



STRATEGIC PLANNING

WEEK ONE: Introduction

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Definition of a Strategic Plan

“A **strategic plan** maps out where a company is headed, establishes strategic and financial targets, and outlines the competitive moves and approaches to be used in achieving the desired business results.”

Shaw, G., Brown, R., & Bromiley, P. (1998). Strategic stories: How 3M is rewriting business planning. *Harvard Business Review*, 76(3); Collins, D. J., & Rukstad, M. G. (2008). Can you say what your strategy is? *Harvard Business Review* 86(4).

Definition of Strategic Planning

“**Strategic Planning** [is] a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why.”

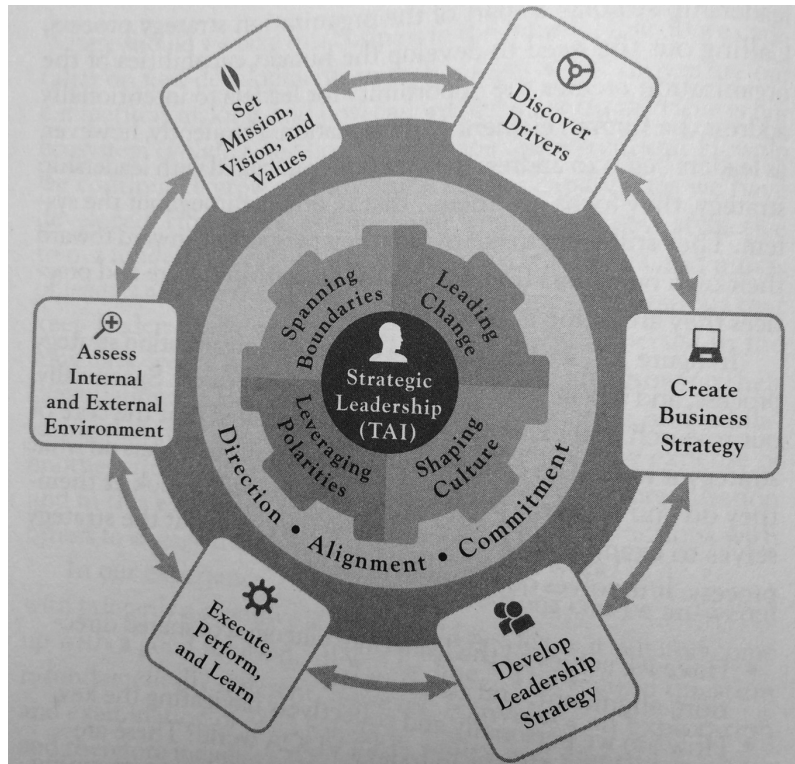
Bryson, J. M. (2011). *Strategic planning for public and nonprofit organizations* (4th ed.). San Francisco: John Wiley & Sons, (pp. 7-8).

Why do I need a Strategic Plan?

Perhaps the following quote answers this question the best:

“Planning is an unnatural process; it is much more fun to do something. And the nicest thing about not planning is that failure comes as a complete surprise rather than being preceded by a period of worry and depression.”

John Harvey Jones, businessman (1924–2008)



Definition of Strategic Leadership

“Individuals and teams enact **strategic leadership** when they create the direction, alignment, and commitment needed to achieve the enduring performance potential of the organization.”

Highes, R. L., Beatty, K. C., & Dinwoodie, D. L. (2014). *Becoming a strategic leader*. San Francisco: Jossey-Bass, (pp. 11, 42).

As you work through this course . . .

. . . You will encounter various concepts and theories about strategy-making and execution that can help you conceive of the breadth of what is available to assist you with strategic planning in your own organizational context.

Suggestions for getting the most out of this course:

- Read the **Textbook** assignments each week—our course textbook is our anchor for the course
- Take in the **PowerPoint** and **Video** lesson materials that can provide key emphases in critical areas of the course
- Peruse the **Articles** for applicable support to your overall engagement and application of course concepts and theories, and conduct your own literature review for what is available to inform you in greater measure
- Engage the **Forums** with earnest—this is where we mutually engage key areas of course content
- Complete the **Assignments** as we go along—each assignment contributes to your learning engagement and skill development
- Keep your own journal of terms, concepts, and theories that you are synthesizing into your own understanding along the way—these will help you in your future work

As we go along, take note of current writing that relates to Strategic Planning

The parting series of slides in this presentation provide examples of current thinking about organizations, and suggest where the theory is headed . . . take note of the terms and concepts that are being used . . . keep a journal of what you are learning and that can benefit your own organization's strategic planning.

Firms of Endearment (FoE)

“Consider the words affection, love, joy, authenticity, empathy, compassion, soulfulness, and other terms of endearment. . . .Today, a growing number of companies comfortable embrace such terms. . . .an FoE [**Firm of Endearment**] is a company that endears itself to stakeholders by bringing the interests of all stakeholder groups into strategic alignment”

Sisodia, R, Sheth, J, & Wolfe, D. (2014). *Firms of endearment: How world-class companies profit from passion and purpose* (2nd ed.). Upper Saddle River, NJ: Pearson Education, (pp.6-7).

Moonshot Thinking

Originally applied in the 1960's to the endeavor of placing a human on the moon, Google is employing this concept--**Moonshot Thinking**--in terms of strategizing breakthrough technologies that address contemporary global issues.

Anonymous. (2012, February 29). What's the big idea? *The Economist*. Retrieved from <http://search.proquest.com/docview/925625607?accountid=8289>

Anonymous. (2013, March 22). SXSW gets real. *Campaign*. Retrieved from <http://search.proquest.com/docview/1434711732?accountid=8289>

Consider: "How may this concept affect strategic planning in my organization?"

Conscious Business

"You know that there is more to work than making money. You know that it is possible to experience great joy as you engage in meaningful work or which you are proud; soulful work that confronts you with challenges and develops your skills; work that is aligned with your mission in life."

Kofman, F. (2014). *Conscious business: How to build value through values*. Boulder, CO: Sounds True, (p. 26).

Teal Organizations

"In the Impulsive-Red perspective, a good decision is the one that *gets me what I want*. In Conformist-Amber, we hold decisions up to the light of *conformity to social norms*. Decisions beyond what one's family, religion, or social class consider legitimate cause guilt and shame. In Achievement-Orange, *effectiveness and success* are the yardsticks by which decisions are made. In Pluralistic-Green, matters are judged by the criteria of *belonging and harmony* In **Evolutionary-Teal**, we shift from *external* to *internal* yardsticks in our decision-making. We are now concerned with the question of *inner rightness*: *does this decision seem right? Am I being true to myself? Is this in line with who I sense I'm called to become? Am I being of service to the world?*

Laloux, F. (2014). *Reinventing organizations: A guide to creating organizations inspired by the next stage of human consciousness*. Brussels, Belgium: Nelson Parker, (p.44).