

# DYNAMIC STRATEGIC PLANNING:

For organisations, departments, and individuals

(2 day course with 3,308 PowerPoint slides)



Happier  
Horizons

## WHY PARTICIPATE IN YET ANOTHER COURSE ON STRATEGIC PLANNING?

Strategic planning has been criticised for being little more than a poor defence mechanism to cope with the fear of the unknown. Critics suggest it results in spoiled strategic thinking; the manipulation of numbers (at the expense of not producing “real” vision); unnecessarily bureaucratic and hierarchical plans; and a hardened, inflexible strategy culture, saturated with a “can’t do” attitude. However a 2019 meta-analysis of 31 empirical studies clearly indicates that strategic planning can be efficacious for improving both business and Government performance. In this course you will learn how some organisations have pursued disastrous strategic plans and be shown how to avoid, not only such catastrophes, but several perceived weaknesses of strategic planning (e.g., how not to stifle creativity and opportunities). You will discuss current strategic planning trends, such as taking into account sustainability, power shortages, organizational learning, planning with the reality of covid-19 and future crises, and the advantages of using dynamic strategic planning. You will be shown state-of-the-art approaches for creating both traditional strategic planning techniques (e.g., BHAG, mission, vision) and less common techniques (e.g., elevator conversations, purpose statements, take the offensive), how to combine them with new strategic planning trends in the 2020s, and how to build flexibility into your plans with dynamic strategic planning, so that your organisation follows a clear direction, but can change in response to opportunities/threats. By the end of the course you will: (1) have decided which strategic planning techniques are ideal for your organisation (and how to do them); (2) have learnt how to make your next strategic planning advance a success; and (3) know how to launch your strategic plan in a positive manner.

## 12 COURSE OUTCOMES:

By the end of this 2-day course you will:

- understand the key findings of strategic planning research and what is the best strategic planning system,
- be able to proficiently conduct 17 preparatory strategic planning elements (e.g., sunk costs),
- be able to perform strategic planning techniques more effectively (e.g., balanced scorecards/strategy maps, BHAG, elevator conversations, mission statements, motto, PEST/PESTEL analysis, Porter’s 5 forces, purpose statements, SWOT analyses, values, vision statements),
- be able to explain the philosophy, 2 key ingredients, and 3 techniques of the strategic principle “taking the offensive”, along with the 8 principles of constantly reinventing yourself,
- have more confidence using strategic planning techniques, due to having assessed and created organisation, department, and individual strategic planning techniques,
- create more effective strategic plans because you assessed other business’s strategic techniques and plans,
- be able to explain why strategic planning sometimes fails, the importance of the 3 C’s, the key contributors of strategic planning success, the need for ensuring factors associated with strategic planning success are ideal, and how to show staff the benefits of strategic planning,
- have improved your ability to create and improve goals due to an assessment of your goal-setting abilities, an examination of goal-setting research, a discussion about what makes business plans great, several goal-setting exercises, and having been taught a 9-point goal-setting guideline,
- have decided if you should participate in strategic planning trends, especially dynamic strategic planning,
- have decided what strategic planning techniques should be included in your organisation’s strategic plan, what the overall plan should look like, and whether you wish to choose from and adapt to suit your organisation’s needs, any of a 42-point strategic planning framework,
- have determined the best method to share your organisation’s strategic plan, and
- have decided how you are going to become a better leader, create a better organisation, and improve the next strategic planning advance.

## 42-POINT STRATEGIC PLANNING FRAMEWORK:

1. Select strategic planning team	12. Segmentation	23. BHAG	34. Target
2. Identify customers	13. Concentration	24. Motto	35. Initiatives
3. Identify stakeholders	14. Adjacency areas	25. Elevator conversation	36. Responsibilities
4. Identify business partners	15. Divestment strategy	26. SWOT	37. Balance scorecard
5. Identify sponsors	16. Zero-based thinking	27. Goals	38. Who review plan
6. Analyse the business environment	17. Sunk costs	28. PESTEL analysis	39. Who revise plan
7. Collect relevant data	18. Mission	29. Porter’s 5 forces	40. How share/publicise
8. Analyse collected data	19. Values	30. Perspectives	41. Who/how implement plan
9. Analyse now	20. Purpose	31. Objectives	42. Who/how maintain plan
10. Specialisation	21. Take the offensive	32. Strategy map	
11. Differentiation	22. Vision	33. Measures	

**DAY 1****9:00AM - 10:00AM****SESSION 1: IS STRATEGIC PLANNING OUTDATED?**

- 9 mins - What is strategic planning?
- 11 mins - Does research support strategic planning?
- 5 mins - The benefits of strategic planning
- 10 mins - What is the best strategic planning system?: Is it dynamic strategic planning?
- 12 mins - Current trends in strategic planning, especially dynamic strategic planning
- 6 mins - Course overview
- 2 mins - Logistical information
- 5 mins - 5 + 1 questions

**10:00AM - 11:00AM****SESSION 2: PREPARATORY STRATEGIC PLANNING ELEMENTS**

- 5 mins - 17 preparatory strategic planning elements for the organisation and department
- 2 mins - Select the strategic planning team
- 8 mins - Identifying customers, stakeholders, partners, and sponsors
- 4 mins - Analyse the business environment and data
- 9 mins - Analyse now
- 6 mins - Specialisation and differentiation
- 8 mins - Segmentation and concentration
- 8 mins - Adjacency areas and divestment strategy
- 10 mins - Zero-based thinking and sunk costs

**11:00AM - 11:20AM***Break***11:20AM - 12:10PM****SESSION 3: MISSION STATEMENTS**

- 11 mins - Characteristics of mission statements
- 5 mins - Assessment of business mission statements
- 6 mins - Improve your organisation's mission statement
- 4 mins - How to create a mission statement if you're stuck
- 9 mins - Create a department mission statement
- 15 mins - Create an individual mission statement

**12:10PM-12:30PM***Break***12:30PM-1:20PM****SESSION 4: VALUES**

- 10 mins - What are values and why are they important?
- 7 mins - Assessment of your organisation's values
- 20 mins - 6-step individual values creation method
- 5 mins - 8-step department values creation and utilisation method
- 8 mins - How to use your business values effectively

**1:20PM-2:20PM***Lunch***2:20PM-3:00PM****SESSION 5: PURPOSE STATEMENTS**

- 9 mins - Why are purpose statements important?
- 9 mins - Assessment of your organisation's purpose statement
- 10 mins - How to create a department purpose statement
- 12 mins - How to create a personal purpose statement

**3:00PM-3:40PM****SESSION 6: TAKE THE OFFENSIVE**

- 13 mins - The strategic concept "Take the offensive"
- 7 mins - Let go of the past and encourage courage
- 6 mins - Embrace failure and do the opposite
- 6 mins - Imagine the possibilities and put yourself out of business
- 8 mins - Reject limits and aim beyond

**3:40PM-4:00PM***Break***4:00PM-4:50PM****SESSION 7: VISION STATEMENTS**

- 9 mins - Characteristics of vision statements
- 8 mins - Assessment of business vision statements
- 6 mins - Improve your organisation's vision statement
- 14 mins - Create a department vision statement
- 13 mins - Create an individual vision statement

**4:50PM-5:00PM****SESSION 8: HAVE A MORE EFFECTIVE STRATEGIC PLANNING ADVANCE**

- 3 mins - Reminder of what we have covered
- 3 mins - 5 questions
- 4 mins - 7-item quiz

**DAY 2****9:00AM - 9:30AM****SESSION 1: STRATEGIC PLANNING DISASTERS**

- 13 mins - Why does strategic planning sometimes fail?
- 6 mins - Were the Dyson electric car and the Iridium satellite phone strategic planning disasters?
- 4 mins - What can we learn from Playboy's decision to remove nudity from its magazine?
- 7 mins - Techniques to increase strategic planning success

**9:30AM - 10:20AM****SESSION 2: BHAGS**

- 6 mins - Characteristics of BHAGs
- 9 mins - Create an organisation BHAG
- 11 mins - Does your organisation's BHAG lack courage?
- 12 mins - Stretch the imagination with a department BHAG
- 12 mins - Be brave when you create a personal BHAG

**10:20AM - 10:40AM***Break***10:40AM - 11:20AM****SESSION 3: MOTTOS**

- 14 mins - Mottos echo missions, values, and how you help
- 4 mins - Assessment of your organisation's motto
- 12 mins - Create a memorable department motto
- 10 mins - Create a noble personal motto

**11:20AM - 12:00PM****SESSION 4: ELEVATOR CONVERSATIONS**

- 10 mins - Preparation for an elevator conversation
- 14 mins - How to create an effective elevator conversation
- 16 mins - Create a department or personal elevator conversation

**12:00PM - 12:20PM***Break***12:20PM - 1:00PM****SESSION 5: SWOT ANALYSES**

- 15 mins - Uncovering advantages with SWOT analyses
- 10 mins - Conduct a department SWOT analysis
- 15 mins - Conduct a personal SWOT analysis

**1:00PM - 2:00PM***Lunch***2:00PM - 2:40PM****SESSION 6: GOALS**

- 8 mins - What makes business strategies and plans great?
- 6 mins - Is goal-setting really worth all the time and effort?
- 5 mins - Are you an effective goal-setter?
- 8 mins - Determine organisational outcomes and goals
- 13 mins - 9 goal-setting guidelines

**2:40PM - 3:00PM***Break***3:00PM - 3:50PM****SESSION 7: SHARING YOUR STRATEGIC PLAN**

- 18 mins - Assessment of several organisation's strategic plans
- 9 mins - PEST/PESTEL analyses and Porter's 5 forces
- 6 mins - Balanced scorecards and strategy maps
- 6 mins - Modify strategic planning models for your needs
- 11 mins - Determine how to share the strategic plan

**3:50PM - 4:35PM****SESSION 8: STRATEGIC PLANNING TRENDS IN THE 2020s**

- 3 mins - Strategic planning trends
- 10 mins - Should strategic planning produce sustainability?
- 12 mins - Should strategic planning prepare for power cuts?
- 12 mins - Should you use dynamic strategic planning?
- 8 mins - Can you use dynamic strategic planning and organizational learning for the COVID-19 crisis?

**4:35PM - 4:45PM***Break***4:45PM - 5:00PM****SESSION 9: THE NEXT STRATEGIC PLANNING ADVANCE WILL BE A SUCCESS**

- 5 mins - Reminder of what we have covered
- 6 mins - 10-item quiz
- 4 mins - 5 questions