

# **STRATEGIC PLANNING STEPS**

## **preliminaries**

Q: What is a strategic plan?

14A road map for organising the present on the basis of the projections of the desired future.

Q: Why a strategic plan?

15Can proactively deal with dynamics of system.

16Enables harnessing internal resources

17Engenders continuity

18Drives effective decision making

19Facilitates the organisational evaluation process

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Q: Where are we and how did we get there?

21Consult existing plans, even if they are not strategic plans.

- Get the confidence of the Planning chief and obtain data.

22Where are we going?

- Analyse the data obtained to decipher trends.

Q: Where should we be going?

- Outline mission and vision.

### Developing the SP

#### 23 Seek Leadership buy-in

- Essential that the CEO and MGT buy-in
- Explain the benefits accruable both long term and short term.
- Essential to concentrate on quick wins to encourage their tenacity

#### 24 Form CSP Committee

- Essentially a CEO function
- Start with small group of 'believers' who reinforce each other
- Expand group to critical stakeholders
- In expanding stakeholders group; ensure no one can hold the group captive.
- As much as possible, operate a sub-committee system in main committee. This way, every one contributes.
- Leave room for sub-committees to work independently.
- Use main group as clearing house for direction and philosophy

## 25 Collect data

- Get data for assessment of the internal and external environment.

## 26 Analyse data

- Analyse data (GAP, SWOT etc) and get Information
- Note trends
- Compare to peers
- Be definitive about situation

## 27 Vision of where to go

- Review mission and vision in the time frame, with development in mind
- Outline SMART strategic objectives

## 28 Review options/ decide what to do

- Determine pragmatic options available to achieve objectives.
  - Be aware of technological and other changes expected in the environment
- Pick viable and sustainable options that reinforce perceived strengths and potentials.

## 29 Cost Analysis

- Cost of the selected options.
- Determine financing alternatives

## 30 Timeline

- Outline timeline with start and stop times for activities.
- Relate these in sequence by noting serial and parallel orders

### 31 Monitoring and Evaluation:

- Set targets for projects/activities in measurable terms.
- Outline Means of Verification (MoV)
- Determine format of variance reports and strategies for intervention.

### 32 Review process

- Set up a feedback mechanism for reviewing and aligning the implementation with the Mission, Vision and Targets.
- Ensure review process breaths life into the Change management process with positive growth and development as foci.

### 33 Adoption

- Present the SP report to Management and Stakeholders
- Agree on Implementation Committee.

### 34 Implementation

- Drive the Strategic Plan for Organisational

## Development

- Find funding
- Report on Progress Regularly.