



### Competencies that are addressed:

#### PRIMARY COMPETENCY CATEGORIES:

##### • Leadership—

Drives business results by aligning the vision, mission, and values to enhance business value. Is able to enlist the willing cooperation of others, while tapping into their highest skills and abilities, to achieve desired results.

##### • Decision Making—

Obtains and understands facts, weighs risks, and objectively prioritizes alternatives that result in decisive action.

#### RELATED COMPETENCY CATEGORIES:

##### • Vision—

Future-oriented. Develops a future exciting picture of what could and what should be, regardless of what is, for them and their organization.

##### • Values—

Guided by a personal code of ethics. Demonstrates a strong sense of integrity by working in accordance with their personal values.

##### • Teamwork—

Organizes work tasks, people, and resources to deliver most effectively on organization goals

# Strategic Planning

## SUMMARY

Strategic planning used to be about identifying key activities that would successfully help the organization survive from year to year. Today, strategic planning is about challenging the way things are done, the way the organization operates, and sparking a revolution within the organization to become what it may not be today. Strategic planning is more than just a list of short term goals and activities. It is about aligning short term objectives to achieve long-term success.

## CONTEXT

It does not take much to be convinced of the importance of planning. Research and anecdotal examples abound with organizations that have thrived or failed due to adequate or inadequate planning. You are well aware that when it comes to planning skills, you can either create your own destiny or be at the mercy of the moment. The key is in creating the plan that will allow your organization to become what it needs to be.

In this module, you look at how strategic planning differs from tactical planning. You examine the elements of strategic planning, develop a strategic intent, and identify the core competencies that set you apart from our competition.

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### At the completion of this module, participants will be able to:

- Understand strategic planning and how it differs from tactical planning
- Isolate the core competencies of our organization
- Develop a Strategic Intent as a foundation for our organization's plan
- Assess current situation using SWOT Analysis

*"Strategic Planning is a process by which we can envision the future and develop the necessary procedures and operations to influence and achieve that future. The result of strategic planning should be effective, efficient, and economical...that is, suitable for the intended purpose, capable of producing the desired results, and involving the least investment of resources."*

—Clark Crouch