



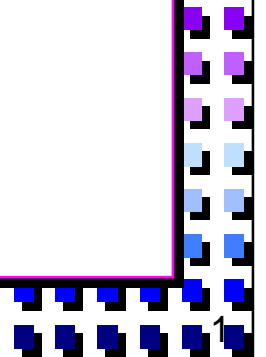
Strategic Planning

Philosophy – Method – Action



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Definition of Strategic Planning

- * a chain of cause and effect consequences over time; decisions and courses of action
- * setting aims, strategies, policies, detailed plans
- * contemplating the future and planning systematically
- * plans linked to programs and budgets



Strategic Planning IS NOT

- ◆ forecasting sales and then determining what should be done
- ◆ set in concrete
- ◆ replacing management intuition and judgment

Strategic Planning IS....

- **a questioning of fundamentals:**
 - right business?
 - basic objectives?
 - when are products obsolete, markets accelerating, eroding?
- **a systems approach to maneuver an enterprise through changing environments toward prescribed aims**



Strategic Planning Approaches

■ top-down

- constructed by top corporate authorities

■ bottom-up

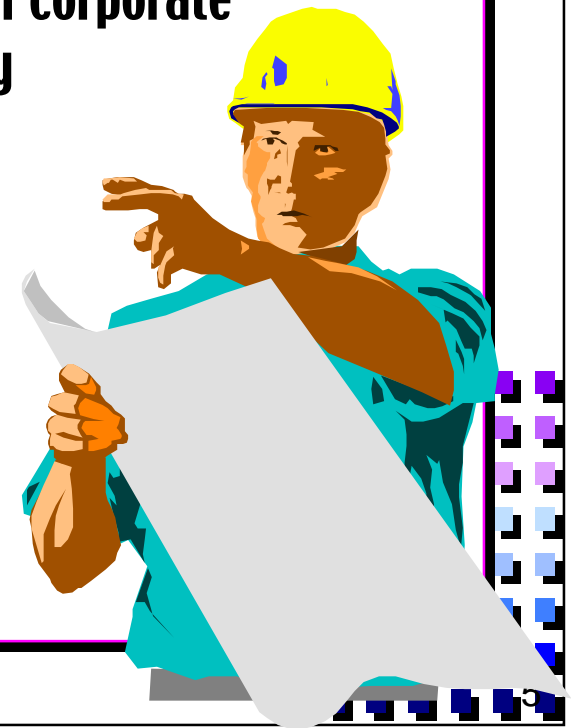
- constructed by those lowest in authority

■ team planning

- constructed by a team composed of various corporate planners

■ combination

- constructed by the efforts of those at the top and the bottom of corporate hierarchy



The CEO and Strategic Planning

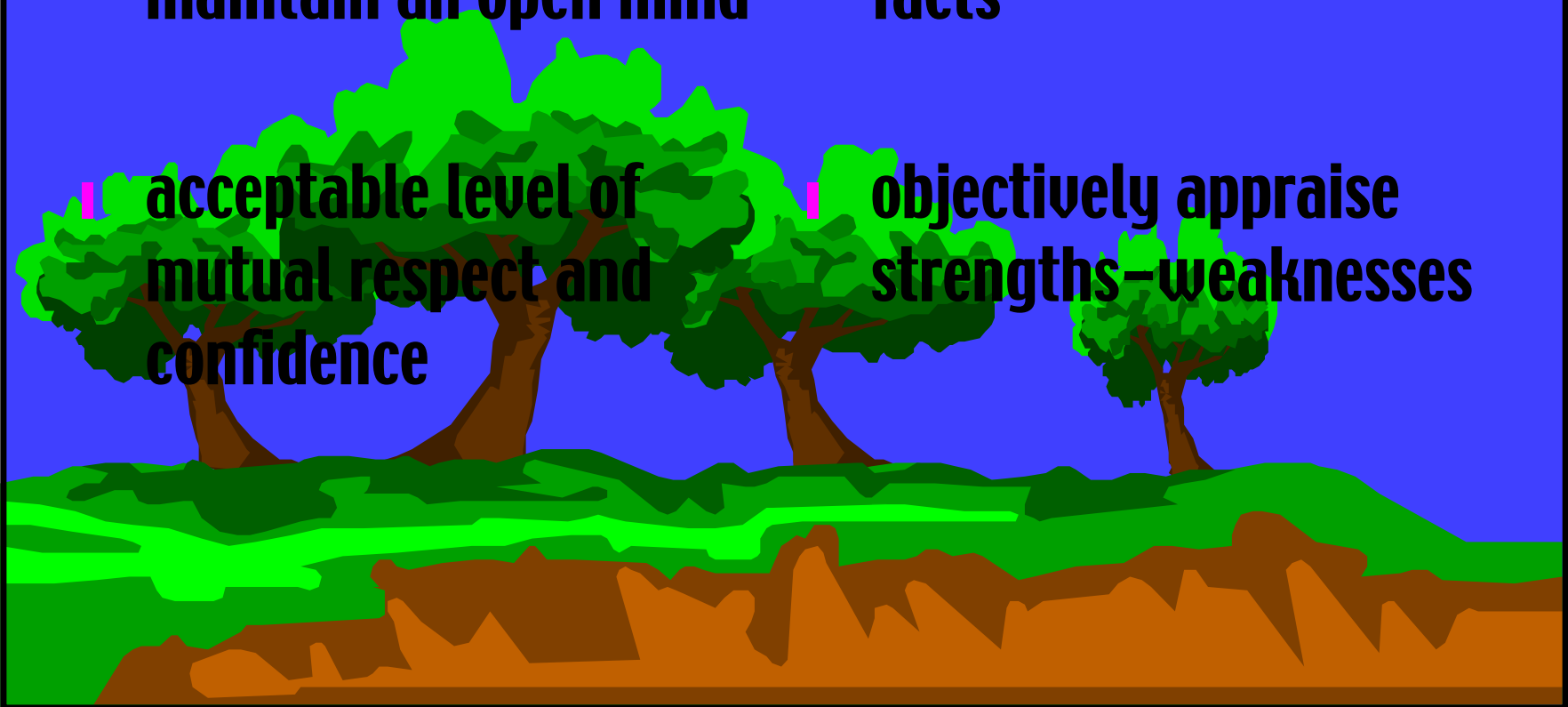
- ✓ **takes responsibility for the planning effort**
- ✓ **establishes an effective climate**
- ✓ **designs the proper system for the setting**
- ✓ **is more involved in the early stages**



A Congenial Planning Climate

- management/staff maintain an open mind
- willing to face unpleasant facts

- acceptable level of mutual respect and confidence
- objectively appraise strengths–weaknesses



A Congenial Planning Climate

- accept critical evaluations

- reward system linked to planning

- fosters creativity, imagination, innovation

- anti-planning biases dealt with

- integral to management



Organization Factors in Planning Design



- **size**
- **management style**
- **complexity of environs**
- **nature of problems**
- **interpersonal relationships**
- **conflict resolution processes**

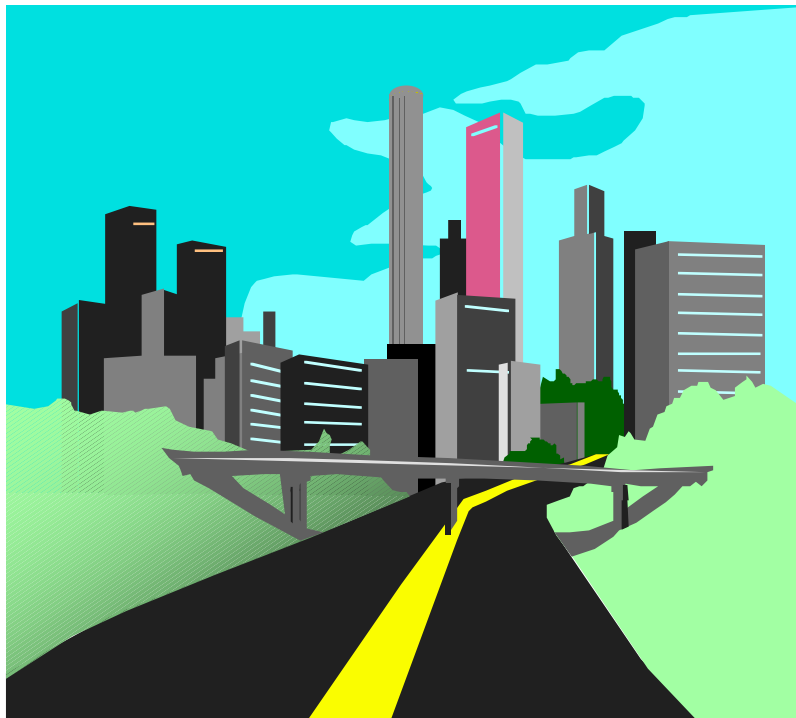
Factors in Planning Design

- ❖ **assessment of current methods/results**
- ❖ **determining of what type planning needed**
- ❖ **decide the purpose of future planning**
- ❖ **devise a preliminary planning system**
- ❖ **test the preliminary system**
- ❖ **when agreement is reached, create a planning manual**

Planning Manual Contents

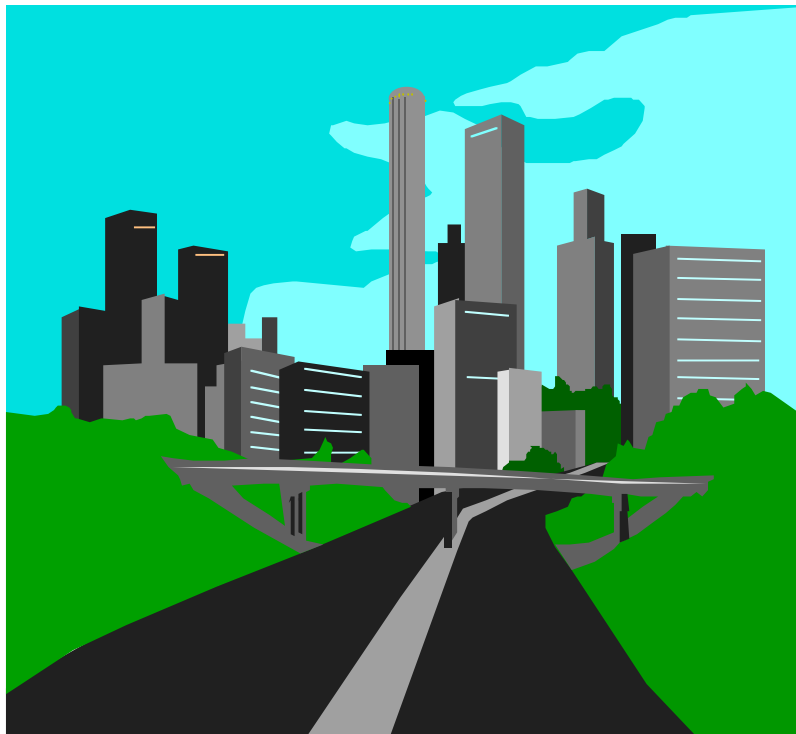
- **statement of management commitment**
- **glossary of terms**
- **specific data required**
- **how plan fits management task**
- **who supplies what data**
- **schedule of data flow**
- **any special planning rules**
- **who is involved, their frame of reference, a common language**

Situation Analysis Part I



- expectations from outside constituents
- expectations: inside
- past performance
- current situation
- forecasts
- opportunities, threats, strengths, weaknesses

Situation Analysis Part II



- mission, objectives
- strategies, policies
- strategic path programs
- management intuition, values judgments
- short and long range plans and budgets