Best Practices
for
Strategic Planning:
Leaving Your City Better than You
Found It!

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PERFORMANCE PARTNERS

Objectives

- Learn the 6 critical success factors for strategic planning and thinking.
- Inspire and direct your team to greater readiness and competitiveness.
- Anticipate and innovate strategies to link strategic vision to core capabilities.
- Use strategic thinking to identify key strengths and weaknesses in your community.
- Encourage and support risk taking and innovation at all levels.

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Strategic Planning…

The process by which the guiding members of an organization envision its future and develop the necessary procedures and operations to achieve that future.

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Six Critical Success Factors

- ***Critical Success Factor 1***

  Move out of your comfort zone –
  today's paradigms – and use new and
  wider boundaries for thinking, planning
  doing, evaluating, and continuous
  improvement

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Six Critical Success Factors

- ***Critical Success Factor 2***

  Differentiate between ends (what) and
  means (how).

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Six Critical Success Factors

- ***Critical Success Factor 3***

  Use all three levels of planning and
  results (Mega/Outcomes;
  Macro/Outputs; Micro/Products).

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Six Critical Success Factors

- *Critical Success Factor 4*

  Prepare all objectives – including the ideal Vision and Mission – to include precise statements of both where you are headed, as well as the criteria for measuring when you arrived. Develop "Smarter" Objectives.

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Six Critical Success Factors

- *Critical Success Factor 5*

  Use an Ideal Vision (what kind of world, in measurable performance terms, we want for tomorrow's community) as the underlying basis for planning and continuous improvement.
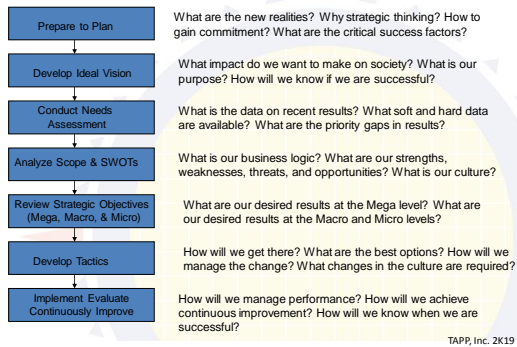
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Six Critical Success Factors

- *Critical Success Factor 6*

  Defining "need" as a gap in results (not as sufficient levels of resources, means, or methods).

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Critical Success Factors for Strategic Thinking that Works

Prepare to Plan	What are the new realities? Why strategic thinking? How to gain commitment? What are the critical success factors?
Develop Ideal Vision	What impact do we want to make on society? What is our purpose? How will we know if we are successful?
Conduct Needs Assessment	What is the data on recent results? What soft and hard data are available? What are the priority gaps in results?
Analyze Scope & SWOTs	What is our business logic? What are our strengths, weaknesses, threats, and opportunities? What is our culture?
Review Strategic Objectives (Mega, Macro, & Micro)	What are our desired results at the Mega level? What are our desired results at the Macro and Micro levels?
Develop Tactics	How will we get there? What are the best options? How will we manage the change? What changes in the culture are required?
Implement Evaluate Continuously Improve	How will we manage performance? How will we achieve continuous improvement? How will we know when we are successful?

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Good is the enemy of GREAT!

Mr. Good   Mr. Great!

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The key to an organization becoming great is having a Level 5 leader…
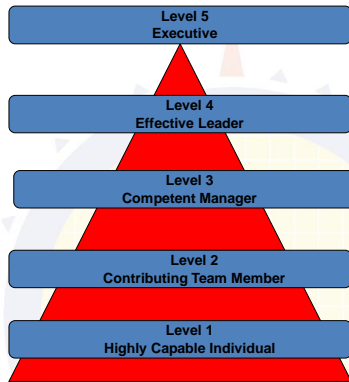
Someone who blends genuine personal humility with intense professional will

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Level "5"

- The highest level in a hierarchy of leadership capabilities

- Leaders at the other four levels in the hierarchy can produce high levels of success but not enough to elevate organizations from mediocrity to sustained excellence

- Good-to-great transformations don't happen without Level 5 leadership

- Level 5 is not the only requirement for transforming a good organization into a great one

- Other factors include getting the right people on the bus (and the wrong people off the bus) and creating a culture of discipline

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**Level 5
Executive**

**Level 4
Effective Leader**

**Level 3
Competent Manager**

**Level 2
Contributing Team Member**

**Level 1
Highly Capable Individual**

The Level 5 Hierarchy   TAPP, Inc. 2K19

The Level 5 Hierarchy

Level 5	Executive	Builds enduring greatness through a paradoxical combination of personal humility plus professional will
Level 4	Effective Leader	Catalyzes commitment to and vigorous pursuit of a clear and compelling vision; stimulates the group to high performance standards
Level 3	Competent Manager	Organizes people and resources towards the effective and efficient pursuit of predetermined objectives
Level 2	Contributing Team Member	Contributes to the achievement of group objectives; works effectively with others in a group setting
Level 1	Highly Capable Individual	Makes productive contributions through talent, knowledge, skills, and good work habits

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First Who?

- Good-to-great leaders start with people first and then deal with vision and strategy second
- They get the right people on the bus,
- Move the wrong people off,
- Usher the right people to the right seats, and
- Determine where to drive it

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Stockdale Paradox

- Named after Admiral James Stockdale, winner of the Medal of Honor who survived for 7 years in a Vietnam POW camp by hanging on to two contradictory beliefs
- His life couldn't be worse at the moment, and his life would someday be better than ever
- Good-to-great leaders confront the most brutal facts of their current reality, yet simultaneously maintained absolute faith that they will prevail in the end
- They held both disciplines – faith and facts – at the same time, all the time

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Buildup-Breakthrough Flywheel

- Good-to-great transformations do not happen overnight or in one big leap

- Starts one movement at a time, gradually building up momentum, till there is a breakthrough

- Mediocre organizations never sustained the breakthrough momentum but instead lurch back and forth with radical change programs, reactionary moves and restructuring

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A Culture of Discipline

- Good-to-great organizations have three forms of discipline
1. Disciplined people – *you don't need hierarchy*,
2. Disciplined thought – *you don't need bureaucracy*, and
3. Disciplined action – *you don't need excessive controls*
- Combining a culture of discipline with an ethic of entrepreneurship results in great performance

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A Compelling Modesty

Michael Jackson wrote a song about me called, "I'm bad!"

- Level 5 leaders are extremely modest
- They don't talk about themselves
- They would talk about the organization, about the contribution of others and instinctively deflect discussion about their own role
- Unlike big personalities like Lee Iacocca, Jack Welch

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The Yin and Yang of Level 5

Personal Humility	Professional Will
Demonstrates a compelling modesty, shunning public adulation; never boastful	Creates superb results, a clear catalyst in the transition from good to great
Acts with quiet, calm determination; relies principally on inspired standards, not inspiring charisma, to motivate	Demonstrates an unwavering resolve to do whatever must be done to produce the best long-term results, no matter how different
Channels ambition into the organization, not the self; sets up successors for even more greatness in the next generation	Sets the standard of building an enduring great organization; will settle for nothing else
Looks in the mirror, not out the window, to apportion responsibility for poor results, never blaming other people, external factors, or bad luck	Looks out the window, not in the mirror, to apportion credit for the success of the organization – to other people, external factors, and good luck

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An Unwavering Resolve

- Besides extreme humility, Level 5 leaders also display tremendous professional will
- They possess inspired standards, cannot stand mediocrity in any form, and utterly intolerant of anyone who accept the idea that good is good enough

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Succession Planning:
Leaving it Better than You Found It!

- Level 5 leaders have ambition not for themselves but for their organizations
- They routinely select superb successors
- They want to see their organizations become even more successful in the next generation
- Comfortable with the idea that most people won't even know that the roots of that success trace back to them
- Level 4 leaders often fail to set up the organization for enduring success – what better way to demonstrate your personal greatness than that the place falls apart after you leave

The Window and the Mirror

- Level 5 leaders inherently humble, look out the **window** to apportion credit – even undue credit – to factors outside themselves
- If they cannot find a specific event or person to give credit to, they credit good luck

- At the same time, they look in the **mirror** to assign responsibility, never citing bad luck for external factors when things go poorly

- Compare this with leaders who look out the **window** for factors to blame but preened in the **mirror** to credit themselves when things go well

Born or Bred?: Can Level 5 be developed?

- *There are two categories of people*
  --Those who don't have the Level 5 seed within them,
    --And those who do
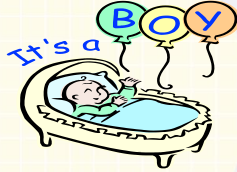
The First Category

- Will never bring themselves to subjugate their own needs to the greater ambition of something larger and more lasting than themselves
- Work will always be first and foremost of what they get – fame, fortune, power, adulation, etc.
- Work will never be about what they build, create and contribute
- The great irony is that the animus and personal ambition that often drives people to become a Level 4 leader stands at odds with the humility required to rise to Level 5

The Second Category

- Could evolve to Level 5
- Capability resides in them, perhaps buried or ignored or simply nascent
- Under the right circumstances – with self-reflection, a mentor, a significant life experience, loving parents, or other factors – the seed can begin to develop

The Good to Great Framework-
The Foundations of a Great Organization

Input Principles

- **Stage 1: Disciplined People**
  Level 5 Leadership
  First Who, Then What

- **Stage 2: Disciplined Thought**
  Confront the Brutal Facts

- **Stage 3: Disciplined Action**
  Culture of Discipline
  The Flywheel

- **Stage 4: Building Greatness to Last**
  Clock Building, not Time Telling
  Preserve the Core/Stimulate Progress

Output Principles

Delivers Superior Performance relative to its mission

Makes a Distinctive Impact on the communities it touches

Achieves Lasting Endurance beyond any leader, idea, or setback

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SWOT Analysis

INTERNAL	EXTERNAL
Strengths	Opportunities
Weaknesses	Threats

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City Visioning

Imagine you are reading the Wall Street Journal ten years from now, and the front page has big news about your city. Imagine that is the best possible news you could read. Write down the Headline of the story, along with the main points of the story.

What critical decisions do you think the community made in the past ten years to reach this point?
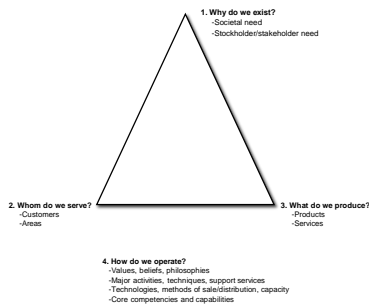
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Questions to Ponder

What is your organization famous for?
How do you measure success? (Be specific) Why does anyone care about what you do?
What do you refuse to do?
How do people who work here feel about their jobs?
What is your Mission and Movement?
What are the 3 most important things you offer your constituents?
What's your role in the business?
What kind of people will you need to hire? (skills, attitudes) What are everyday tasks?
What do employees, clients, community, and peers say about this city?

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Mission Development Triangle

1. Why do we exist?
-Societal need
-Stockholder/stakeholder need

2. Whom do we serve?
-Customers
-Areas

3. What do we produce?
-Products
-Services

4. How do we operate?
-Values, beliefs, philosophies
-Major activities, techniques, support services
-Technologies, methods of sale/distribution, capacity
-Core competencies and capabilities

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20 Components of Corporate Culture

1. Strategic Focus
2. Leadership
3. Commitment to High Performance
4. Attitude Toward Change
5. Philosophy, Standards and Values
6. Organization Structure
7. Performance Standards
8. Orientation and Training
9. Performance Review
10. Discrimination and Favoritism
11. Recognition and Rewards
12. Tolerance and Mediocrity
13. Policies and Procedures
14. Teamwork
15. Communication
16. Marketing Orientation
17. Sales Culture
18. Quality of Supervision
19. Morale
20. Attitude Toward Profibility

Short-Term Business Objectives

With short-term business objectives, we are going to be much more specific. These objectives should be SMART: specific, measurable, attainable, rewarding, and timed. The short-term objectives help accomplish the long-term business goals. Write your long-term goals below, and beneath each, list the supporting short term objectives.

1. My long-term goal is:_____ .
My short-term objectives to accomplish this are:

2.My long-term goal is:_____
My short-term objectives to accomplish this are:

Etc.

Examples of CSF

Church or Ministry	
Critical Success Factor (CSF)	**Target**
Weekly Attendance	1,000 Per Week
Volunteers	200 Active Volunteers
Sunday School Attendance	350 Per Week
Weekly Contributions	$20,000 Per Week
Visitors	25 Per Month
Customer Satisfaction (members, volunteers, employees)	88% Extremely Satisfied