

## Primary Practices/Areas

Strategy

Operations and Process Improvement

Performance and Diagnostic Measurement

Organizational Development and Training



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# Strategy



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## Strategic Planning

**Strategic planning** is a powerful management tool designed to help organizations adapt to anticipated environmental changes. It provides an overview and analysis of the organization and its relevant environment — describing the organization’s capabilities and recognizing key external factors affecting its success.

The **strategic planning process** prescribes an outline or action plan of how the organization will capitalize on its strengths and minimize or mitigate its weaknesses or threats. This is accomplished context of the needs and expectations of its industry and targeted consumers.

The **focus of a strategic plan is on the future**. An effective strategic plan is regularly used and frequently revised to reflect new trends or developments in the marketplace. The strategic plan is both an analytical tool and a working document that guides action over a specified period of time.

## Why Plan Strategically...

- To enable you to fully understand why your organization is in existence and its purpose
- To force you to take a holistic look at your organization
- To demonstrate your goals and objectives
- To direct an organization’s resources through a long-range process to increase the probability of success
- To create a yardstick by which you can measure and evaluate your objectives
- To develop an organizational commitment
- To institute an ongoing management and evaluation process in an organization

## A Good Strategic Plan

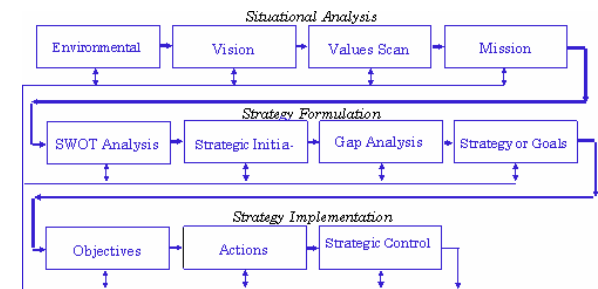
- Helps focus on the distinctive capabilities of the organization in the context of its environment;
- Sets a formal direction for the organization with a proactive orientation — looking into the future, anticipating, and planning for change;
- Creates an environment (of team work) where all organizational participants can make more effective decisions and utilize their skills more fully;
- Provides external audiences with a concise basis for analysis, evaluation, and input.

## Planning Models

Most strategic planning models have three basic phases:

1. Situational Analysis
2. Strategy Formulation
3. Strategy Implementation

A typical strategic planning model:



## Measurement and Continuous Improvement

A strategic planning process and structure facilitates performance measurement and continuous improvement.

### Balanced Scorecard of Measures and Metrics

