth will be
- ⑥ Realistically trim costs
- ⑥ Revisit competitive advantage(s)
- ⑥ Honest assessment of staff

Can a strategic plan be viable in such volatility?

- ⑥ A good plan is “hitched” to a future point
- ⑥ It is all about being proactive – with Plan B in pocket
- ⑥ Decisive actions are heightened – better ROI
 - Selectively invest to grow – staff, acquisition
 - Don’t forget the marketing budget

Finally – Quality leadership is absolutely indispensable

- ⑥ Stress & strain of our “yoyo” economy is tough
- ⑥ Must find creative methods to execute
- ⑥ Leaders are on “stage”

Quote: when dust settles – no one remembers how strong a company was going into the Great Recession. However, people will notice the “heroes” coming out of this mess.

1. Be a **HERO**
2. Avoid the **CASUALTY** category

How do I run an effective Mid-Year Strategy Review meeting?

RUNNING MID-YEAR REVIEWS:

- ⑥ Ensure your plan **cascades** correctly to allow for effective reporting
- ⑥ Clarify your **plan structure, accountability and systems** that support running a mid-year review
- ⑥ Give your managers/directors **talking points**
- ⑥ Require a specific reporting mechanism

Guidelines for 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	18-24 months
1.1.1	Department Goal	Assigned to Department responsible for seeing this goal completed.	12-18 months
1.1.1.1	Team Member Goal	Assigned to Team Member responsible for seeing this goal completed.	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.	30, 60, 90 days

- 1 Increase new customer base.
 - 1.1 Reach a 15% annual increase in new customers. (Due annually for 2 years)
 - 1.1.1 Implement marketing campaign to draw in new markets. (Marketing, due in 12 months)
 - 1.1.1.1 Research the opportunities in new markets that we could expand into. (Doug Marketing, due in 6 months)
 - 1.1.1.1.1 Complete a competitive analysis study of our current and prospective markets. (Doug Marketing), due in 60 days
 - 1.1.1.2 Develop campaign material for new markets. (Mary Marketing, due in 10 months)
 - 1.1.1.2.1 Research marketing methods best for reaching the new markets. (Mary, Marketing, due in 8 months)

	Questions	Value to the Biz	Ideal State
Plan Structure	On a spectrum of 1 (not aligned) to 10 (directly aligned), where do we want to fall in aligning the strategic plan with operating plans?	Aligned plans No double planning	No one has multiple action plans Strategic plan is linked to the "operating" plans
Accountability Process	How rigorous do we want to drive the governance process? What is an incremental process improvement that we can make this year over last year? How can we best empower the managers to drive objectives? (outside of comp)	Driving consistent metric attainment	Clear identification of ownership for reporting on status Linked to the ROB Commitment to resolve strategic topics Talking about the right stuff at QBRs and MYRs
Supporting Systems	Do we want to use a consistent system for reporting status of actions that align to corporate goals?	No double work	Single reporting system/tool for whole org – where there are linkages

Item	Responsibility & What to Bring	Duration
<u>Overview – Clarify the Agenda & Emerging Strategic Issues</u>	Business Manager	5 minutes
<u>Department Status Report</u> 1. Note accomplishments. 2. Report on status of your goals/objectives and measures. 3. Determine steps to get off track items back on track. 4. Identify any priority shifts and/or change requests.	Managers (Department head) Bring overall “dept action sheet” and “corporate full plan with status”.	30 minutes for each Department (2 depts. per meeting)
<u>Strategic Issues/Topics</u> 1. Discuss (formally or informally) strategic issues in order of critical importance to the business. (Brief the issue, identify alternatives, suggest solutions, identify next action.)	Issue leader Bring issue briefing material	1 Hour
<u>Meeting Review</u> Review any new actions and responsibilities.	Business Manager	5 minutes

1. Gain consensus from the leadership team about what you want your mid-year review to accomplish.
2. Clarify the data points that you are asking the team to report on.
3. Create a template.
4. Draft the agenda with talking points.
5. Don't forget to address strategic topics/issues.

I'm new to the "strategy leader" role for our mid size company. What are 2 pitfalls that I need to watch out for?

LEADERSHIP & STRATEGY:

Two pitfalls are:

1. Buy-in
2. Communication
3. Execution
4. ...
5. ...

Most important pitfall to avoid - not securing executive/CEO buy-in

- ⑥ “Lip service” does not work
- ⑥ Action speaks louder than words

How to improve buy-in

- ⑥ Involvement from beginning
- ⑥ Executive updated on regular basis

Crystal-clear communication regarding strategy, expectations of people, measures and targets

- ⑥ When you think people understand, repeat again
- ⑥ Communicate the strategy relentlessly to all constituencies
- ⑥ If possible a “hook” or moral purpose (Porter)
- ⑥ Compelling message, yet simple to understand
 - Kraft Foods Int’l: 5-10-10 strategy (5 product categories, 10 brands, 10 markets)
 - Lipton: Paint the World Yellow with Lipton
- ⑥ M3 Planning believes in this aspect – The DASH to be released within next two weeks.

Implementation/Execution

- ⑥ Visualize the end from beginning
- ⑥ Perfection not required
- ⑥ Kaplan-Norton - research has shown that 70% of organizations that use a formal process to manage strategy out-perform their peers by:
 - Growing revenue
 - Gaining customer loyalty
 - Strengthening employee commitment

1. Without executive buy-in, strategy is only window dressing
2. Tell them once, then tell them again, and remind them what you told them – very clearly
3. Without execution, strategy is only a wonderful dream – do it.

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?

- ⑥ 9am PT on Wed, August 25th
- ⑥ Send in questions for the next Strategy Huddle to admin@mystrategicplan.com (reference the Strategy Huddle in the subject line)
- ⑥ 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)
- ⑥ Follow us on Twitter @MyStrategicPlan
- ⑥ 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.

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