

# How to Turn Strategy From a Plan to a Way of Being



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## Introduction and Agenda

### Strategic Planning Overview

- Why strategic planning
- Seven parts of a strategic plan
- The “traditional” strategic planning cycle

### A Paradigm Shift

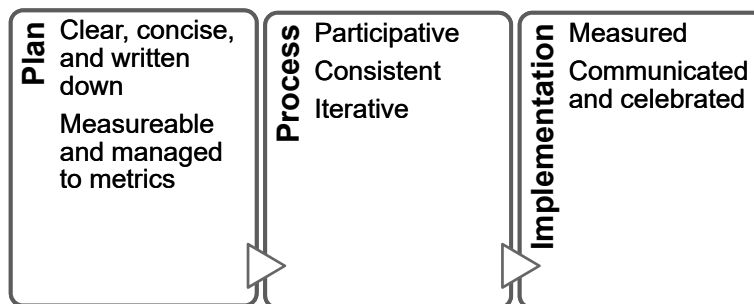
Strategic Planning → Way of Being



## Why Strategic Planning?



## 3 Key Components

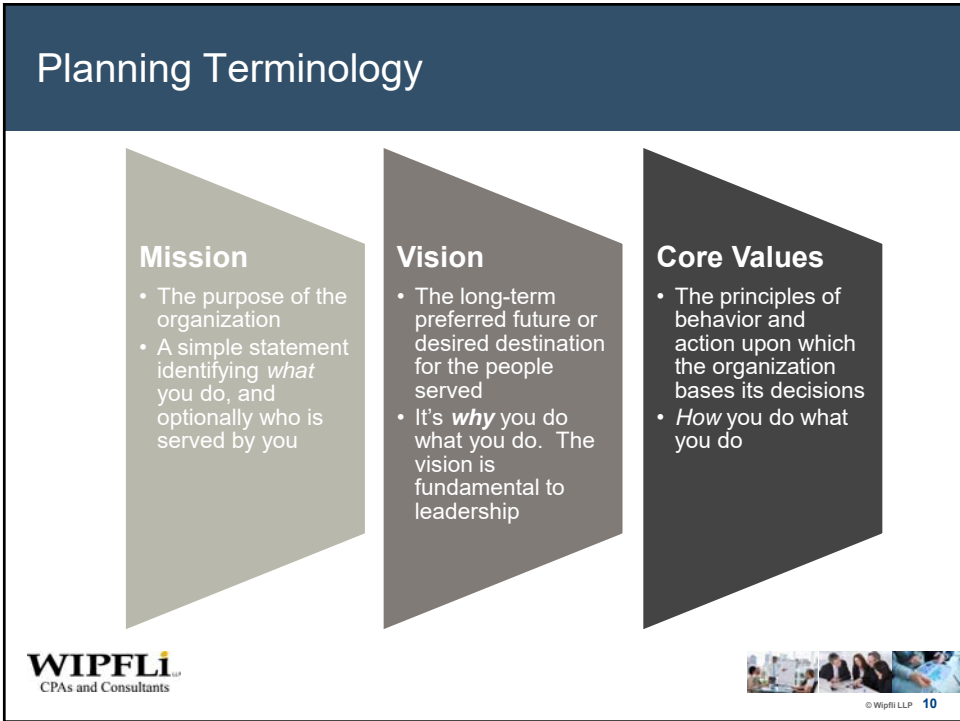
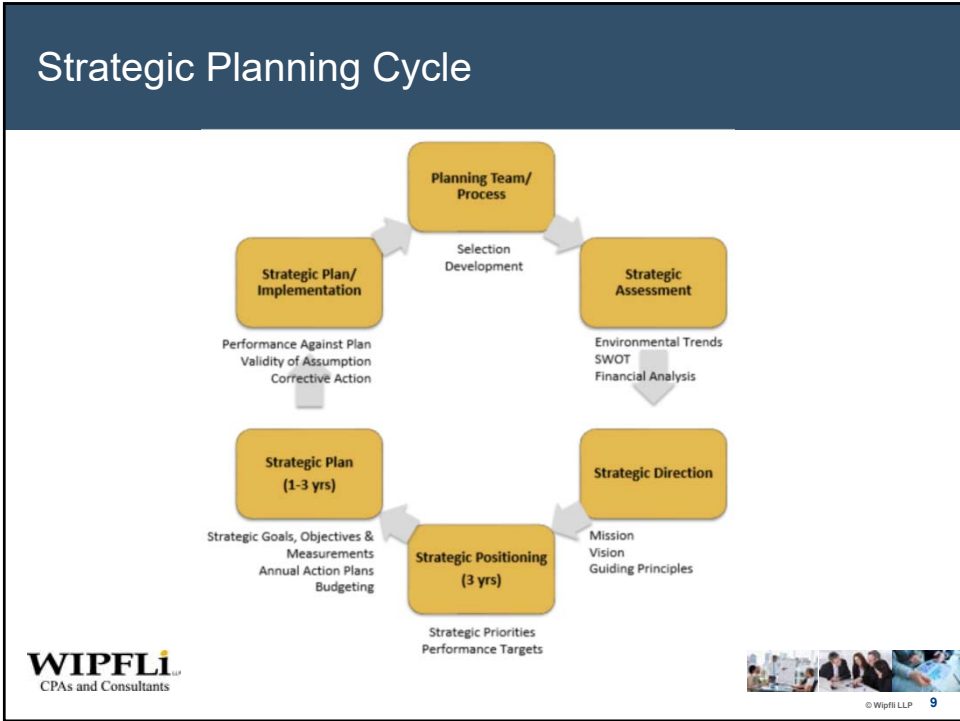


## Strategic Planning Time Frame

- Rolling 3- to 5-year plan
- Updated annually and extended
- Impetus for annual budget and annual plan
- Departmental/location/individual work plan content:  
3 years and annually

## 7 Parts of a Strategic Plan





## Planning Terminology (continued)

### Strategic Priorities

- Broad priorities, or “big rocks”
- High-level goals needed to achieve the vision

### Strategies

- Actions necessary to fulfill the strategic priorities

### Action Plan

- Task-level activities
- Accomplishes the strategies and the strategic priorities
- Uses the present tense in the active voice

## The Strategic Planning Team

Often 8-12 members

Ideally:



- Leader/Visionary
- Smartest
- Creative/Innovative
- Devil’s Advocate
- Change Agent
- Wisdom/Wise Sage

SPT members often become critical change agents when action plans are implemented

## SWOT Analysis

STRENGTHS (Leverage)	WEAKNESSES (Improve/Strengthen)	OPPORTUNITIES (Capitalize)	THREATS (Minimize)
1.	1.	1.	1.
2.	2.	2.	2.
3.	3.	3.	3.
4.	4.	4.	4.
5.	5.	5.	5.
6.	6.	6.	6.



*Let's also consider Barriers???*



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## Vision

- Leadership typically owns the process
- The “North Star”
- No more than 3-4 paragraphs
- “Paints” the picture
- Why and where
- The decision “measuring stick”



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## Mission

Answers two questions . . .

What are we here for?

What's our purpose?

## Strategic Priorities

Flow directly from the SWOT and the Vision

“Cylinder” of the funnel

No more than 4 or 5



## Typical Broad Priorities

Board Governance	Customer Relationships
Leadership & Management	Delivery Channels & Marketing
Risk Management	Employee Engagement
Sales & Growth	Productivity & Efficiency
Profitable Growth	
Increased Impact	

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## Financial Measures and Metrics


Unique to your organization

Numbers are not the plan

A Balanced Scorecard has traditionally been used to measure progress to plan

- Key Performance Indicators (KPIs)
- Objectives and Key Results

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## Action Planning

A page for each strategy

WHAT specifically needs to be done . . .

- . . . by WHOM
- . . . by WHEN
- . . . and in WHAT ORDER!

	Action Steps	Steps	Target Completion Date	Comments
1				
2				
3				
4				
5				
6				

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A Paradigm Shift

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## Technology - Directly Impacting All Industries

The diagram illustrates the impact of technology on various industries. On the left, two blue rounded rectangles are labeled 'HISTORICAL BUSINESSES' and 'TECHNOLOGY DISRUPTER'. In the center, a row of logos for historical businesses is shown: Blockbuster, a yellow taxi, Hilton Worldwide, a CD, Macy's, Barnes & Noble, and a travel agent. Below these logos are seven grey downward-pointing arrows. On the right, a row of logos for technology disrupters is shown: Bloomberg, Netflix, Uber, Airbnb, Spotify, Amazon, and Expedia.

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## Futurist or Realist

*"Banking is necessary,  
banks are not."* - Bill Gates, 1994

Speculating on the power of technology and how it would shape the banking world.

The tech industry responds to market conditions and consumer expectations very quickly – they understand that speed to market makes or breaks.

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## Characteristics of the Highest Performers

- Understanding regarding technology's effect
- Future thinking
- Nimble
- Innovative
- Client focused
- Proactive vs. responsive

## What Can We Learn From the Highest Performers?

- Prioritize customer experience
- Have clear understanding of customer journey
- Have infrastructure in place to pivot quickly
- Have fully transparent objectives throughout organization
- Consistently measure progress to goals



Strategic Planning → Way of Being

## Strategic Management vs. Strategic Planning

**Strategic Planning** is the process or approach used in formulating the direction for an organization

**Strategic Management** is the process of achieving the direction, goals, and objectives of the Strategic Planning process

## Strategic Management Phases

The Association for Strategic Planning breaks the process down into the phases:

- Think
- Plan
- Act

Similar to the strategic planning cycle, but should be viewed as an ongoing process and not a single event

## Use Them Together

While the planning process starts the effort at moving the organization forward . . .

Management of action plans, projects, and the life cycle of the strategic plan is an iterative process

How do we get from a plan that sits on the shelf to a way of being?

## Think

### External assessment

- Future – emerging and distant
- Threats and opportunities

### Internal assessment

- Capabilities
- Processes
- Culture
- Change readiness

## Act

Create a performance culture

Implement strategy

Build accountability

- Align the organization to build accountability


Act on metrics

- Adjust and act on data and performance information
- Adjust course

Review and evaluate strategy execution

## Definitions of Agile

### agile

*/ˈædʒaɪl/* 

*adjective*

adjective: agile

1. able to move quickly and easily.  
"Ruth was as agile as a monkey"  
*synonyms:* nimble, lithe, spry, supple, limber, sprightly, acrobatic, dexterous, deft, willowy, graceful, light-footed, nimble-footed, light on one's feet, fleet-footed; *More*  
*antonyms:* clumsy, stiff, slow, dull
- able to think and understand quickly.  
"his vague manner concealed an agile mind"
2. relating to or denoting a method of project management, used especially for software development, that is characterized by the division of tasks into short phases of work and frequent reassessment and adaptation of plans.  
"agile methods replace high-level design with frequent redesign"

## Agile Methodology

### Inception 2001

- Agile Manifesto

### Original Intent

- Productivity driver

### Breaks Down Work

- Small increments

### Cross-Functional Teams

- Work in all functions

### Benefits

- Increased productivity and efficiency



## Empowering Agile Practices

What does agile promote?

- A process that encourages frequent inspection and adaptation
- Leadership philosophy that encourages team work, self-organization and accountability
- A business approach that aligns development with stakeholder needs and organizational goals

## Empowering Agile Practices

When is agile most effective?

- For projects that are complex
- When it is difficult to fully define the scope or set of requirements at the beginning of a project
- Projects that are likely to have many changes or updates during the project life cycle

## Objectives and Key Results (OKRs)

60s  
Management  
by Objectives

Today  
Objectives and  
Key Result

80s  
S.M.A.R.T.  
Goals

2000  
4DX

**WORKPATH  
OKR<sup>+</sup>**

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## Objectives and Key Results (OKRs)

### Objectives and Key Results OKR

The best practice of setting and communicating company, team and employee objectives and measuring their progress based on achieved results.

**Objectives:**

- ambitious
- qualitative
- time bound
- actionable by the team

**Key Results:**

- measurable and quantifiable
- make the objective achievable
- lead to objective grading
- difficult, but not impossible

Company  
Team  
Personal

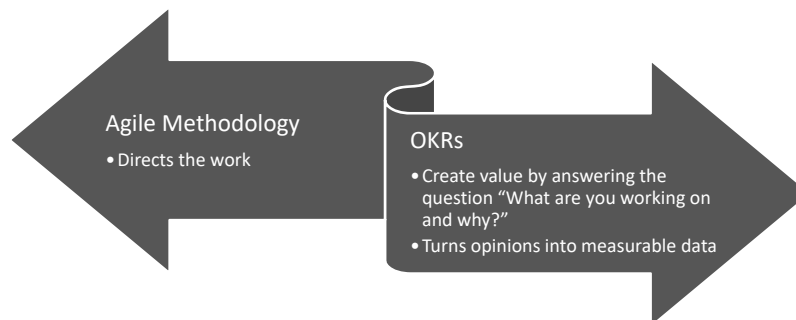
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## Why OKRs in Action Planning

- Four Superpowers of OKRs
  - 1) Focus and Commit to Priorities
  - 2) Align and connect for teamwork
  - 3) Track for accountability
  - 4) Stretch for amazing
- Continuous performance management
- Importance of culture

## OKRs and Agile





### Why It Matters

“If you don’t know where you’re going,  
you might not get there.”

– Yogi Berra

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## Questions



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