

STRATEGIC PLANNING

Optias provides an approach to strategic planning that is simple, effective and can engage all stakeholders. The key to the approach is a single page map connecting the vision, mission and values with specific actions undertaken by the organisation. The process is modular, so the client can outsource the whole process to Optias or do some modules in-house as required.

The Optias Strategic Planning process

The process incorporates a number of workshops, intermixed with research and consultation. Workshop groups may involve one or more workshops depending on the diversity of strategic drivers and stakeholders.

- Workshop Group One - Vision, Mission and Values
- Research – Situation Analysis
- Workshop Group Two – Review Vision, Mission and Values. Undertake analysis of Strengths, Weaknesses, Opportunities and Threats
- Workshop Group Three – Map strategic drivers to benefits and through to strategic interventions using the Strategy Investment Logic Map
- Workshop Group Four – Use the Action Matrix to develop the Action Plan
- More information is provided overleaf



In chess, strategy (or position) and tactics (combinations) are in constant flux. Get your position right and the combinations flow.

Modules

Vision, Mission and Values

The first step in the process is to develop initial Vision, Mission and Value statements (VMV). These are developed in a structured workshop. At the end of the workshop draft Vision, Mission and Values statements will be prepared.

Situation Analysis

The environment external to the organisation and within the context of the draft VMV statements is researched. Multi-scenario forecasts, together with real options analysis, can be developed where there are high levels of uncertainty in the external environment (eg potential political or legislative changes, volatile economic conditions, significant technological changes etc). This work can be done by the client, or by Optias.

Vision, Mission and Values (Part 2) and SWOT

The VMV statements are reviewed in the light of the situation analysis. If there are some changes required it may be necessary to go through some iteration with some more situation analysis and re-examination of the VMV statements. When the VMV statements and the situation analysis match, a workshop will be undertaken to identify the organisations strengths, weaknesses, opportunities and threats in the context of the VMV statements and situation analysis.

Map strategic imperatives to strategic responses

The Strategy Logic Map (SLM) is based on the Investment Management Standard published by the Department of Treasury and Finance in Victoria, Australia. The SLM workshop starts with the identification of the strategic imperatives for the organisation, based on the situation analysis and SWOT. The benefits arise from achieving the strategic imperatives. A benefit may result from achieving one or more strategic imperatives. Each benefit has associated key performance indicators (KPIs). To achieve the strategic imperative and realise the benefit, the organisation must identify a number of strategic responses. The SLM provides a single page map of an organisation's strategic plan. This is an excellent tool for explaining the organisation's strategy and for driving the achievement of the strategic imperatives.

Key Performance Indicators

A benefit management plan is developed during a benefit management workshop. In this workshop the KPIs are re-examined to ensure that meaningful, measurable and attributable KPIs are used to measure the outcomes of the strategic plan. This plan identifies 1) who is responsible for achieving individual KPIs, 2) how KPIs will be measured, 3) by when will they be achieved and 4) how will progress be reported.

Formulating the Action Plan

In a structured workshop, the strategic responses and SWOT are used to formulate the Action Plan. This is undertaken using an Action Matrix where strategic responses are mapped against SWOT elements to determine what action is required to deliver the strategic responses in the context of the organisation's SWOT.

Strategic Plan

The above outcomes are then put together in a strategic plan, written in a PowerPoint format.

On the following pages the Strategic Logic Map template and Action Plan Matrix are shown.

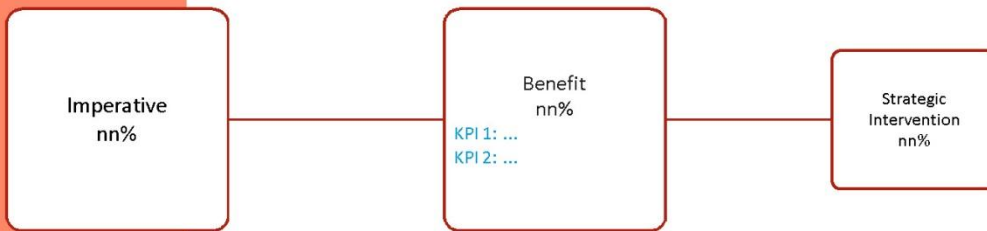
ORGANISATION NAME

LOGIC MAP
Strategic

STRATEGIC IMPERATIVE

▶ BENEFIT

▶ STRATEGIC
RESPONSE



Investor: <firstname surname>
Facilitator: <firstname surname>
Accredited Facilitator: Yes / No

Version no: <e.g. 0.1, 1.0 etc>
Initial Workshop: <dd/mm/yyyy>
Last modified by: <firstname surname dd/mm/yyyy>
Template version: 5.1

	Strategic response 1	Strategic response 2	Strategic response 3
Strengths			
Strength 1	Action 1	Action 3	
Strength 2	Action 2	Action 4	
Weaknesses			
Weakness 1			Action 5
Weakness 2			Action 6
Opportunities			
Opportunity 1		Action 7	
Opportunity 2		Action 8	
Threats			
Threat 1	Action 9		
Threat 2	Action 10		