

Hackbraten Consulting, LLC

Our Mission is to be the catalyst for your business performance excellence through Strategic Planning, Organizational Assessment using Baldrige Performance Excellence Criteria, and Business Process Improvement

Our Vision is to be recognized as the standard for performance excellence by being best known as a great customer solutions provider that drives innovative solutions to uniquely meet customer needs.



Hackbraten Consulting, LLC

Newark, Ohio

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A Veteran Owned Small Business

Hackbraten Consulting, LLC

Providing the necessary ingredients to stretch your organizational performance.

Strategic Planning Seminar



Multi-Day Strategic Planning Seminar

Seminar timeframe is a guide; actual seminar length is group driven.

Day 1 (Partial Day)

Step One—Getting Started

- Review effectiveness of current planning efforts.
- Commitment of time and attention by senior leaders or controlling authority.
- Weigh the importance of the strategic planning undertaking against the probability of success resulting from limited leadership involvement.
- Determine the objectives for drafting a new strategy. Impetus may be derived from any gaps uncovered by the strategic planning assessment tool.
- Distinguish between issues of truly strategic significance and those of operational dilemmas. Crisis situations or issues with a time window of less than a year probably fall into the “operational dilemmas.” Fundamental issues of longer-term nature that relate to your core service are more likely to be strategic.

Step Two—Scan the Environment

(Homework Assignment)

- Successful organizations consistently scan their environments in a relentless effort to acquire information they can use to better serve their membership.
- Acquire data from a variety of sources within the organizational orbit, analyze the material to assist in coming up with a unique strategy.

Day 2

Step Three—Stakeholder Analysis

- Identify your stakeholders.
- A reciprocal relationship must be evident between the organization's mission statement and the stakeholder's need.
- Interviews & Surveys, past experience.
- Look for shared requirements (universal) among desperate stakeholders.
- Approach vastly different or conflicting requirements with caution. (resources, skill set, staff & volunteers, mandates) See mission statement.
- Assumed vs. actual Stakeholder requirements.

Step Four—SWOT Analysis

- Strategies emerge from a deep understanding of the organization's place in its CURRENT and ANTICIPATED operating environment.
- What do we do really well or what advantages do we have over our competitors that they can't duplicate?
- What weaknesses must be overcome or improvements made in order to work toward fulfilling our mission?
- Changes in the environment (governance, demographics, economic, facilities) that may represent opportunities for the organization?
- Changes that will hinder work toward fulfilling our mission?
- Strengths & Weaknesses relate to internal organizational aspects.
- Opportunities & Threats relate to external forces.
- Reserve energy for the analysis. High pay-offs can be garnered by matching Strengths with Opportunities, and avoiding or countering the nexus of weakness and threats.
- SWOT analyses are “point-in-time” events; make them an on-going PERFORMANCE IMPROVEMENT cycle. (annual—semi-annual)

Day 3

Step Five—Identify Strategic Issues

- Strategic issues are defined as fundamental policy questions or critical challenges that affect an organization's mandates, mission, and values; product or service level and mix; clients, users, or payers; or cost, financing, organization, or management.
- Strategic vs. Operational
 - Appear on agenda of board meeting.; Longer term in nature; Affect the entire organization; Significant financial ramification; May require new programs or services to address; Are “hot buttons” for key stakeholders; May involve additional staff.
- Appreciative Inquiry method. Envision organization operating at peak performance then consider obstacles standing in the way of achievement. Obstacles represent strategic issues to be mitigated.

Day 4

Step Six—Develop Strategy

Five key questions for each strategic issue.

1. What are feasible alternatives we could pursue to address this issue?
2. What potential barriers exist in the realization of the alternatives?
3. What action steps might we take to achieve the alternatives or overcome the barriers to their realization?
4. What major actions must be taken within the next year (or two) to implement the action steps?
5. What actions must be taken in the next six months, and who is responsible?

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