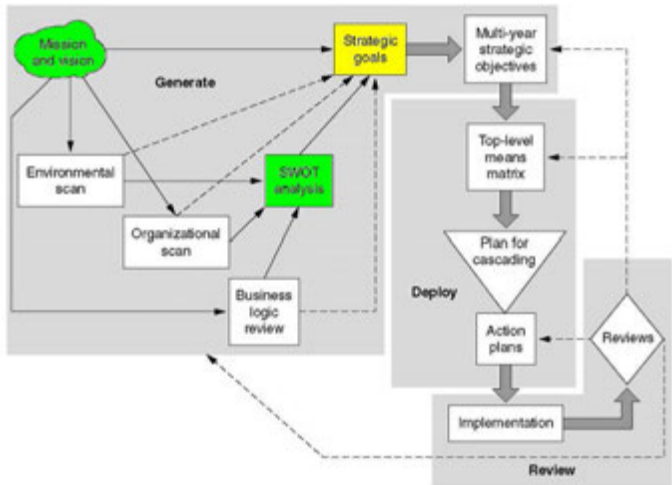


# Strategic Planning - full process

- ▶ Develop a clear and succinct description of what the organization of the future should look like as it implements its strategies and achieves its full potential.
- ▶ *Outcomes:*
- ▶ A written statement which includes
  - ▶ vision statement,
  - ▶ basic philosophy and core values,
  - ▶ mission statement,
  - ▶ goals, if they are established,
  - ▶ objectives or basic strategies,
  - ▶ performance criteria (can be built into the objectives as benchmarks),
  - ▶ important decision rules, and
  - ▶ ethical standards expected of all employees.
- ▶ Should be widely circulated among organizational members and other key stakeholders after the appropriate sign offs have been obtained.
- ▶ Should be used to inform major and minor organizational decisions and actions.

## Strategic Plan Development and Deployment



A typical view of the hoshin planning process.

## Making Meetings Count

By definition, **collaboration across organizational boundaries** requires some number of meetings and conference calls – group interactions. Yet many complain that these meetings and conference calls are a waste of time. Complaints include:

- ◆ too long
- ◆ lack of preparation
- ◆ wrong participants
- ◆ Inadequate agenda
- ◆ poor time management
- ◆ discourteous behavior
- ◆ ineffective follow-up.

You have a choice. You too can complain about ineffective and inefficient meetings, or you can create meetings that are effective and efficient. You actually can have meetings that are valuable for the venture – **meetings that** satisfy both individual and organizational expectations to **set direction, solve problems** and **resolve conflicts, create innovative solutions** and **celebrate success.**

Make it your business to conduct and participate in valuable meetings.

Key considerations for holding valuable meetings include:

- ◆ What is the purpose of this meeting? What would be lost if the meeting does not take place?
- ◆ Who do you need to have in the meeting? What is each participant's role, and how do you know that they know what is expected of them?
- ◆ What preparation is required of the participants? How much lead time do they need to prepare adequately?
- ◆ What is the desired outcome for each agenda item?
- ◆ Who will moderate/facilitate the meeting to ensure that it begins and ends on time, that the agenda is covered appropriately, and that the group stays focused productively?
- ◆ Who will be responsible to take notes and ensure that a summary of agreements and action items is published following the meeting?

To encourage collaboration across organizational boundaries, every meeting needs its own compelling purpose, a reason for you and your colleagues to participate.