



Vol. II, Issue 2 Q-3 July | August | **September** 2013

## Strategic Planning

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### Proverbs 24:6-16 (MSG)

<sup>6</sup> Strategic planning is the key to warfare; to win, you need a lot of good counsel. <sup>7</sup> Wise conversation is way over the head of fools; in a serious discussion they haven't a clue. <sup>8</sup> The person who's always cooking up some evil soon gets a reputation as prince of rogues. <sup>9</sup> Fools incubate sin; cynics desecrate beauty. Rescue the Perishing. <sup>10</sup> If you fall to pieces in a crisis, there wasn't much to you in the first place. <sup>11</sup> Rescue the perishing; don't hesitate to step in and help. <sup>12</sup> If you say, "Hey, that's none of my business," will that get you off the hook? Someone is watching you closely, you know - Someone not impressed with weak excuses. <sup>13</sup> Eat honey, dear child - it's good for you - and delicacies that melt in your mouth. <sup>14</sup> Likewise knowledge, and wisdom for your soul - Get that and your future's secured, your hope is on solid rock. <sup>15</sup> Don't interfere with good people's lives; don't try to get the best of them. <sup>16</sup> No matter how many times you trip them up, God-loyal people don't stay down long; Soon they're up on their feet, while the wicked end up flat on their faces. (Emphasis added)

### Proverbs 16:3 (NIV)

<sup>3</sup> Commit to the LORD whatever you do, and He will establish your plans.

### By Definition

Strategic planning is an organization's process of defining its direction, and then making decisions on allocating resources to pursue that strategy. Generally, strategic planning deals with at least one, of three, key questions:

1. What do we do?
2. For whom do we do it?
3. How do we excel?

In many organizations, this is viewed as a process for determining where an organization is going over the next year (short-term) or, more typically, the next 3 to 5 years (long-term).

There are *many* approaches to strategic planning, but typically one of the following approaches is used:

#### **Situation-Target-Proposal**

Evaluate the current situation; Define goals and/or objectives; Map the route.

#### **Draw-See-Think-Plan**

What is the ideal image? What is the gap from the ideal and why? What specific actions must be taken to close the gap? What resources are required to execute the 'plan'?

- excerpts from Wikipedia, Strategic Planning (18 June 2013)

## Key Components

Vision | Mission | Values | Strategy

The key components of 'strategic planning' include an understanding of the organization's Vision, Mission, Values and Strategies:

**Vision:** sets out how the organization wants the world in which it operates to exist (it is usually a long-term "idealistic" view, and a source of inspiration (a community free of crime);

**Mission:** Defines the fundamental purpose of an organization, succinctly describing why it exists and what it does to achieve its vision (to eradicate juvenile delinquency);

**Values:** Beliefs that are shared among the stakeholders of an organization. Values drive an organization's culture and priorities and provide a framework from which decisions are made (consensus model of decision-making);

**Strategy:** Narrowly defined, it is a combination of the ends/goals for which the firm is striving and the means/ policies by which it is seeking to get there (a roadmap).

## Tools and Approaches

Among the most widely used tools for strategic planning is the SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats). The main objective of this tool is to analyze internal strategic factors, strengths and weaknesses attributed to the organization, and relevant external factors beyond the control of the firm such as opportunities and threats.

### Competitive Sustainability Analysis

SWOT | PEST | STEER | EPISTEL

In addition to SWOT, there's the PEST analysis (**P**olitical, **E**conomic, **S**ocial, and **T**echnological); STEER (**S**ocio-Cultural, **T**echnological, **E**conomic, **E**cological, and **R**egulatory factors); EPISTEL (**E**nvironment, **P**olitical, **I**nformatic, **S**ocial, **T**echnological, **E**conomic and **L**egal), and several more.

Always feel welcome to contact me directly with any questions, comments, or great ideas!

*Jack Johnson*

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