

A black and white photograph of a chess piece, specifically a king, on a chessboard. The piece is in sharp focus, while the background is blurred.

Briefing

Defining the Strategy Process

Quotes about Strategy

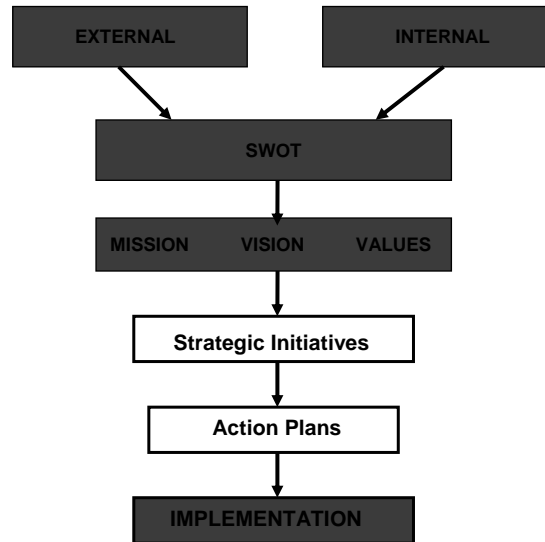
"We have to get everybody in the organization involved. If we do that, the best ideas rise to the top."

Jack Welch

"Everything should be made as simple as possible, but not simpler."

Albert Einstein

The Strategy Process



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The Critical Questions of External Discovery

Environmental Analysis

- What are the major events, developments and trends impacting our municipality? (social, demographic, environmental, legislative, global, technological, economic, citizen, etc)
- How are the characteristics of our environment changing? What are the implications for us?

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The Critical Questions of Internal Discovery

National Quality Institute Criteria of Public Sector Excellence

- **Leadership:**
 - How effective is the senior leadership and the strategic direction of the corporation?
- **Citizen/Stakeholder/Client Focus:**
 - How well do we understand, meet and strive to exceed the needs of citizens, stakeholders, clients?
- **Employee Focus:**
 - How well do we understand, meet and strive to exceed the needs of our employees?
- **Operations/Business Management:**
 - How well do we define, control, improve and measure the processes of our municipality?
- **Financial Focus:**
 - How well do we define, control, improve and measure the financial processes of our municipality?
- **Responsibility to Society (Health, Safety and Environment):**
 - How well do we define, control, improve and measure our responsibility to society?

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The Critical Questions of SWOT

- **Strengths**
 - What have been our major "wins" over the past year? What did we learn from them?
 - What are we exceptionally good at? What capabilities do we have or are we developing that set us apart? Are we exploiting those capabilities?
- **Weaknesses**
 - Where have we "missed" over the last year? What happened and why?
 - Have we lost any sources of excellence over the last year? A key employee, a key company or industry, etc?
 - Is any part of our organization holding us back or acting like a drag? (structures, systems, processes, people, etc)

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The Critical Questions of SWOT

- **Opportunities**

- How can we capitalize on our core strengths and capabilities?
- What can we do to change the playing field?
- What would a “big win” look like?
- What can we do to make our citizens give us accolades?

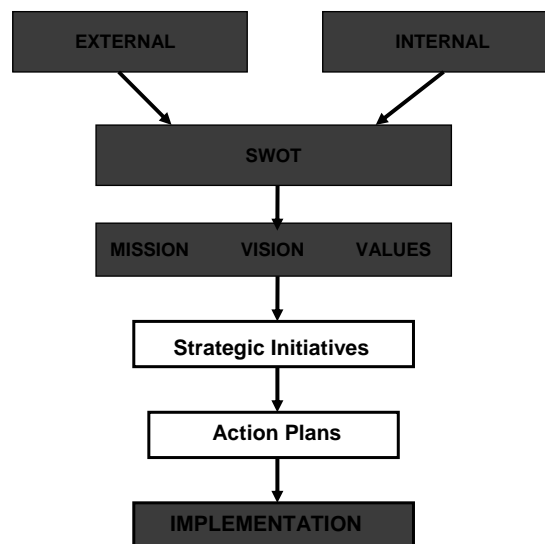
- **Threats**

- What scares us most in the year ahead? What one or two things could happen to set us back?

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The Strategy Process



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The Critical Questions of Strategy Development

- Mission**
- What is our core purpose – our raison d’etre?
 - Why is it important that our municipality exist? What would be lost if we cease to exist?
- Values**
- What are the core values of our municipality? What values, if they did not exist, would make our municipality totally different?
- Vision**
- Ideally, what do we want to become in the next 3-5 years?
- Initiatives**
- What initiatives do we need to undertake in support of the vision? Do we need to change our structure, leadership, learning, finances, operations, relationships with stakeholders, employees, etc. to support them?
- Action Plans**
- What are the critical things to implement the initiatives? Who will do them? When? How?

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The Critical Question of who to involve and how?

In defining your involvement strategy, think carefully about who must be involved in the process to:

- build the necessary credibility for the process?
- provide a full spectrum of views and know-how to achieve a truly winning strategy?
- provide formal authority to ensure that objectives have teeth?
- provide learning opportunities amongst key stakeholder communities?
- build the necessary commitment for energized action?

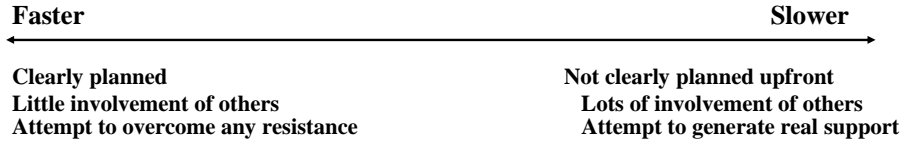
Consider carefully whether each of the following stakeholder groups should be included:

Senior leaders? Internal experts? Employees? Political leaders?
Citizens? Business leaders? Consultants? Others?

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Involvement Planning Continuum



Key situational variables:

1. **Clarity of Challenge:** Are the issues clear cut and the challenge easily defined?
2. **Urgency/ pace.** Does this strategic planning need to happen quickly or can/should it evolve more slowly?
3. **Expertise Required.** Where does the locus of relevant data, expertise and know-how for designing and implementing the change reside? At the top or throughout the organization?
4. **Expected Resistance:** What is the likelihood that the change will be well accepted and implemented by those who do not participate in the planning?
5. **Scope/Stakeholder Mix:** Who will this change impact? Is the scope broad or narrow?
6. **Learning Needs:** How important is stakeholder learning and development to successful implementation?

Kotter and Schlesinger, *Choosing Strategies for Change*, Harvard Business Review, 1979

Tool: Determining Participation

1. Clarity of Issues/ Challenge	1	2	3	4
	The issues are clear cut and the challenge is well-defined			There are conflicting perspectives on how to define the issues/ challenge
2. Pace/Urgency	1	2	3	4
	The change needs to be made immediately			The change can evolve over time
3. Expertise required/ Best perspective to do work	1	2	3	4
	A select few have sufficient expertise /perspective or are in the best position to do the work			Multi-stakeholder expertise and perspective are required

Adapted from: Kotter and Schlesinger, *Choosing Strategies for Change*, Harvard Business Review, 1979

Determining Participation

4. Expected resistance to change	1	2	3	4
	Little resistance is expected		Significant resistance is expected	
5. Scope/ Stakeholder Mix	1	2	3	4
	The challenge is limited and will impact few groups or stakeholders		The challenge is broad and will impact many groups and stakeholders	
6. Who needs to Learn?	1	2	3	4
	Single leader(s)?		Multiple stakeholders?	

Adapted from: Kotter and Schlesinger, *Choosing Strategies for Change*, Harvard Business Review, 1979

Determining Participation

Total your ratings and divide your total by six.

Total

/ 6

Enter your result here

Now divide your score by 6

1	2	3	4
Results suggest a more focused, exclusive approach		Results suggest a broader, more inclusive approach	

Adapted from: Kotter and Schlesinger, *Choosing Strategies for Change*, Harvard Business Review, 1979

Who should Lead?

- The person who has initiated or sanctioned the strategic planning process
- Usually the most senior person of the system involved.
- Ideally the leader is an active member of the Strategy Team
- Main role: The leader will engage actively in the process as a key speaker at retreats, important voice at strategy sessions, role model and lead “mover and shaker” of the process. He/she will ensure that time and resources are available for this important strategic initiative

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Who should be on the strategy team?

- Always include core representation from the most senior leaders of the system involved (whole organization/ department / facility or site).
- Often, critical others are involved including internal experts, community leaders, people with diverse views and citizen representatives
- Ideally 5 – 8 people

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Job Description of the Strategy Team

As they lead and guide the strategy development process they:

- Define the overall strategy planning process identifying who will be involved in the various activities
- Oversee the strategy planning process, ensuring the right data is collected, analyzed, synthesized and incorporated into the plan
- Invite participants of the process to engage in various activities by holding retreats, chartering discovery teams, commissioning reports or surveys, or conducting interviews, etc.
- Act as visible leaders and role models of the process
- Provide the business case for strategic planning
- Remove obstacles to the process as they occur
- Communicate with those not involved in the process to keep them informed and on board

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Job Description of the Consultant

The consultant to this process has several roles and responsibilities

- Provide expertise in designing and facilitating the strategic planning process
- Act as a coach and facilitator for the Strategy Team on roles, responsibilities and involvement strategies
- Design and facilitate retreats, meetings and so forth
- Data collection and synthesis manager - compile and organize the data for analysis by the Strategy Creation Team and others
- Prepare and counsel the leaders for their job as role models
- Remain current in the strategic planning and change management literature so that you can serve as a knowledgeable advisor who can adapt the process and develop innovative approaches to suit your organization's needs

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