

Using Strategic Planning to Drive Long-Term Results

September 20, 2016

The webinar will start at 1:30 p.m. CT



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Organizational Development Consultant

Administration



If you need HR or CPE credit, please participate in all polls throughout the presentation.

Administration



A recording of today's webinar will be emailed for your reference or to share with others.

Administration



For best quality, call in by phone instead of using your computer speakers.

Administration



To ask questions during the presentation, use the questions box on the right side of your screen.

Administration



Please provide your feedback at the end of today's presentation.

About the Speaker



Daniel White

Organizational Development Consultant

Expertise in strategic planning,
leadership development and
employee engagement

Experience teaching masters-level
courses in organizational
development

Learning Objectives

Understand the purpose of strategic planning.

Learn how strategic planning is an ongoing process and not a one-time event.

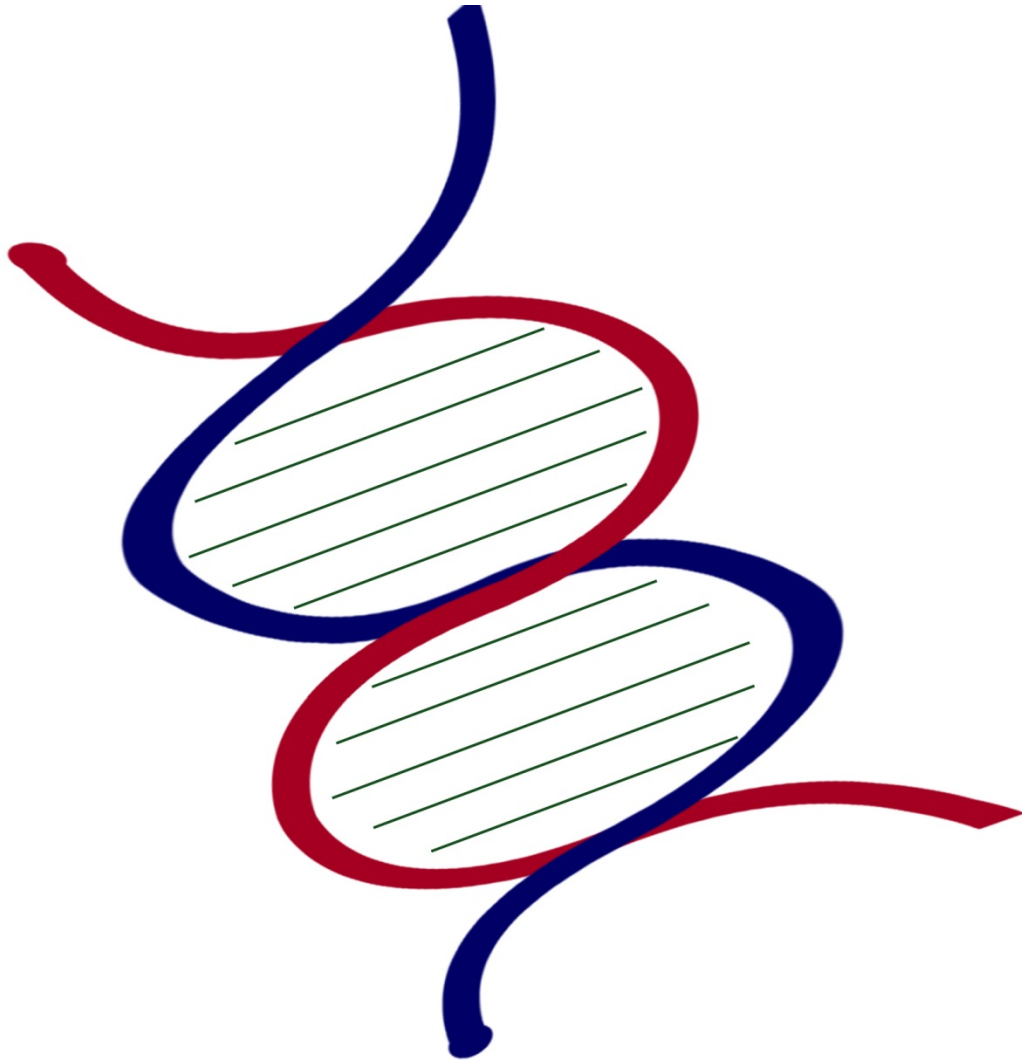
Identify your organization's driving force.

Pinpoint why strategic planning fails.



Polling Question #1

The DNA of Organizations

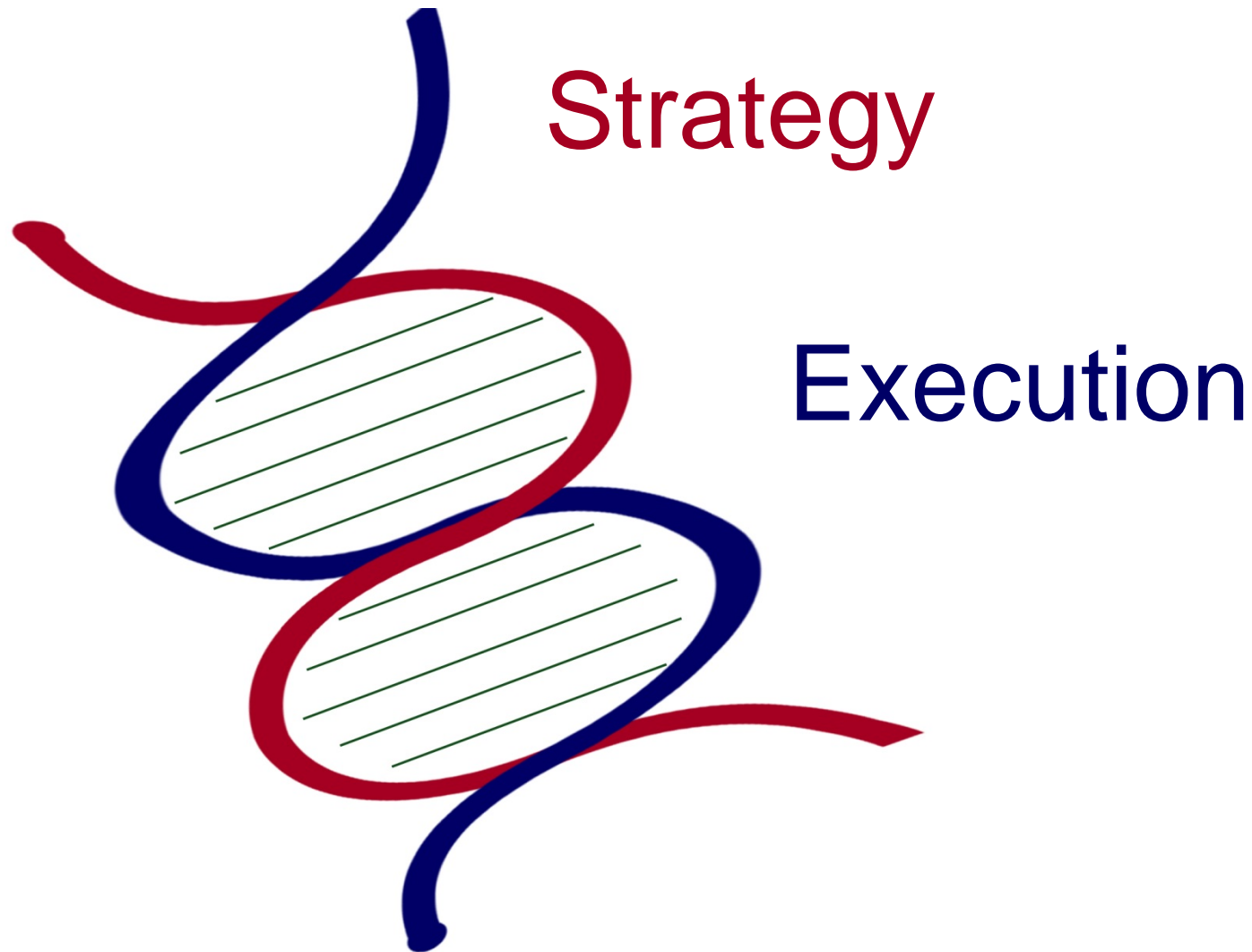


The DNA of Organizations

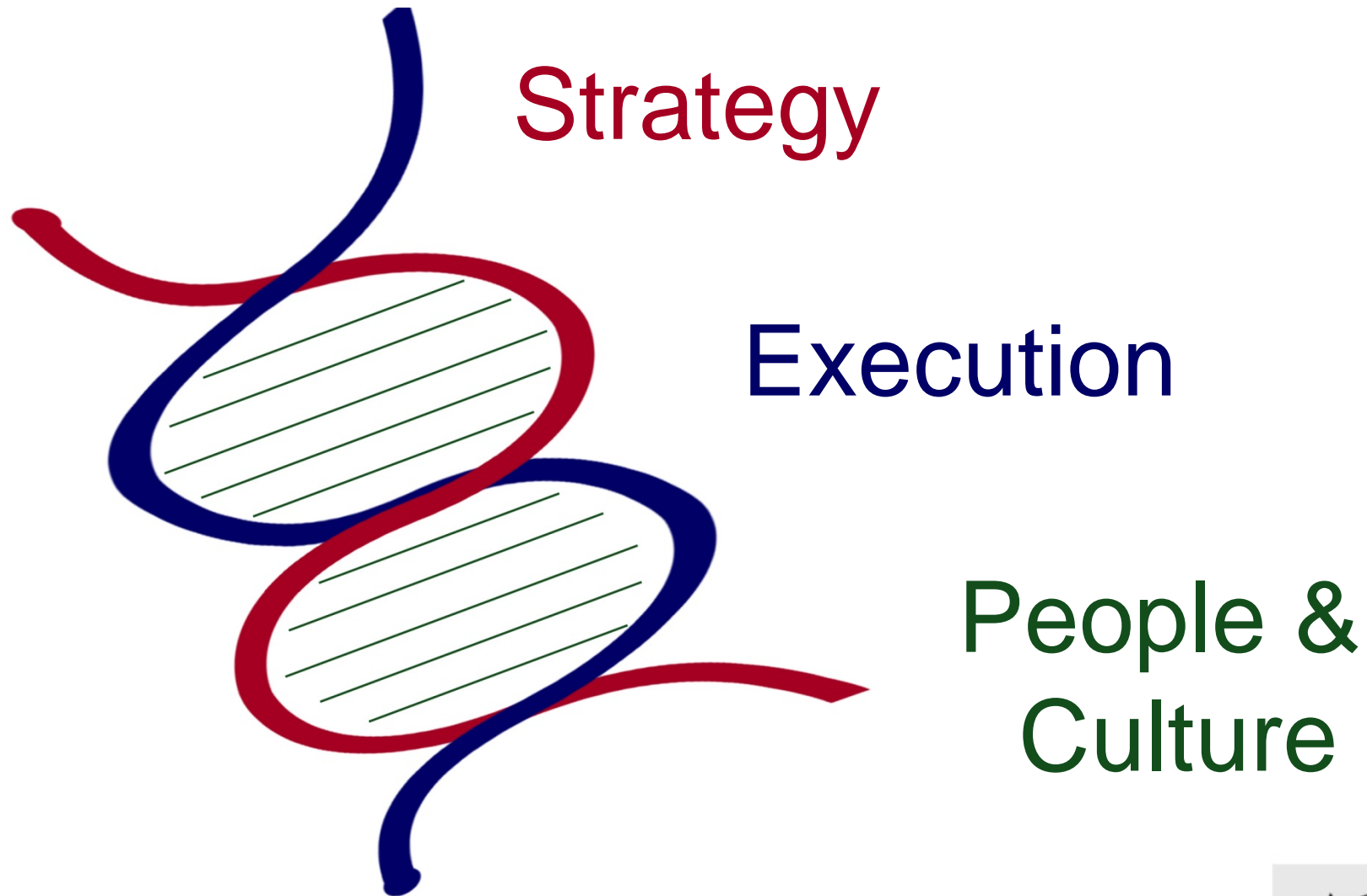
Strategy



The DNA of Organizations



The DNA of Organizations





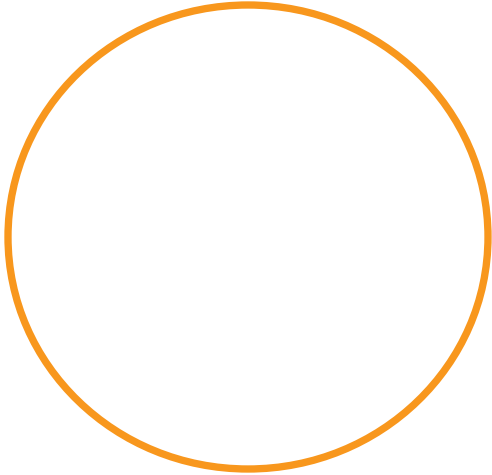
Strategy Vs. Execution Quiz

What is Strategy?



Strategy

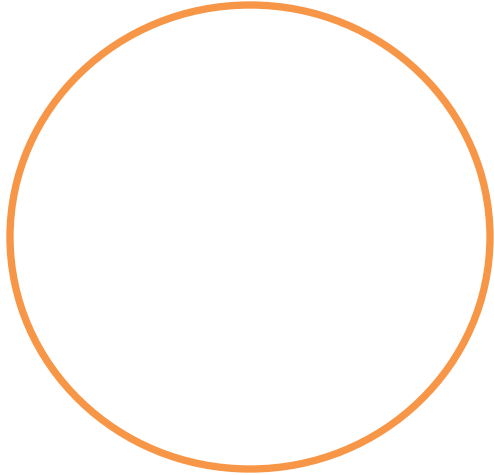
Where are we now?



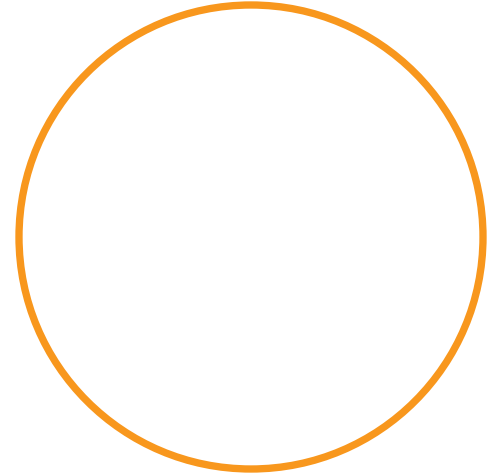


Strategy

Where are we now?



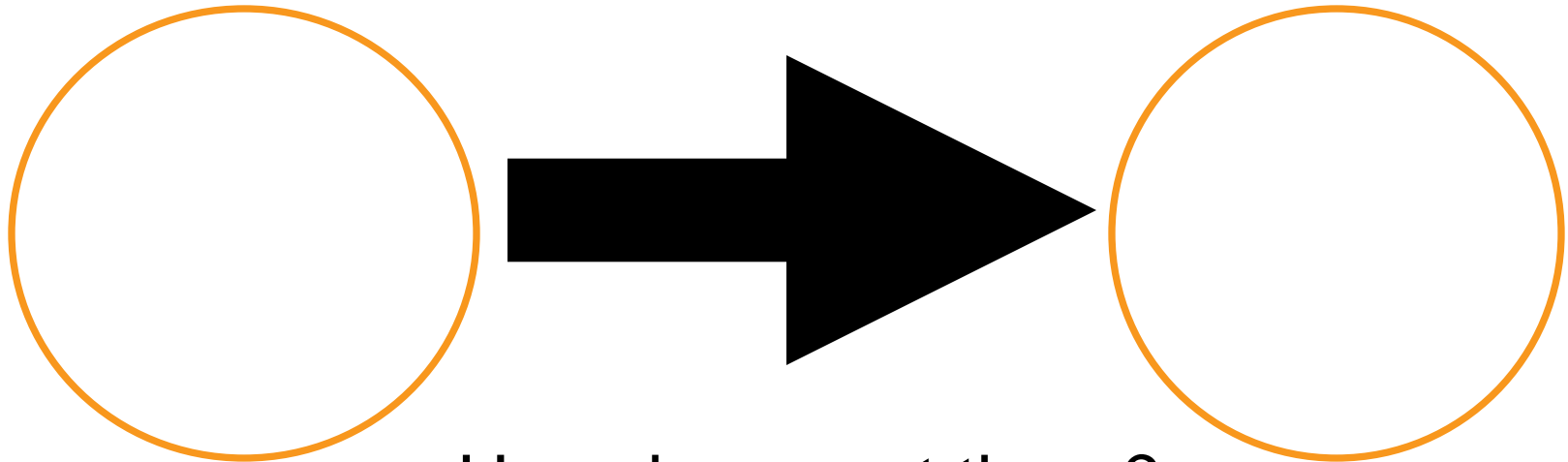
Where do we want to be?



Strategy

Where are we now?

Where do we want to be?



How do we get there?



Key Strategic Questions

What do we stand for?

What do we stand for?

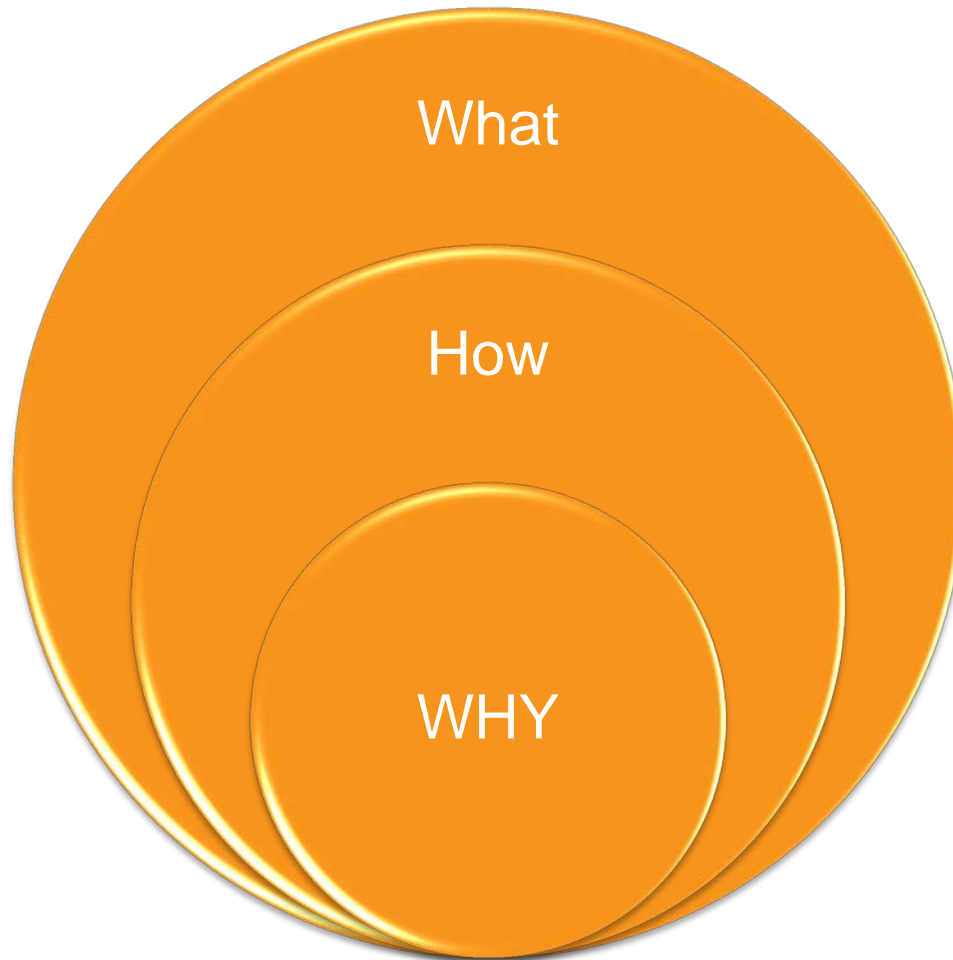
Key Strategic Questions

What do we stand for?

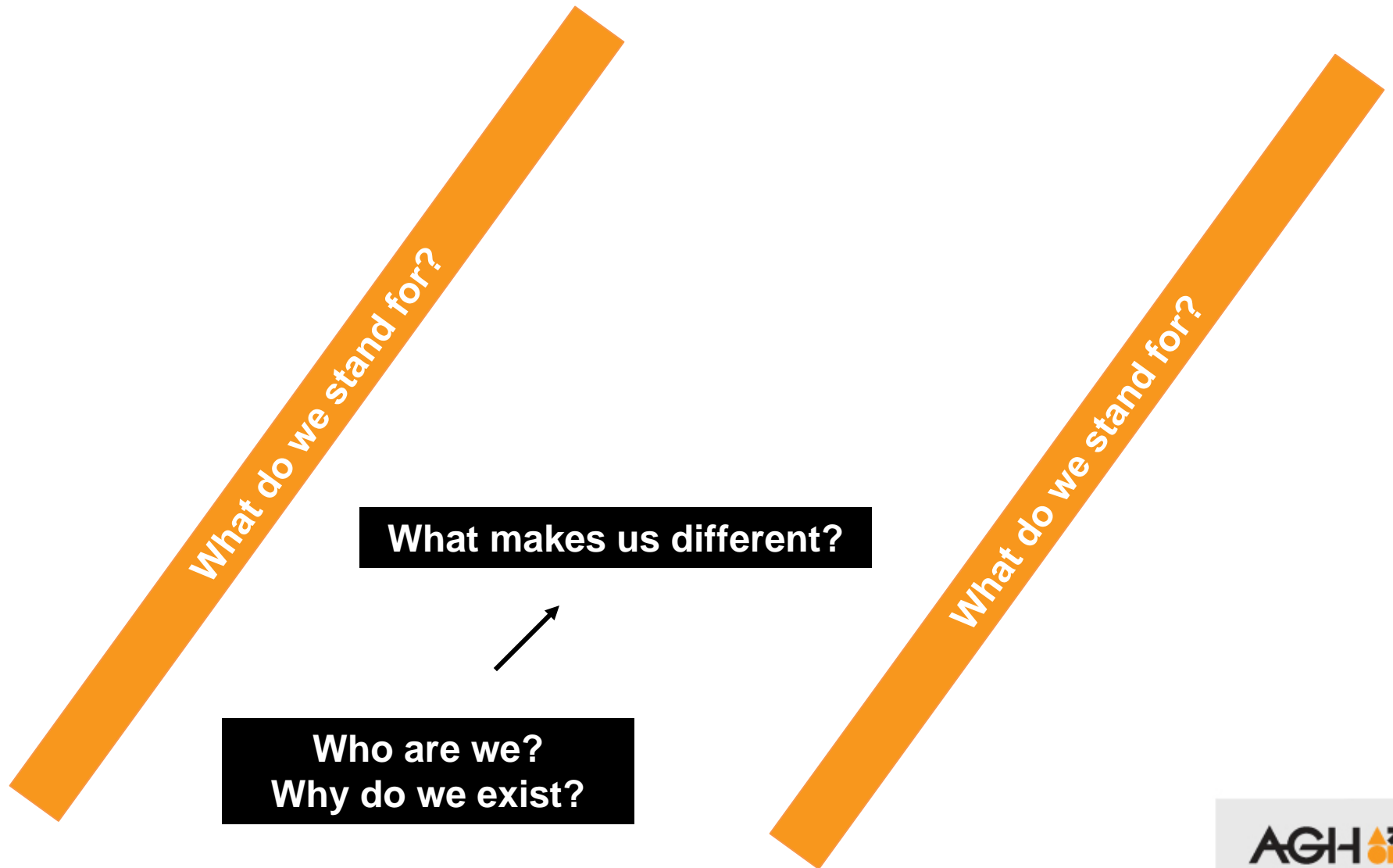
**Who are we?
Why do we exist?**

What do we stand for?

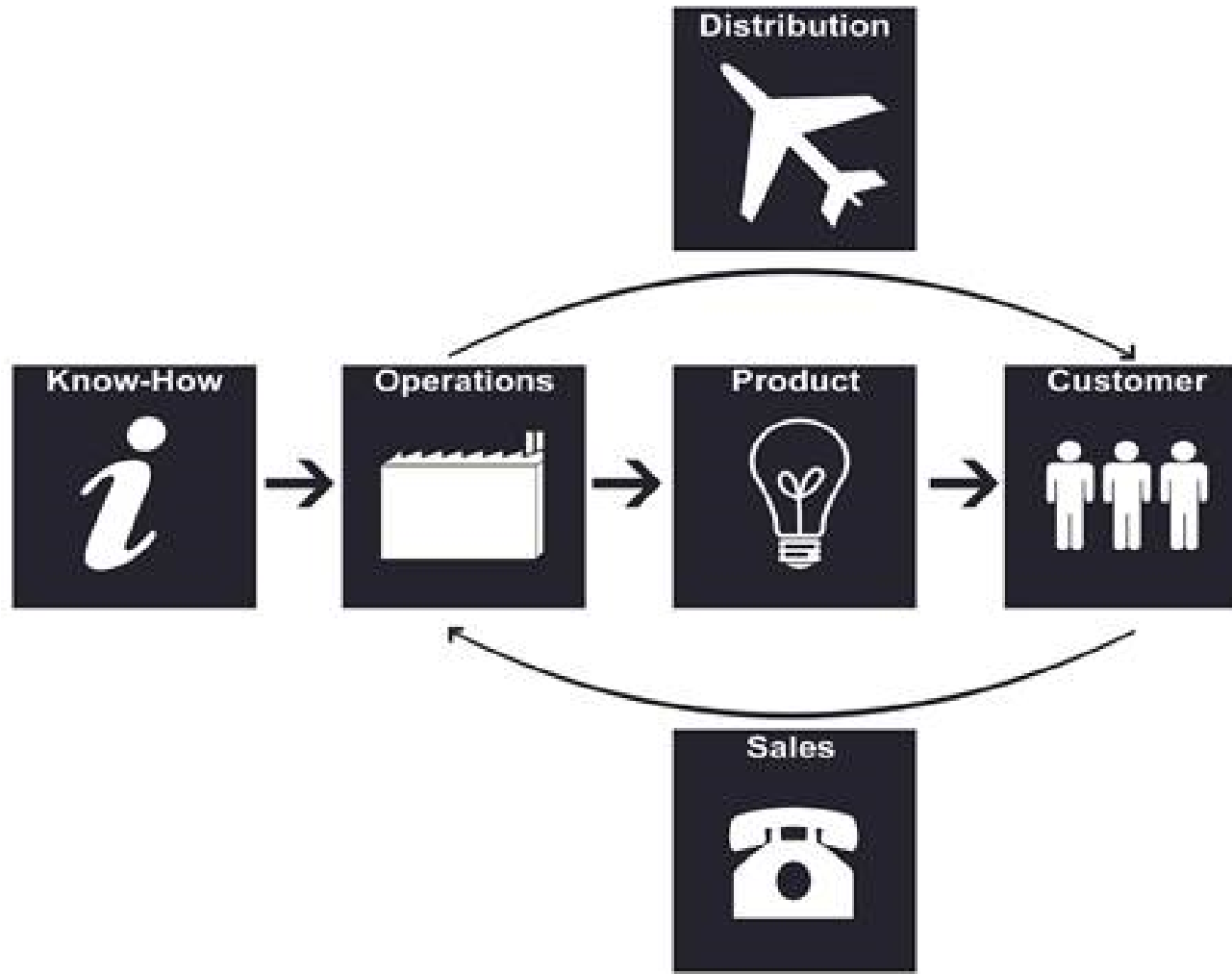
Mission / Why



Key Strategic Questions



What's Your Driving Force?



Hedgehog Concept



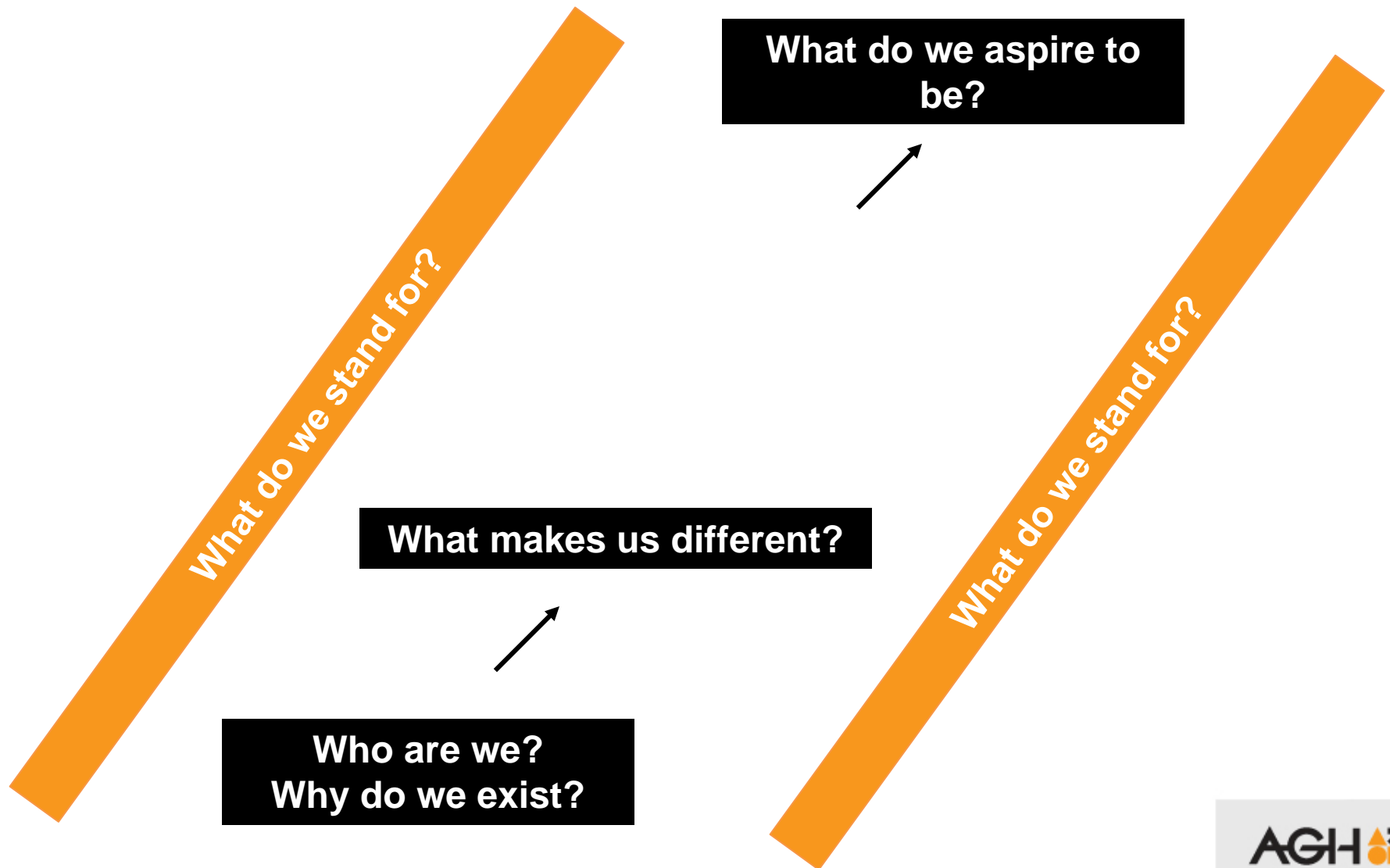
Strategic driver:

What can we be the best at?

“The fox knows many things, but the hedgehog knows one big thing.”

-- Isaiah Berlin

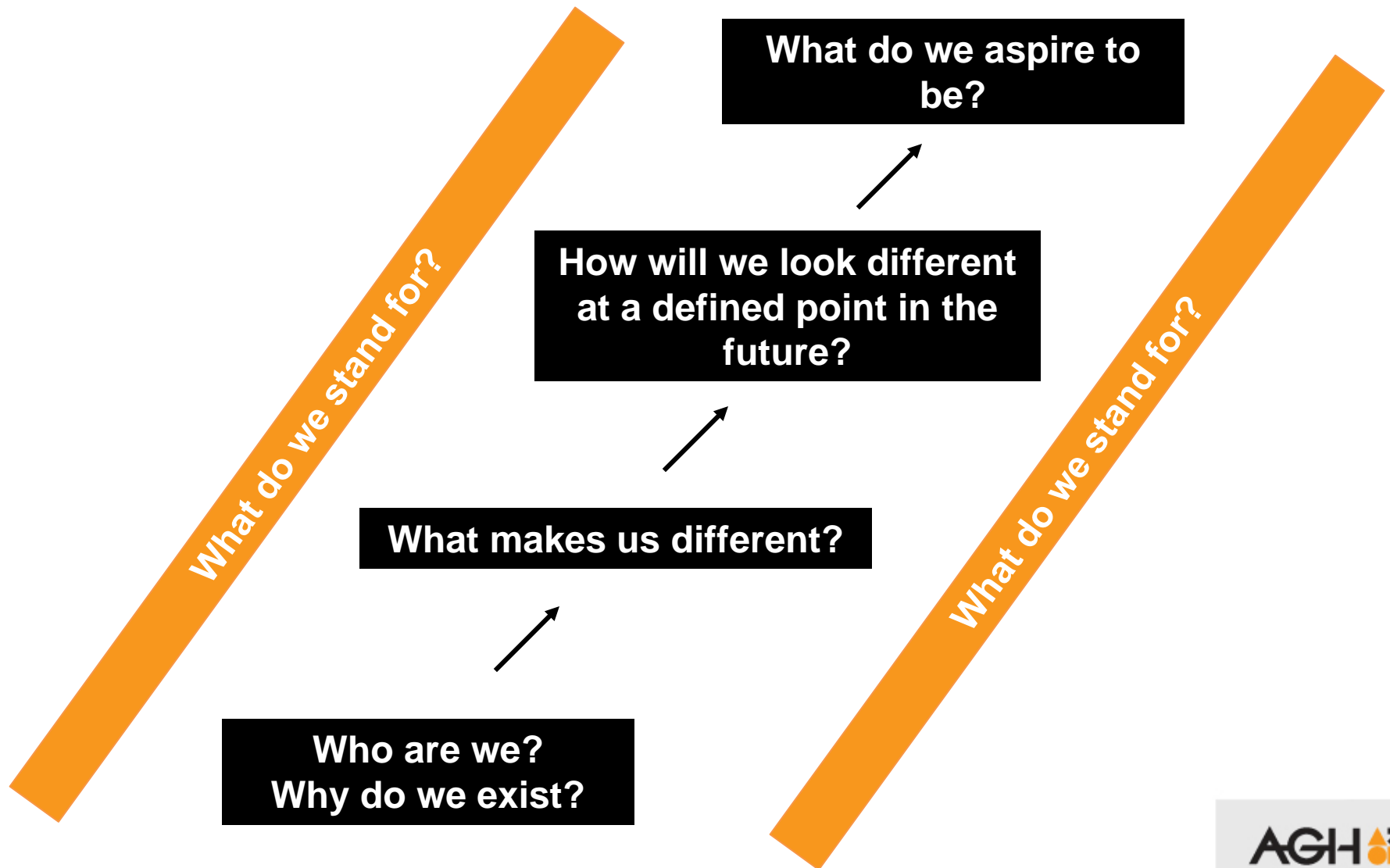
Key Strategic Questions



Bad Vision/Mission Statements

"To create a shopping experience that pleases our customers; a workplace that creates opportunities and a great working environment for our associates; and a business that achieves financial success."

Key Strategic Questions



Strategy is NOT...

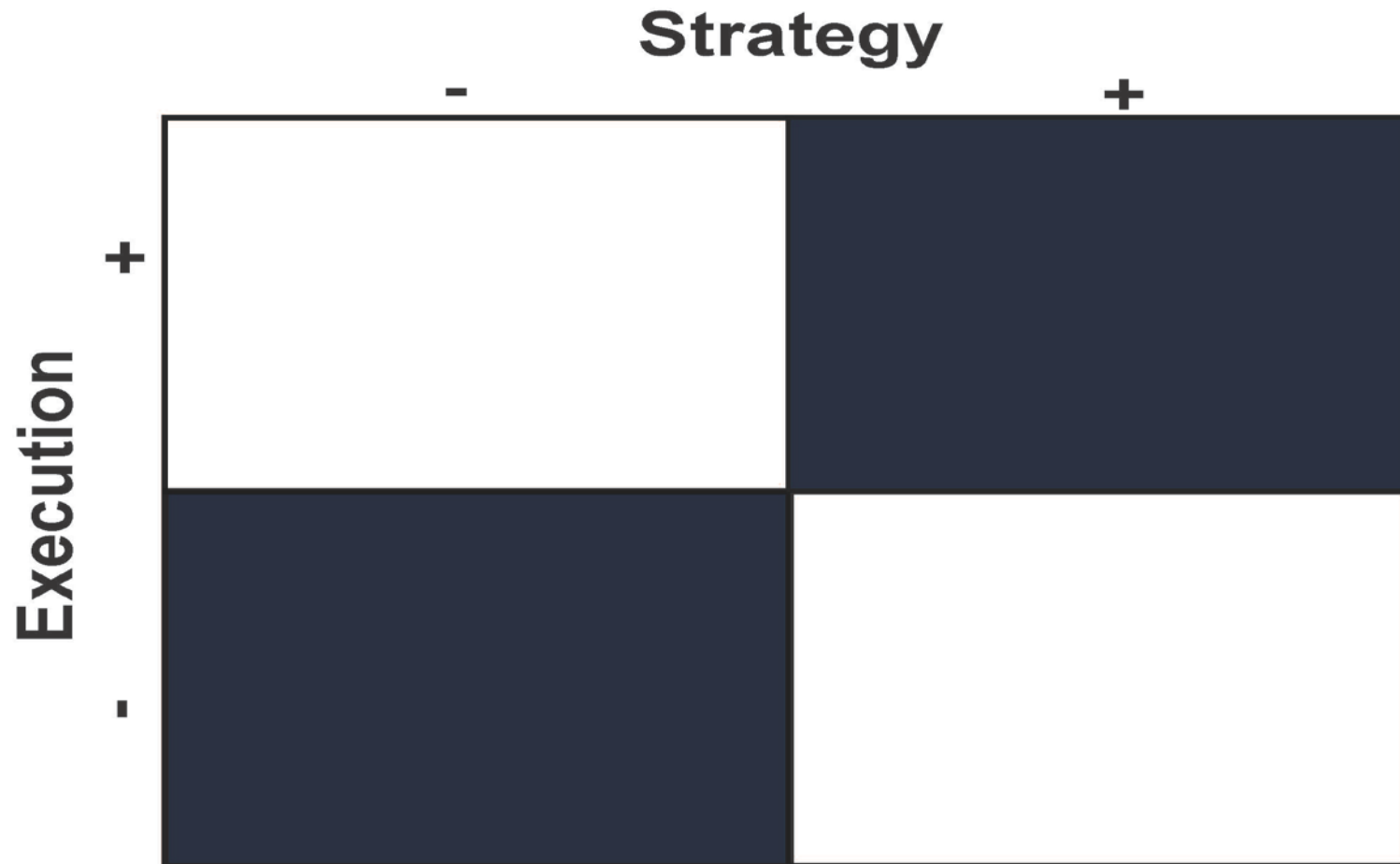
Profit

Quality

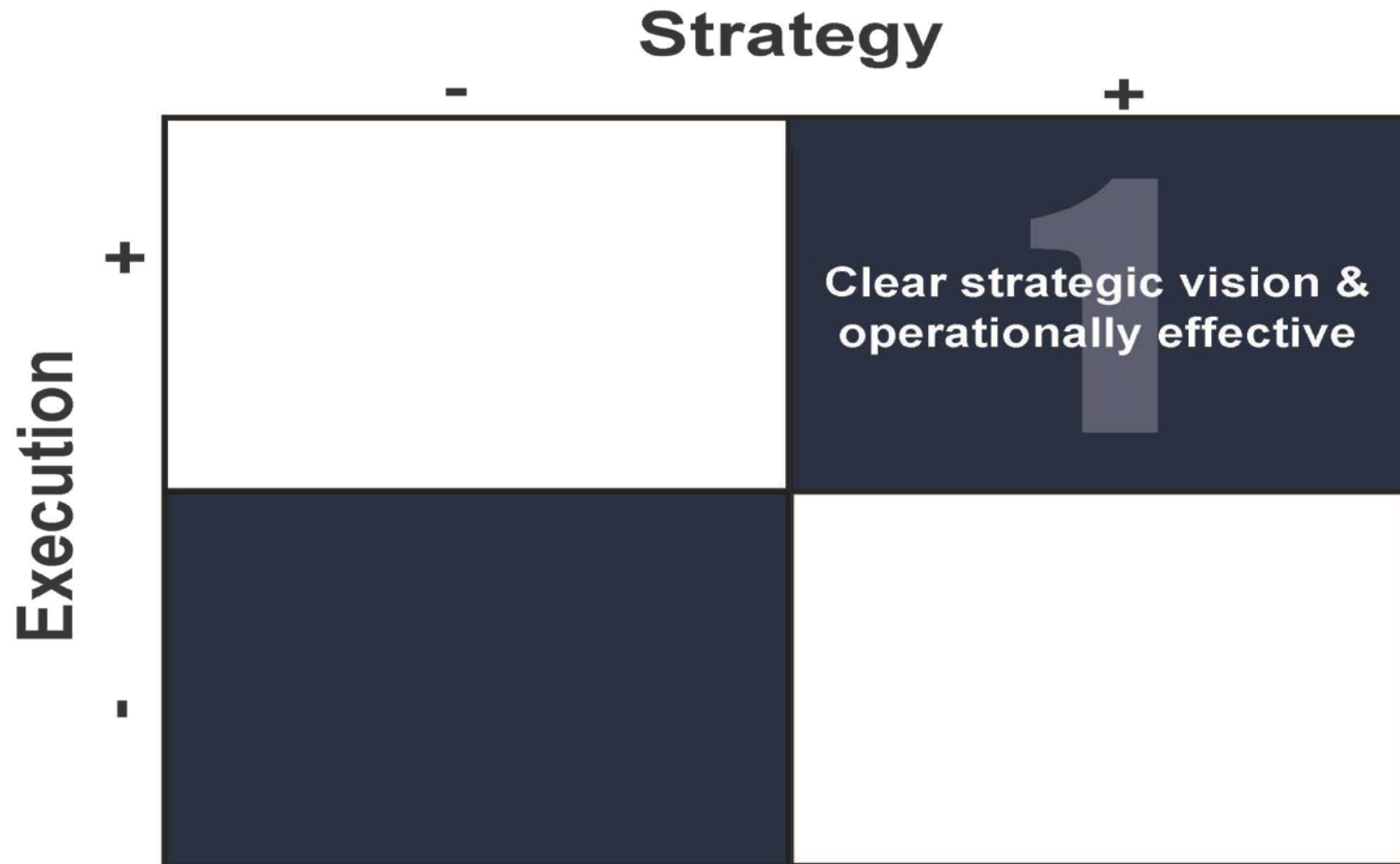
Customer Service

Strategy Vs. Execution

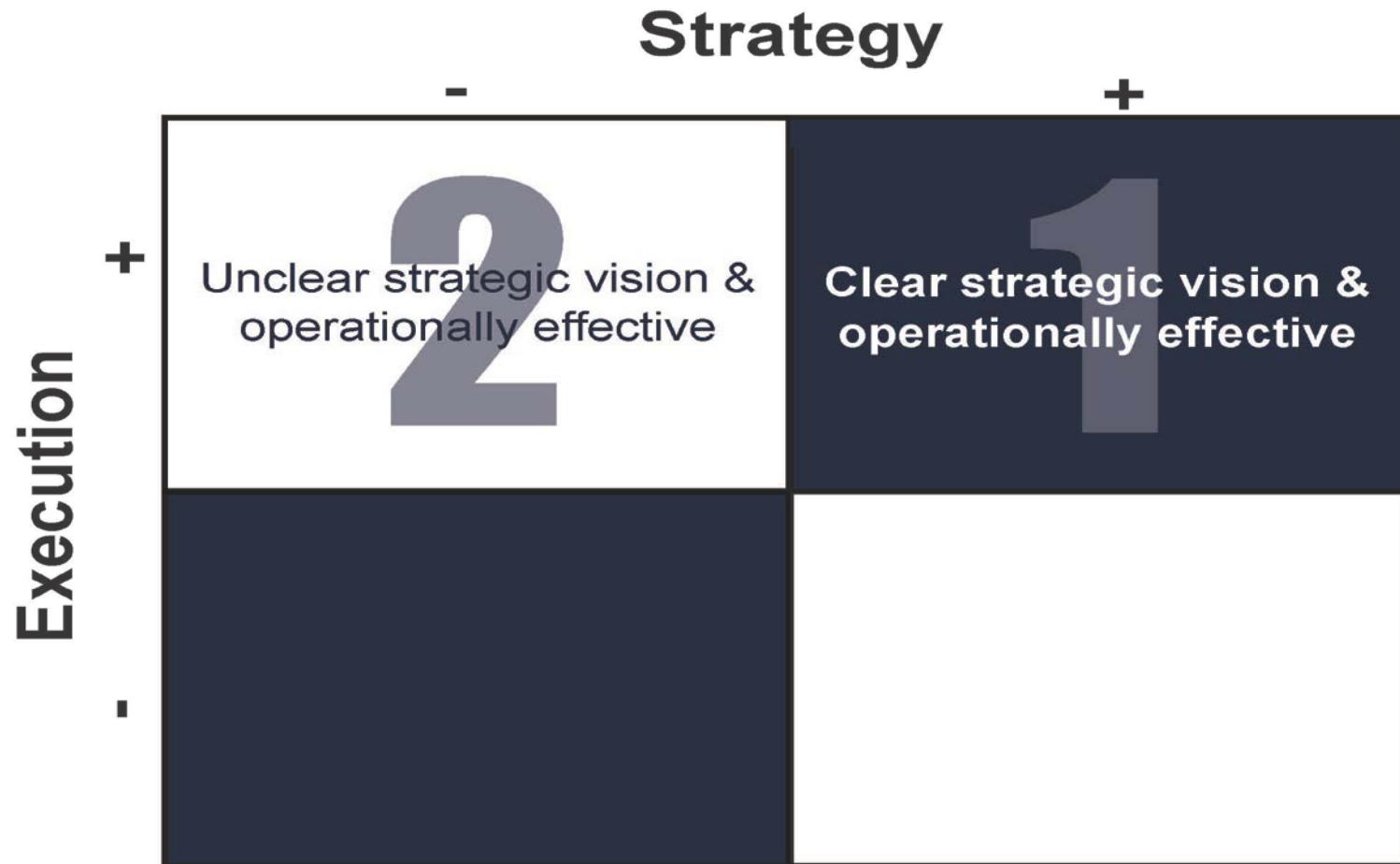
Strategy vs Execution



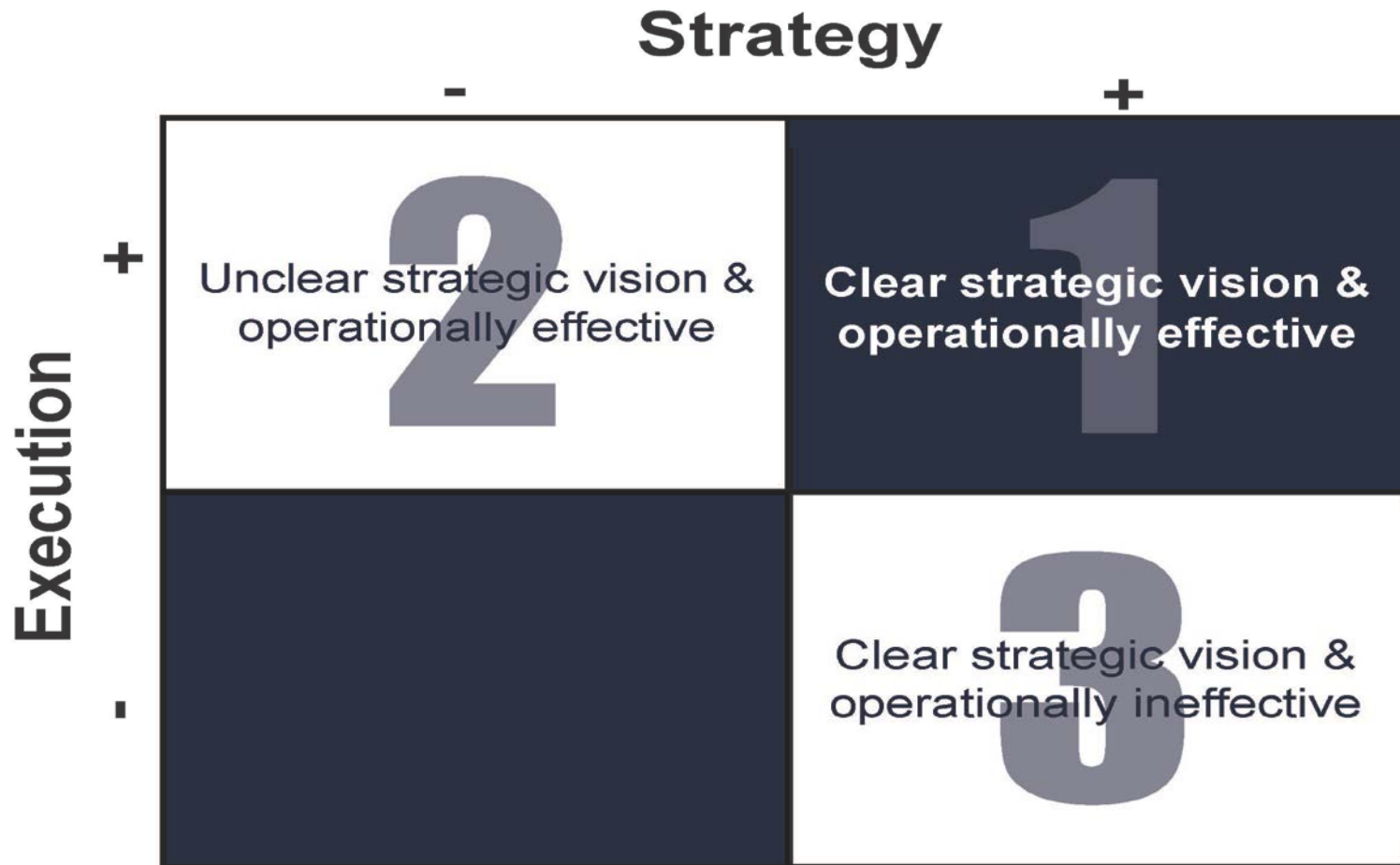
Strategy vs Execution



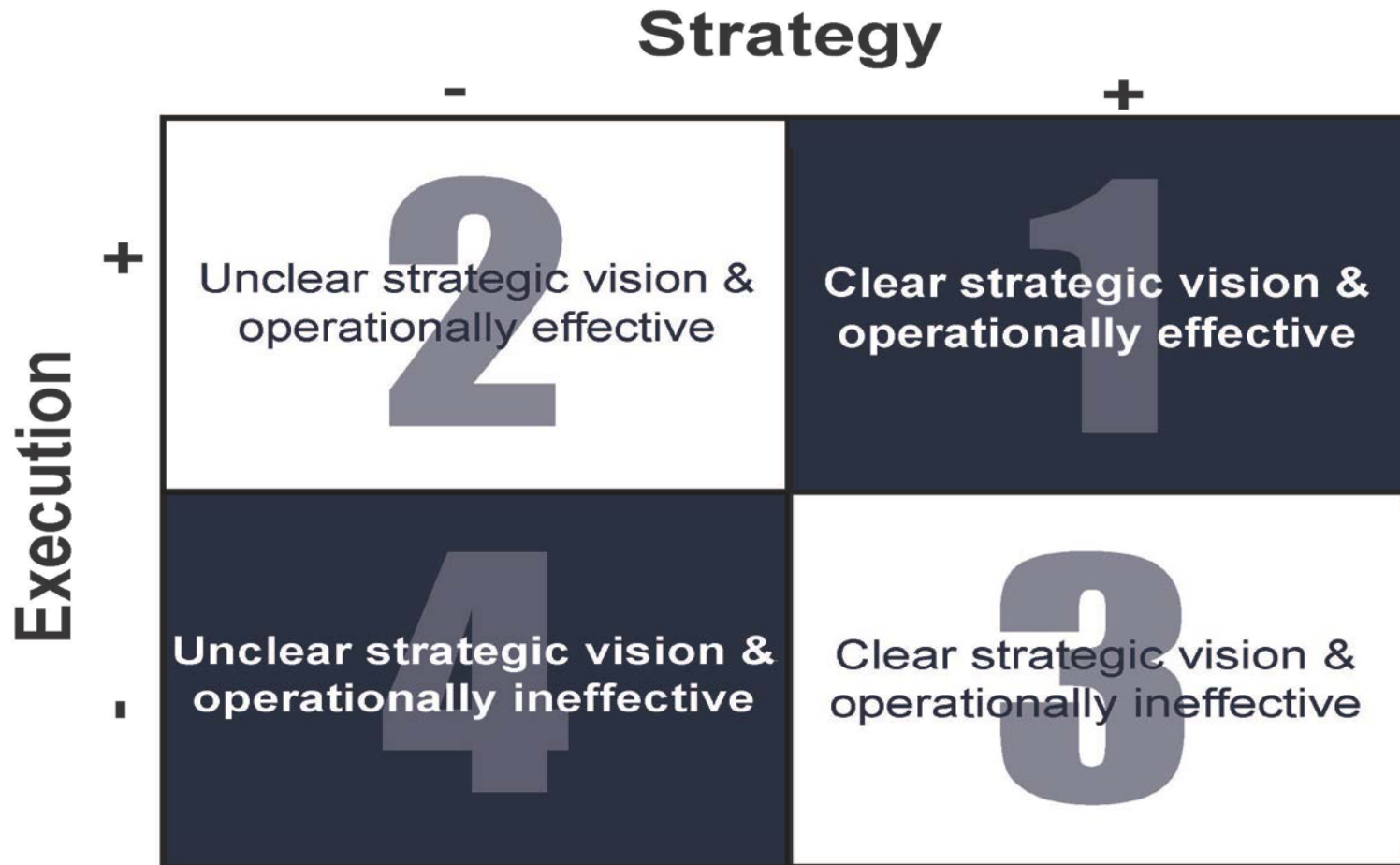
Strategy vs Execution



Strategy vs Execution



Strategy vs Execution





Polling Question #3

Why is Strategy Important?

“Boat Without a Rudder”



Not a Book on a Shelf



Changing Environment

Strategy cannot be static because we live in a changing world.



Examples



Examples

U B E R

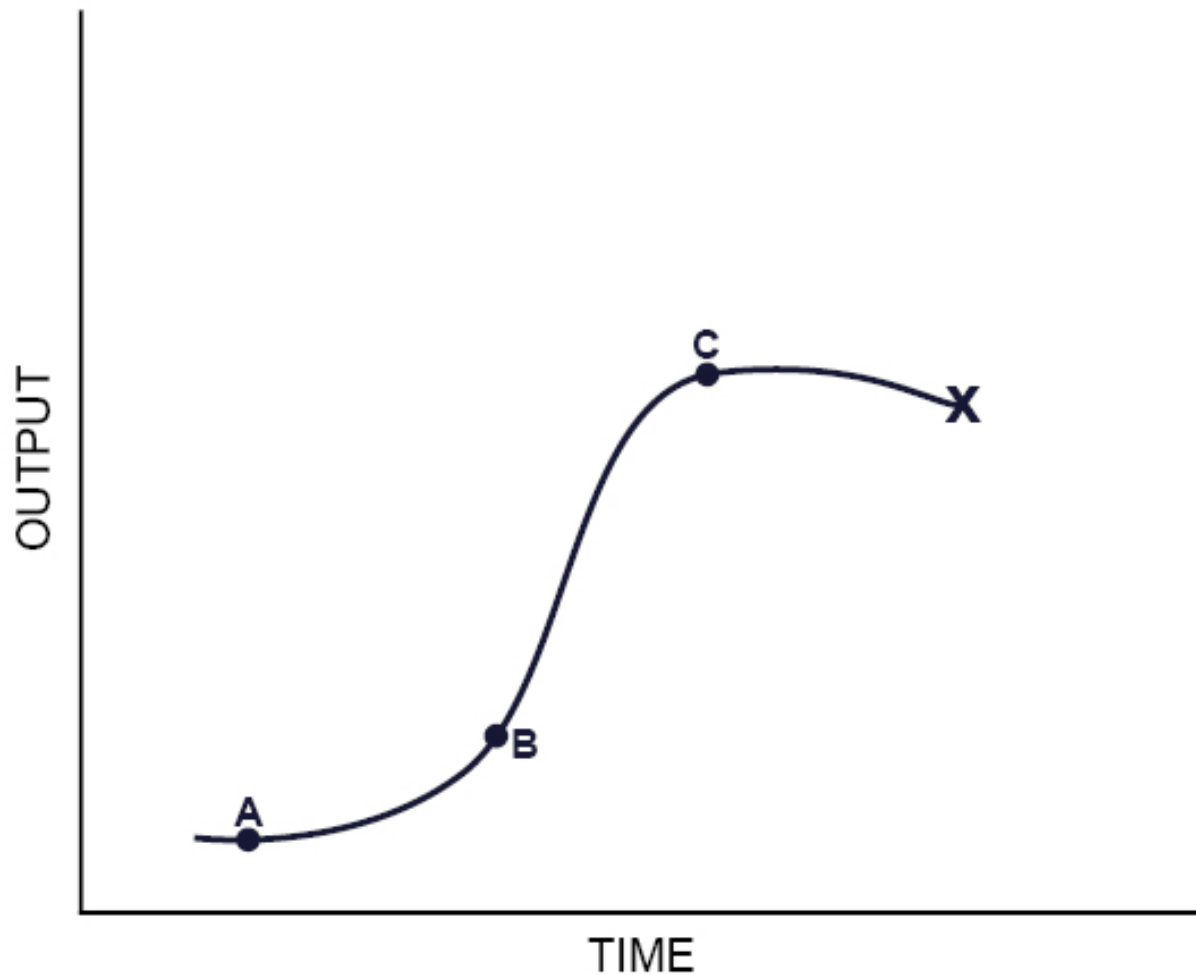


Organizations (and Their Needs) Change



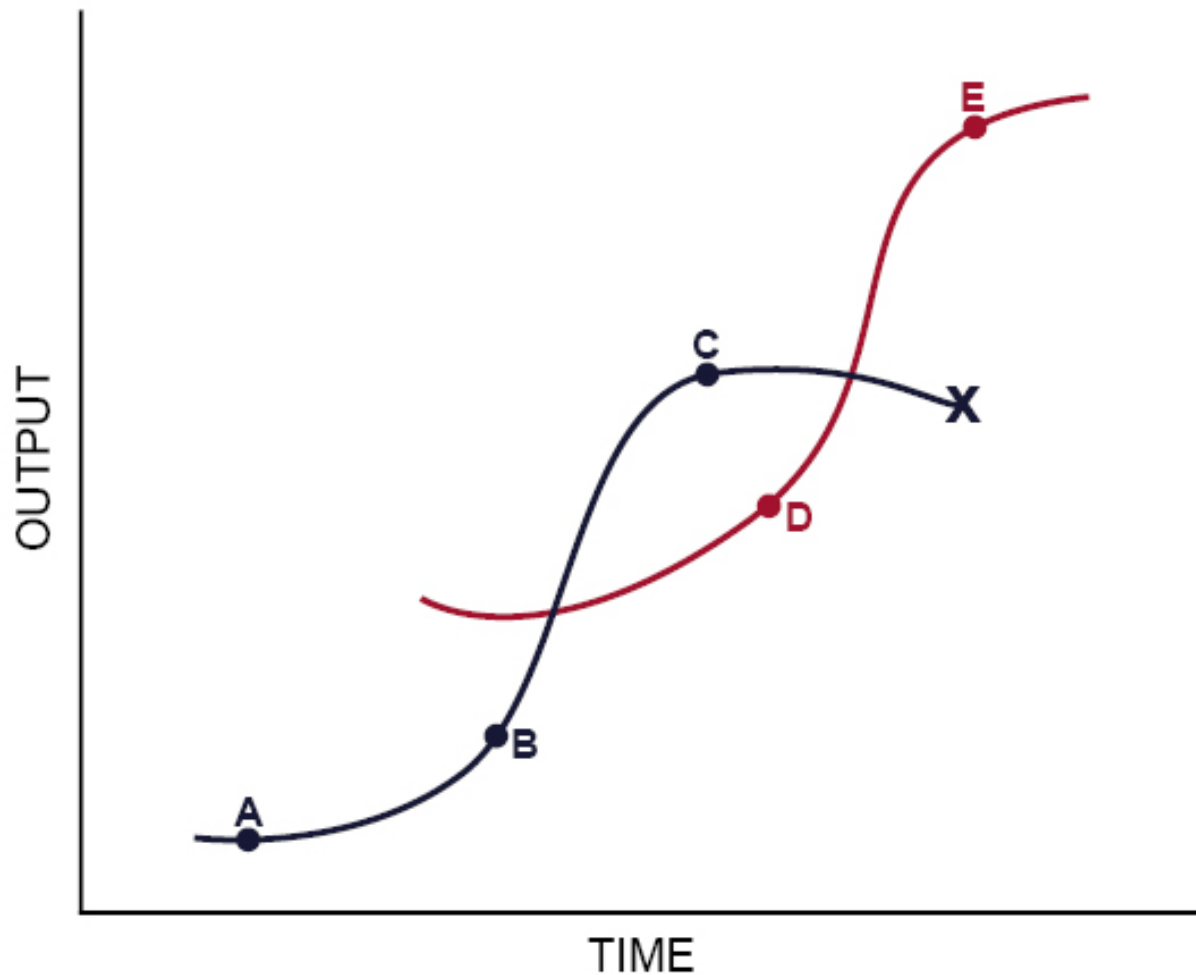
The S-Curve of Growth

The S-Curve Principle



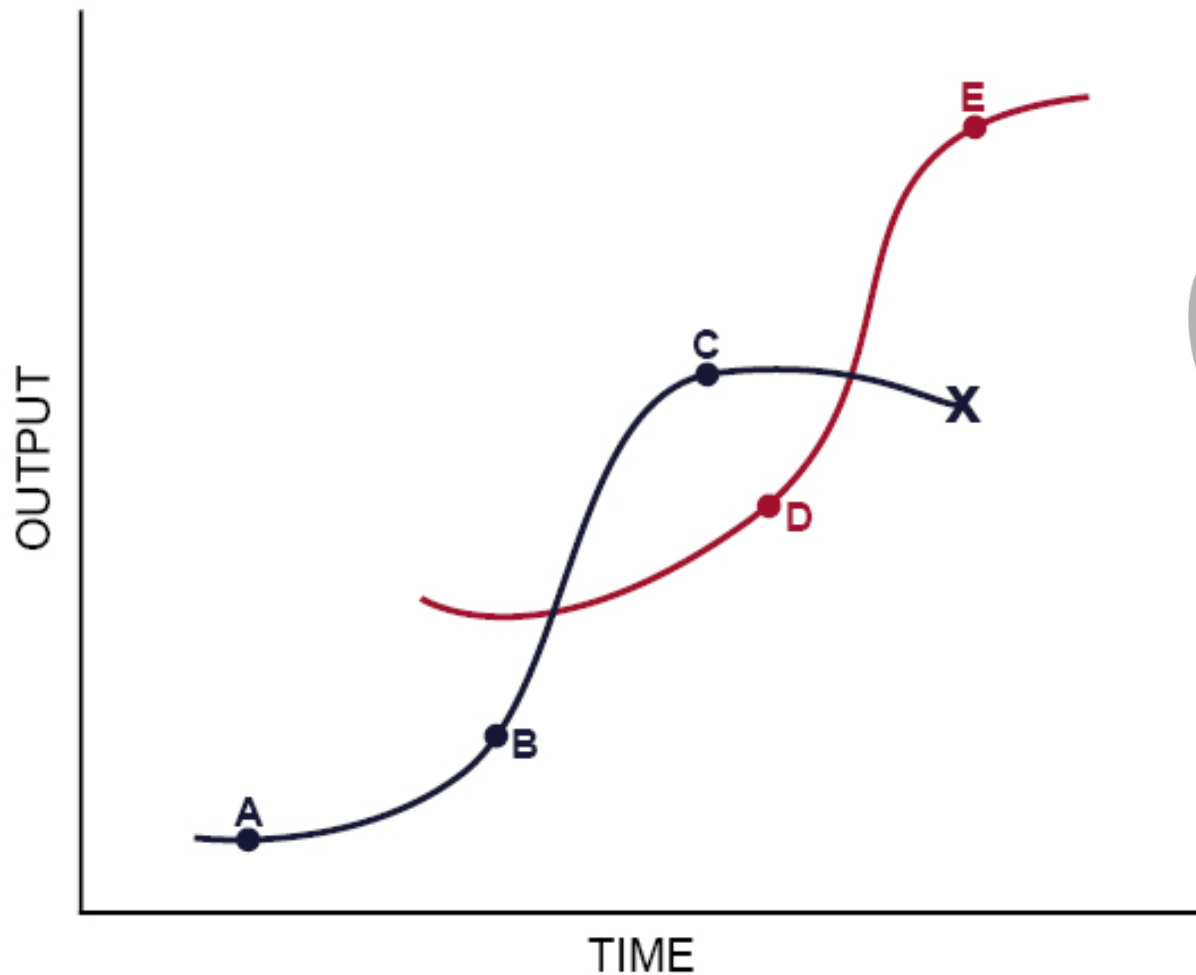
The S-Curve of Growth

The S-Curve Principle



The S-Curve of Growth

The S-Curve Principle





What Doesn't Change

Values

Mission

Vision

Why Does Strategy Fail?

Reasons Why Strategy Fails



**Strategic
Issues**



**Execution
Issues**



Execution Failures

It lacks clarity
on execution.

It lacks
accountability.

It lacks
resources.

The wrong
people are
involved.

It lacks
buy-in.

The structure
doesn't follow
the strategy.



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Strategic Failures

It lacks clarity
on strategy.

It tackles too
much.

It doesn't
change with the
environment.

It isn't
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It's the wrong
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Examples of Failed Strategy



Examples of Failed Strategy





Polling Question #4

Test for Strategy

Three Tests of Strategy



- ✓ Can the leader express his/her strategy in a clear, compelling, and concise way?

Three Tests of Strategy



- ✓ Can the leader express their strategy in a clear, compelling, and concise way?
- ✓ Can key managers do the same that sounds similar?

Three Tests of Strategy



- ✓ Can the leader express their strategy in a clear, compelling, and concise way?
- ✓ Can key managers do the same that sounds similar?
- ✓ Can average employees share something similar?

Review:

Strategic Planning Myths

“It’s a one-time event.”



“It’s a waste of time and resources.”



“It’s neither practical nor actionable.”



“It’s our mission statement.”



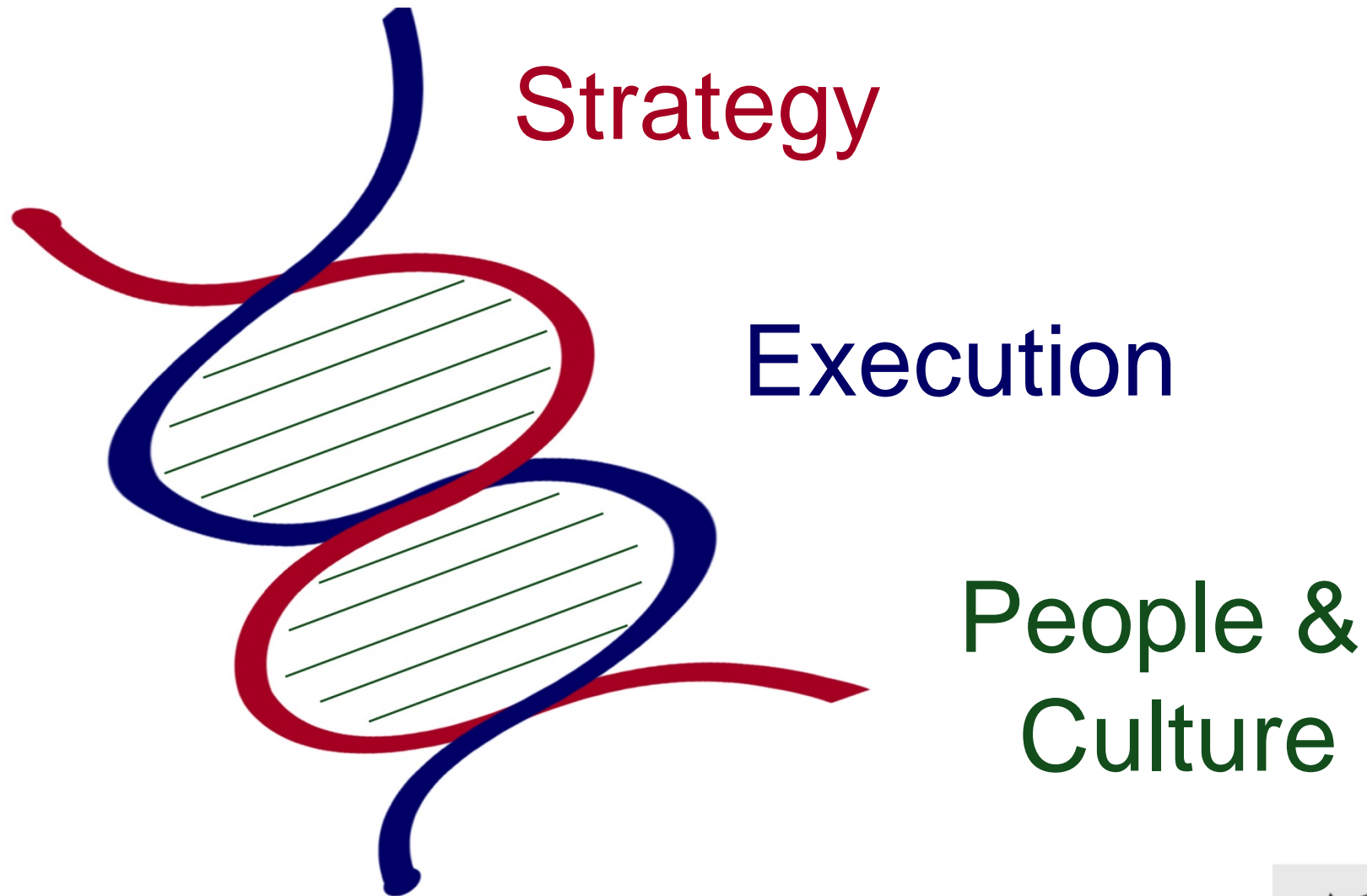
“We’ll make it part of our weekly meeting.”





Polling Question #5

The DNA of Great Organizations



The DNA of Great Organizations



Strategy:

- Ongoing dialogue
- Clear, shared, compelling answers to key questions
- Serves as a roadmap
- Works as a filter

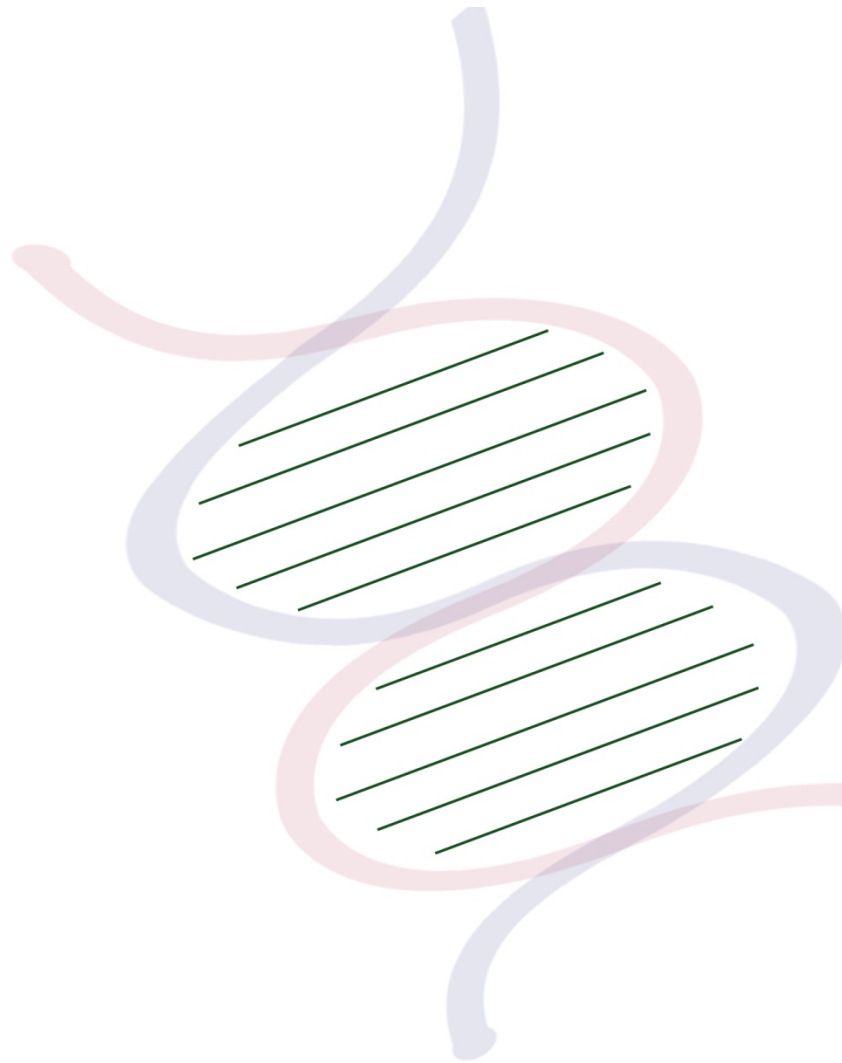
The DNA of Great Organizations



Execution:

- Important, non-urgent actions
- Rigorous alignment with strategy
- Ongoing accountability

The DNA of Great Organizations



People & Culture:

- Hands-on managers
- Engaged employees
- High-performing teams
- Productive culture

Next Steps



Next Steps

Test colleagues regarding strategic alignment.

Get senior leadership/ownership buy-in.

Refresh strategy.

Rework entire strategy.

Execute on your existing plan.



Poll #6





Resources

“Strategy Pure and Simple” by Michel Robert

“Good to Great” by Jim Collins

“Start With Why” by Simon Sinek

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