



Unit 3 Presenting a Strategic Plan

Learning Outcomes

By the end of this unit the learner will be able to:

- ✓ Implement, evaluate, and review a strategic plan
- ✓ Identify how related tools, such as the strategy map and balanced scorecard, can help you develop a strategic plan

Unit 3

Presenting a Strategic Plan

How Does It Look?

Presenting Your Ideas

Every strategic plan looks different, which is a good reflection of how different ideas, companies, and people can be. There are many ways that you can share the plan with your stakeholders and employees, and we'll look at a few here.

Any time you have created a new strategic plan, you should share it with your employees. This helps with buy-in and helps share your enthusiasm for what's to come. If the plan is to extend over several years, as many of them do, it's a good idea to review the plan regularly and to reinforce it throughout the organization.

Reports

Your strategic plan might take the form of a traditional report sent by e-mail, produced in paper form, or as a link to a secure page on your intranet. Whatever method you use, you will want to consider how much detail you need to protect from being shared outside the organization and to your competition. You will also need to think about how much your employees at different levels need to know and refer to.

Infographics

People love pictures, and creating a diagram of your strategic plan also forces you to go through it again and pull out the essential information that you want to share with stakeholders and employees. Whether you want to capture all of the guiding principles of the plan in a diagram, or highlight certain aspects that people are curious to learn about, an infographic can be a tremendous tool. We've included a basic example below.



Presentations

A new strategic plan is exciting, and should be enthusiastically shared with your entire team. If you are a large company, you could consider any number of ways to launch and share the plan. Delivering it to everyone at a meeting (complete with refreshments and audiovisuals) is one way to do that. You can even rent movie theatres during the day and do it with a big splash!

Other options include having a meeting with senior staff, and then asking them to share the plan with their direct reports.

Whatever you choose, you will need to have a plan in place to get the information shared with your stakeholders and staff.

Creative Considerations

Brainstorm a list of ideas for the best ways to share a strategic plan with stakeholders and employees.

Getting There

Planning for Problems Staying Focused

Failure is always an option, although not usually the result we want. Despite all the work you are doing to research, create, and implement your plan, it's not uncommon to run into problems. The key is to recognize the problem, determine the root cause, and then manage it. Don't try to avoid problems, but do recognize their potential for pointing out weaknesses in your plan or the need to make adjustments. Problems do not go away on their own!

Organizations will often post copies of their values, vision, and mission for everyone to see, which helps to keep people focused on what they are doing and its importance. In addition, executives and managers need to refer to the strategic plan at regular intervals. Balanced scorecards and performance reviews are opportune times to revisit the strategic plan, and to reinforce its importance.

Staying focused will avoid the following statements from being repeated within the workplace and by your shareholders:

- “We had a great plan, but then things came up and we decided to go in a different direction.”
- “We spent all kinds of time in meetings, focus groups, and employee information sessions, and then we put the plan away and didn't refer to it for months.”

Security Considerations

While we want to distribute copies of the plan, or at least its essential elements, to our employees, there are also security issues, proprietary information, and intellectual property to consider. It is very easy to share information over the Internet, through e-mail, and all kinds of other ways. You will have to carefully decide how much information goes into the plan as well as the methodology that you use for distribution. It's very possible that your plan could contain company secrets or strategic information plans that you will not want shared with your competition. Make sure that you protect your interests while letting your teams know what they need to in order to realize your vision.

Making it Great

Here are nine tips for making the most of your strategic plan and meeting your objectives successfully.

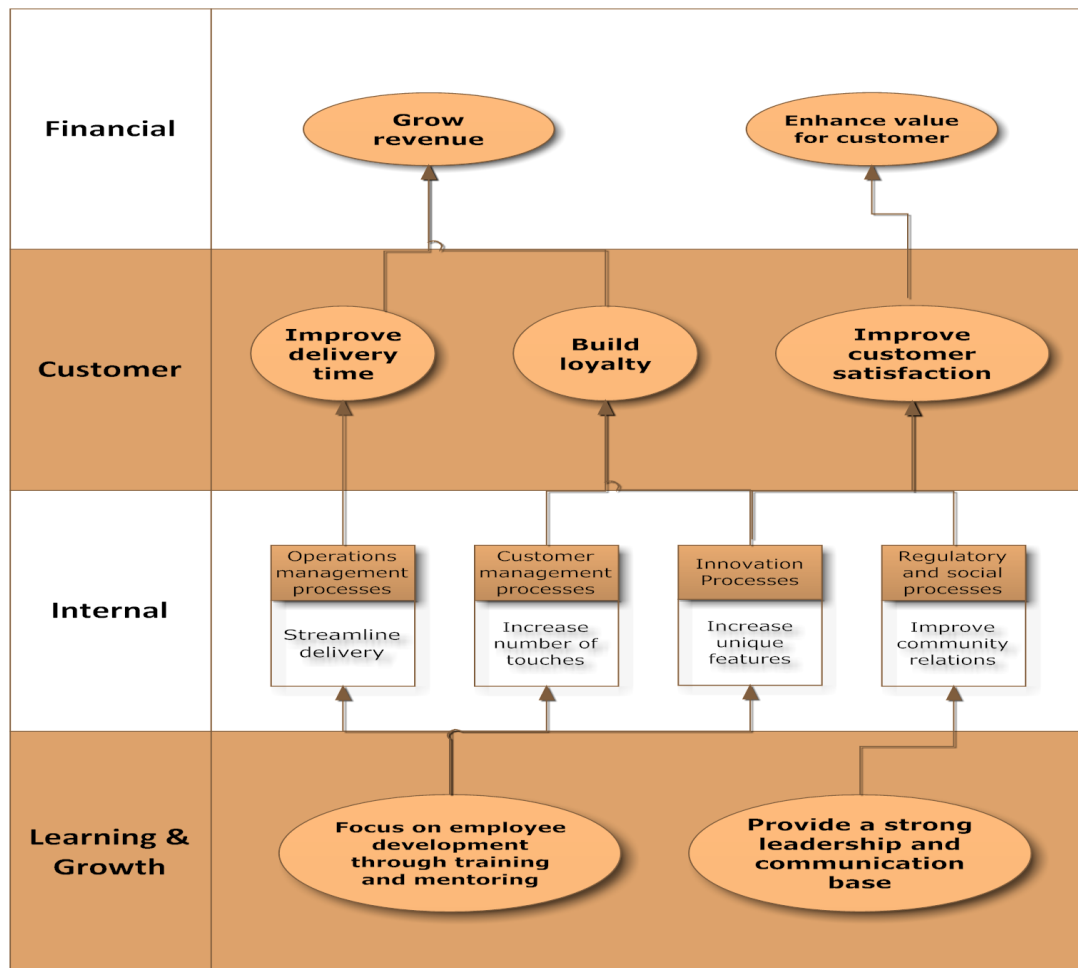
1. Refer to, review, and revisit the plan regularly. Remember that it is a part of the way that you deliver results to your stakeholders.
2. Commitment to the plan must come from the top level (including the CEO) and throughout the company.
3. Make sure that everyone is aware of why the organization is implementing a strategic plan.
4. Be flexible about making adjustments when they are needed, but keep your overall objectives in mind.

5. Demonstrate your commitment to the company values in the things that you do. If you say that the company values respect, honesty, and integrity, you have to behave that way.
6. Measure the right things. It's long been a common expression (attributed to Peter Drucker) that "what gets measured gets managed," so we understand that we need to take measurements, but it is just as important to manage the right things.
7. Implement a balanced scorecard, if you have not done so already.
8. Launch the plan in a positive way (celebrate!).
9. Wrap up the plan in a positive way (celebrate again!).

Sample Strategy Map

The strategy map is the foundation for all of your balanced scorecard efforts and it can be an excellent resource in strategic planning. It is a graphic that shows how your company will achieve its strategy. Whether you use a balanced scorecard or will use other methods to realize your strategic plan, this description will be very helpful for you.

The strategy map on the next page provides a simple example using the four basic perspectives of many strategy maps. Yours will vary depending on the areas that you are focusing on.



Sample Balanced Scorecard

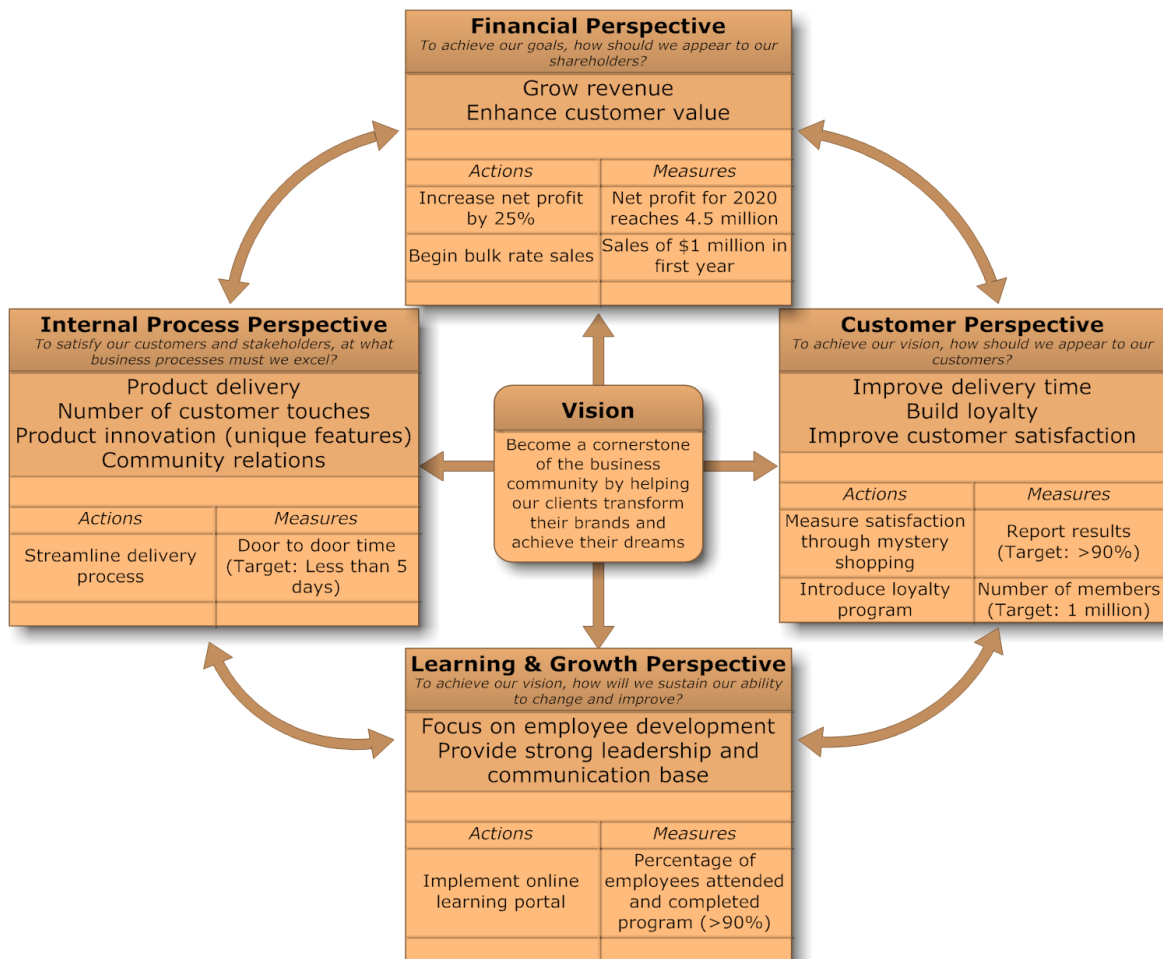
We've mentioned the balanced scorecard several times because it can be a valuable part of your strategic planning process, although not all companies ought to implement it. Success with a balanced scorecard requires dedication and a lot of knowledge about the process.

A 2009 survey by Bain & Company (a U.S. organization that does global consulting) showed that 53 percent of their clients use the balanced scorecard with almost a four out of five satisfaction rating. This places it in their list of top ten tools. (Source: <http://www.bain.com/publications/articles/management-tools-and-trends-2009.aspx>)

Sample Balanced Scorecard

As we discussed earlier, the balanced scorecard is used to communicate, measure, and execute a strategic plan. It provides a balanced way of synthesizing the critical actions required to achieve the goals on the strategy map.

In the balanced scorecard below, you can see the four perspectives and their objectives in the yellow boxes. Then, each perspective contains specific actions and measures. (Here, we have only included a few actions and measures, just to give you an idea of what it's all about.)



Remember that balanced scorecards can take many, many forms, and it's very necessary to customize the scorecard to reflect your organization!

Mocking Up the Process

Whatever approach you choose for your strategic planning and implementation, you'll need make sure that it works for your company and that it is reflective of what you want.

Case Study

Fuel Majesta

You have an idea to create a brand new company that will provide an environmentally responsible fuel that can be distributed throughout the country. The fuel is highly concentrated, non-toxic, and is produced in a highly secret process that is conducted with thermal heat, so there is almost no environmental impact in producing this fuel.

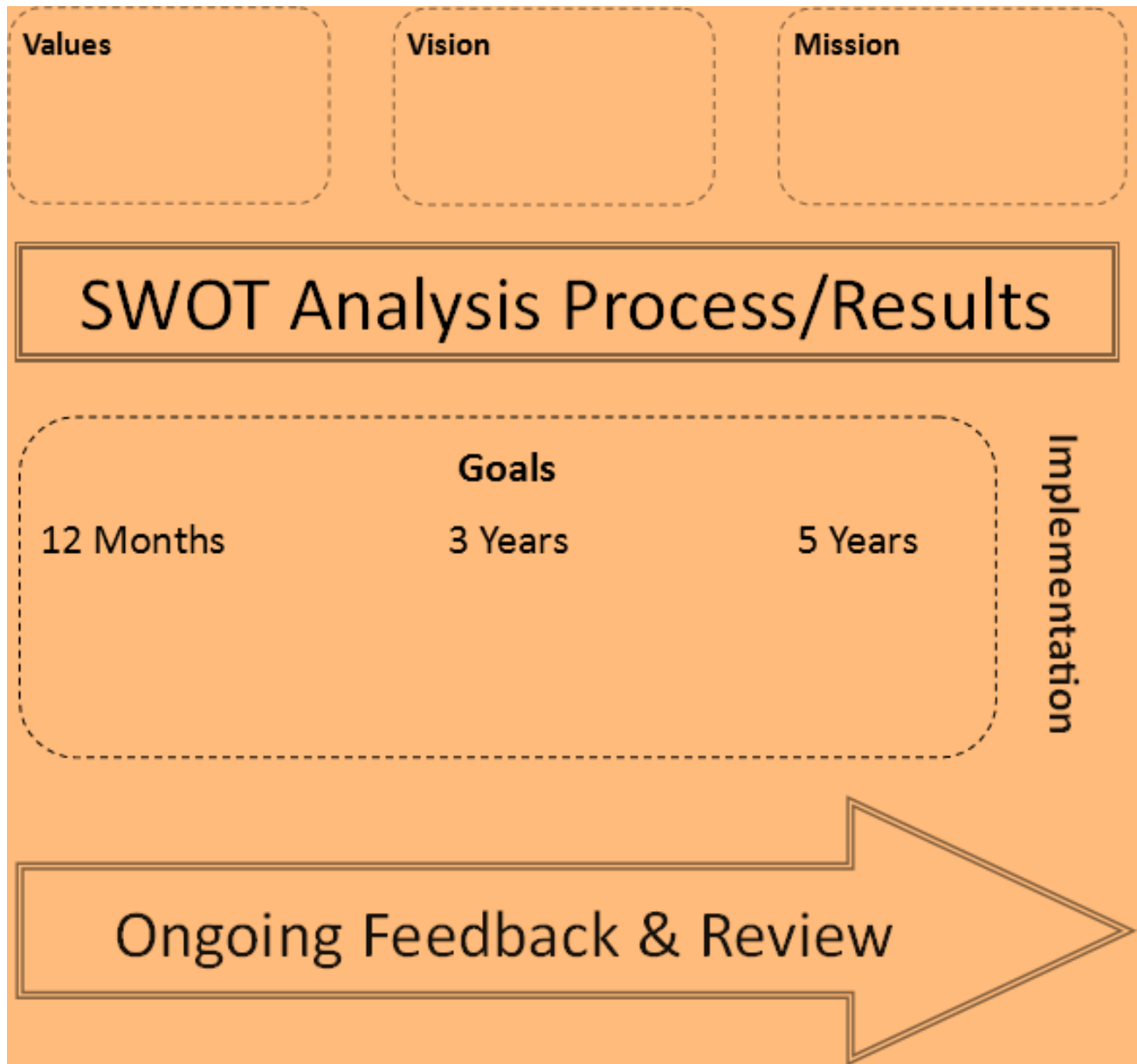
SWOT Analysis 1

| | <i>INTERNAL</i> | <i>EXTERNAL</i> |
|--|-------------------|----------------------|
| <i>P O S I T I V E</i> | Strengths | Opportunities |
| <i>N E G A T I V E</i> | Weaknesses | Threats |

SWOT Analysis 2

| | <i>INTERNAL</i> | <i>EXTERNAL</i> |
|--|-------------------|----------------------|
| <i>P O S I T I V E</i> | Strengths | Opportunities |
| <i>N E G A T I V E</i> | Weaknesses | Threats |

Strategic Planning Framework



Notes and Ideas
