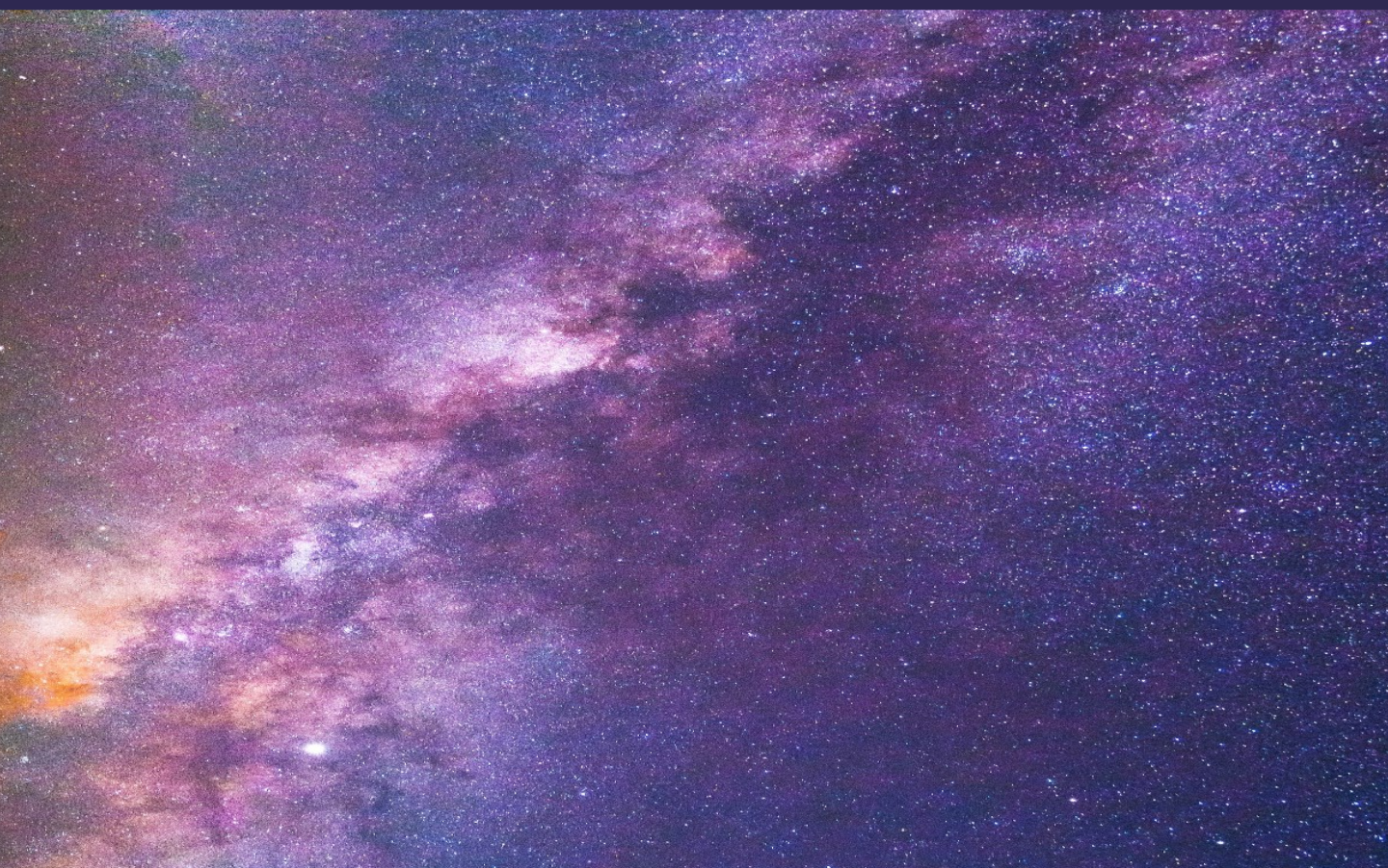


# A Guide to Strategic Planning



# A GUIDE TO STRATEGIC PLANNING



**STRATEGIC PLANNING, when well done, is proven to have a significant positive impact on business.**

A strategy is the organizations process of defining its direction and goals and setting up specific plans to achieve those goals. A strategic plan includes implementation details and expectations around how results will be measured.

Strategic Planning must consider internal and external variables, market conditions, anticipated and potential challenges, and more. For this reason, many companies fail to strategize.

**Research shows that about 95% of companies don't articulate their organizations strategy to their employees, and about 85% of executive leadership spends less than one hour a month discussing strategy.**

How can your company measure success if you haven't defined your mission, your values, or your goals? This worksheet is a basic template to help you with strategic planning.

<b>Pro Tips for successful Strategic Planning</b>	<b>Considerations</b>
<b>Clear and Frequent Communication</b>	Employees need to understand the company mission, vision and strategic plans. Most companies spend more time resolving day to day conflicts and budget reconciliation than analyzing important external information.  A clear strategic plan will strengthen communication throughout the organization, enhancing an organization's ability to achieve its goals by adopting long term views and goals that help all employees best prepare for the future vs. responding to short term issues. Transparency around the company's strategy enhances trust among employees and increases engagement because everyone understands the shared goals they are working towards.
<b>Performance Evaluations</b>	It is important to track progress and goals routinely to ensure the goals and strategy are on track. Data is the only way to define success, so evaluate performance routinely and make sure you are using reliable tracking methods.
<b>Prioritization</b>	Many organizations try to do too much at once, which leads to doing nothing well. Set priorities and focus your efforts clearly on your top priority.
<b>Alignment and Collaboration</b>	Some companies lack alignment, therefore there is no cohesive action. Make sure your organizational goals are in sync and that the action plans and strategy pull through all departments, and all levels. The organizational strategy should be top of mind for not only executives and the leadership team, but middle management. All employees should have a clear understanding of the strategic plan and their role in working towards the company's goals and objectives.

Prepare to Plan	Considerations
<p><b>Prepare to for Strategic Planning</b></p>	<p>Assemble your team, which should include leadership and representation from: finance, operations, sales, marketing, legal, human resources and any other critical functions that your organization has. The strategic planner needs to align all the key stakeholders with a process that the organization can use to execute on their approved strategy.</p>
<p><b>Strategy Meetings</b></p>	<p>The strategic planner should set up meetings with the selected cross-functional leadership team to kick-off and review progress on the overall strategy, and projects that support the strategic plans to assess progress, performance and discuss adjustments as needed. These meetings should be scheduled to take place monthly, quarterly and annually – and should be planned well in advance to ensure prioritization and complete attendance is achieved.</p>
<p><b>Timelines</b></p>	<p>Strategic planning can take time to develop, particularly if one has never been developed. A refresh may take only a few weeks, while a new strategic plan could take a couple months to collect data on market conditions, internal and external stakeholder feedback, customer feedback, and data analysis of performance data and revenue. Set a realistic timeline for the strategic plan to be developed. A strategy is focused on high level goals and how the company intends to achieve them, and tactics are focused on actions that will support the strategic plan and is typically part of a separate plan. Leadership is often not involved in planning tactics, unless the organization operates with a small team.</p>
<p><b>Research</b></p>	<p>There is a great deal of legwork involved to collect necessary information to develop a strategic plan. Internal inputs from all departments are critical. Determine key questions, and a reliable way to tally the information. Look at growth and revenue trends. Performance trends, challenges and opportunities that the team identifies. External inputs such as supply and demand within your industry, economic projections, changes / restrictions in laws or requirements, and other external factors that impact your business.</p> <p>You may want to find or purchase reports around market trends, talk to industry leaders about their forecast for your industry, and look at social media trends to see which topics are trending. Once this data is collected, it will need to be analyzed and a report needs to be generated to discuss with leadership. This information will inform decisions your leadership team will make.</p>
<p><b>The SWOT Analysis Strengths, Weaknesses, Opportunities and Threats</b></p>	<p>The SWOT analysis is an important exercise that can help assess data and have a discussion among leadership that leads to robust discussion and ultimate alignment and prioritization of goals. Please refer to the Brilliance Coaching &amp; Consulting SWOT Analysis Worksheet.</p> <p><a href="https://yourbrilliancecoaching.com/strategic-planning">Download at: https://yourbrilliancecoaching.com/strategic-planning</a></p>
<p><b>Scenario Planning</b></p>	<p>Nobody can predict the future; we can only look at trends and data and make informed projections. Therefore, scenario planning is a critical part of strategic planning. Work through a few best- and worst-case scenarios and think about how your organization might act in consideration of each scenario.</p>



Prepare to Plan	Considerations
<p><b>Your Mission and Vision Statements</b></p>	<p>Ground your strategic plan in the company Mission and Vision. If these don't exist, it's time to create them.</p> <p>A mission statement will describe what your company does and how it's different from your competition. It is timeless.</p> <p>A Vision details a future statement of what your company wants to achieve. This statement is tangible and time-bound.</p> <p><a href="https://yourbrilliancecoaching.com/strategic-planning">Download Mission Statement Worksheet at: https://yourbrilliancecoaching.com/strategic-planning</a></p>
<p><b>Short and Long Term Goals</b></p>	<p>Its important to understand both your short- and long-term goals. This will inform if your strategy needs to consider an important shift during the course of the next few years. Use a framework such as the Objectives and Key Results (OKR) template to ensure you have your goals organized.</p> <p>Objectives are goals, Key Results are quantitative measures that define if goals have been met. An OKR will not only measure success, but the degree of success achieved.</p> <p>The balanced scorecard developed by Robert S. Kaplan and David P. Nortan is another top strategy framework that helps organize and communicate strategy, as well as track performance across an organization.</p> <p>Your specific goals need to be considered here.            Financial goals: Revenue growth, sales goals            Customer goals: What is important to your customers, how will better meeting their needs improve the company revenue??            Process goals: What needs to be done better internally to meet customer goals? What needs to be done better internally to improve efficiency? This can include consideration of meeting times, data entry, training programs.            Growth/Skills goals: what skills and capabilities does the team need to improve upon? Often employees who are given the opportunity to participate in training feel they are valued, and this translates to better performance</p>
<p><b>Define Your Company Objectives</b></p>	<p>Examples:</p> <ul style="list-style-type: none"> <li>• Increase Market Share (How do you define the universe; do you want to increase share via existing or new customers? New or existing segments?)</li> <li>• Improve Customer Service</li> <li>• Achieve Better Order Fulfilment</li> <li>• Align Incentives and Rewards with Employee Roles / Learning and Growth (Performance Reviews)</li> <li>• Increase number of partners</li> <li>• Increase new business leads</li> </ul> <p><a href="https://yourbrilliancecoaching.com/strategic-planning">Download OKR Worksheet at: https://yourbrilliancecoaching.com/strategic-planning</a></p>

Create and Execute your Plan	Considerations
<p><b>Create your Strategic Plan</b></p>	<p>Its time to take all the inputs and summarize them into a clear, concise visual representation that will be utilized as the foundation of all strategic discussions. While the work to prepare for this is immense, the output of a strategic plan should be concise and clearly understood by all employees. It will include your mission statement, vision, and values. Total buy in from leadership and stakeholders is critical, so it may take several drafts and discussions to get it right.</p> <p><a href="https://yourbrilliancecoaching.com/strategic-planning">Download Company Overview Statement Worksheet at: <u>https://yourbrilliancecoaching.com/strategic-planning</u></a></p>
<p><b>Launch your Strategy</b></p>	<p>Launching your strategy is a big event! It is highly advised that you set up a team meeting to present the strategy to your company. This can be done by department, or with all employees depending on company size and what you feel is most appropriate. The leadership team should be present, involved in the presentation and supportive – but ultimately the strategic planner owns the strategy and should take the lead in all strategic communications.</p> <p>It is important to plan how the strategic plan will be communicated both internally and externally with board members, partners, customers and any other key stakeholders. Will it be shared via a video update, a webinar, a press release, an email?</p>
<p><b>Align Resources for Tactical Planning</b></p>	<p>The strategic planner is responsible for making sure each respective department is developing tactical plans that roll up into the strategic goals.</p>
<p><b>Defining performance measures that you plan to measure and report on</b></p>	<p>Evaluation, analysis and reporting are critical and should be done with great care, accuracy and thorough analysis.</p> <p>Create reports that detail and highlight results. Facilitate regular meetings to present and discuss results.</p> <ul style="list-style-type: none"> <li>• What is the organization trying to accomplish?</li> <li>• Are milestones and goals being met?</li> <li>• What actions need to be taken to continue to achieve success?</li> <li>• If the strategy is off track, what can be done to resolve issues?</li> </ul> <p>Communicate often. Adjust based on results &amp; trends.</p> <p>Tracking Goals and Measuring Success are important to the success of a company. By presenting status and giving the leadership team an opportunity to routinely discuss this information, you provide greater opportunity to correct issues, innovate and enhance your product and operations, improve customer and employee satisfaction, and find ways to increase revenue.</p>

Measure Results	Considerations
<p><b>Tracking Goals &amp; Measuring Success</b></p>	<p>How will the agreed upon objectives, goals and success be reported on? Is your measurement method scalable, repeatable and reliable?</p> <p>Examples:</p> <ul style="list-style-type: none"> <li>• Customer Satisfaction Surveys</li> <li>• Sales</li> <li>• Product enhancements/innovations</li> <li>• Adoption of new technology to enhance performance/solve challenges</li> <li>• Response time</li> <li>• Errors/reduction in errors</li> </ul> <p>Solutions to some of these measures include developing quality assurance programs, training programs, creating/modifying processes, investing in tools/technologies. Below is a basic example of how to track success measures. This should be routinely populated and analyzed against the previous form/s.</p> <p><a href="https://yourbrilliancecoaching.com/strategic-planning">Download Tracking Goals &amp; Measuring Success Worksheet at: https://yourbrilliancecoaching.com/strategic-planning</a></p>

## Tracking Goals & Measuring Success

Goal	Goal	Goal
Anticipated Result/Deadline	Anticipated Result/Deadline	Anticipated Result/Deadline
Measurement Method	Measurement Method	Measurement Method
Results	Result	Result

**Discuss Strategy Often. Communicate Often. Meet Often. Be Brilliant!**

**The results will be positive,  
and include:**

- 1. Better data to support better decisions**
- 2. Actionable input to allocate resources more effectively**
- 3. Focus with defined priorities**
- 4. Improved communication and trust**
- 5. Improved Performance and Commitment to clearly defined goals**

**[Download Strategic Planning Worksheets at: https://yourbrilliancecoaching.com/strategic-planning](https://yourbrilliancecoaching.com/strategic-planning)**