

# Strategic Planning

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## Rationale

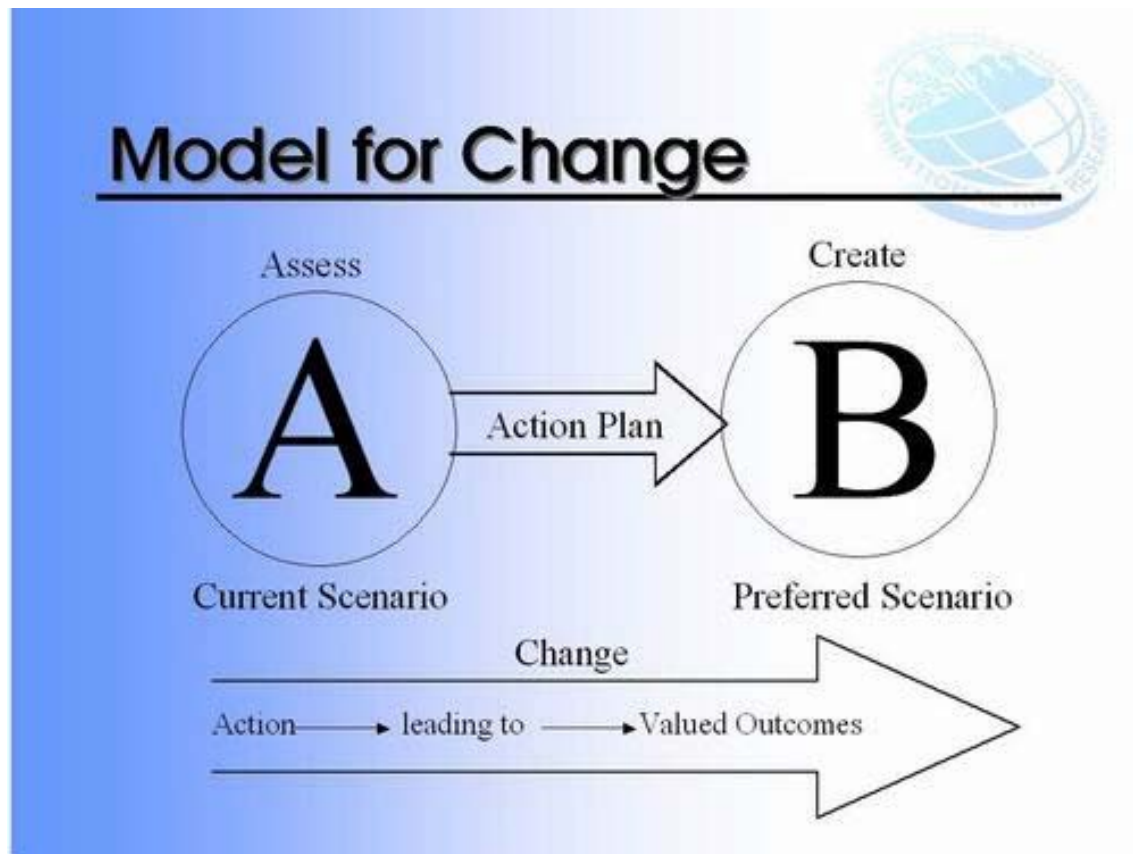
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“Strategic planning is the process by which an organization develops the most desirable vision of the future, taking into account the constraints it is likely to work within and how it can realize that vision. Strategic planning emphasizes the analysis of the forces of change in an environment, both internal and external.

Strategic planning demands creativity in crafting this vision, which offers strategic choices, that is, possible ways in which the organization may be shaped for an efficient and effective performance over a long-term perspective (five to ten years).” (Abe and Marcotte: 1990)

## A Model for Change

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The process begins with an assessment of the current scenario, defines the future scenario, and then creates an action plan, the model for change that will lead the organization to the valued outcomes that it has defined for itself.

## Steps for effective leadership

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Prior to the planning process, it is essential to have informed, enlightened leadership in place. According to theorists and practitioners of successful organizations, models of leadership are not necessarily dependent upon qualities and characteristics of leaders. Rather they are dependent on behavior and outcome. Effective leadership and leaders make things happen, they foster innovation, and they enable change. And, maybe most importantly, it is recognized that leadership permeates all levels of the organization. It does not merely reside in the upper levels of institutions.

The following is a mini-lecture on leadership. It shows the stages of vision and how that vision is enabled through the organization. This mini-lecture will include a description of the leadership task cycle for innovation and change, and identify and discuss the steps for effective leadership as below:

### Steps for effective leadership



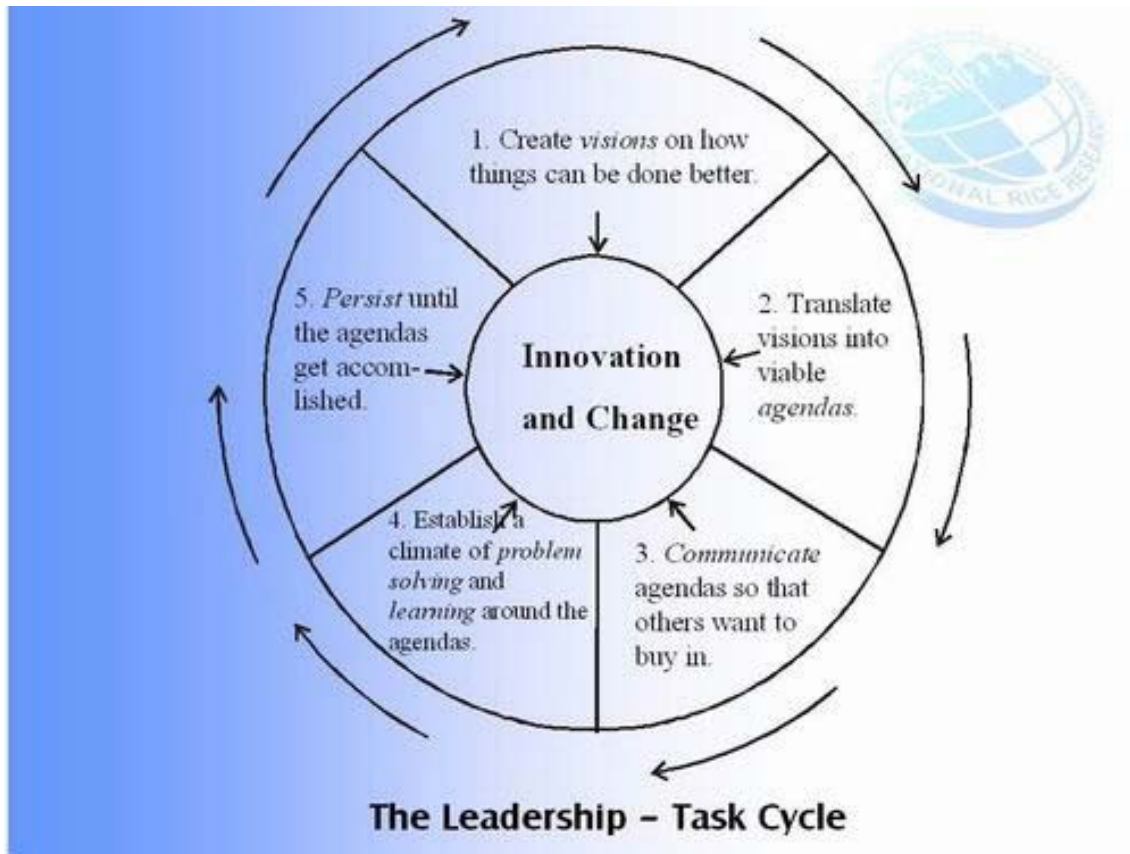
*Vision*-the creation of a vision,

*Agendas* – program of activities-the translation of that vision to an agenda for the organization,

*Communication* – the communication of the vision throughout the organization and to the external stakeholders

*Climate of learning* – physical and institutional environmental conducive to development and learning, ie. the establishment of an organizational climate that will enable the vision to be implemented

*Persistence* – a discussion on persistence to accomplish the tasks. In other words, persist in the work until success is achieved



## Types of Plans

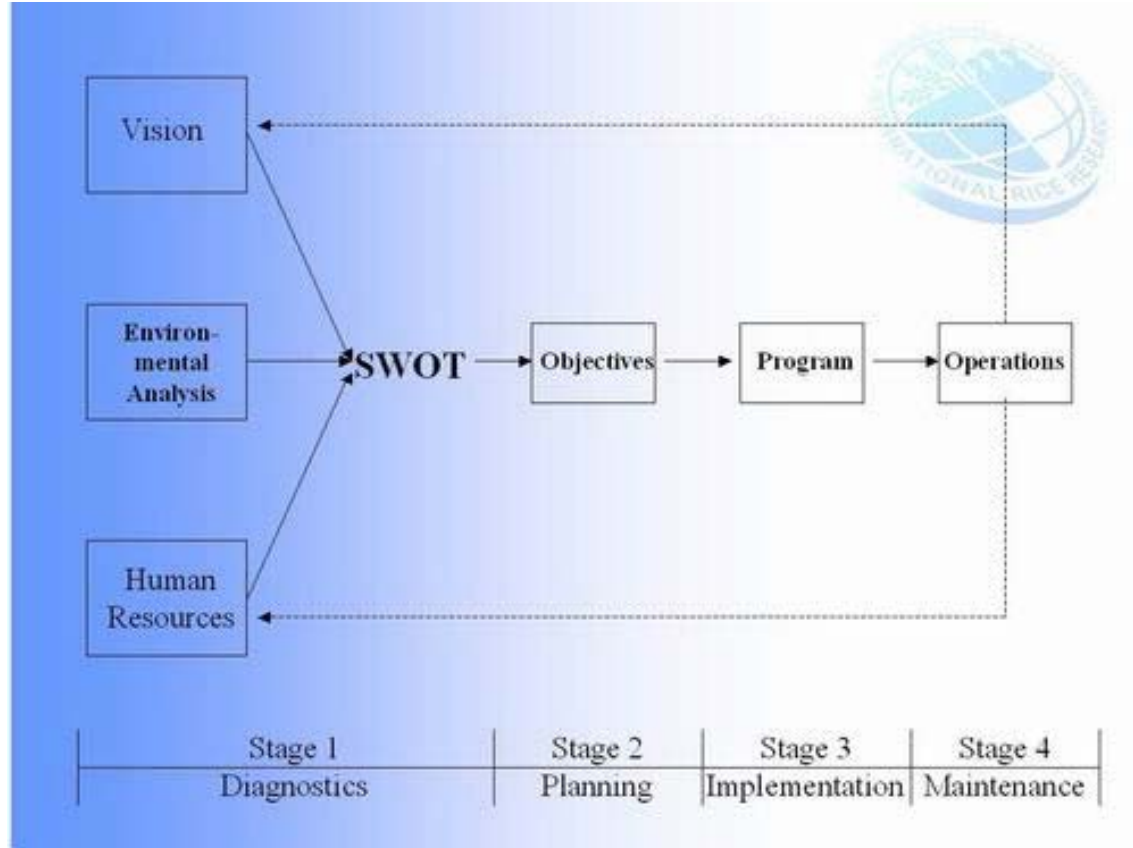
While we will primarily be discussing strategic plans, which will lead to action plans, this brief section will identify and define the following types of plans. They are Project Plans, Tactical Plans, Strategic Plans and Action Plans.

# Types Of Plans



- **Project Plans**  
Describe the detailed activities, responsibilities, and targeted completion dates required to complete a specific project
- **Tactical Plans**  
Describe overall activities, measurable outcomes, responsibilities, and targeted completion dates required to succeed during a relatively short period of time (such as a one-year period)
- **Strategic Plans**  
Describe the overall directions and targeted outcomes required to achieve the organization's mission.  
Require the organization to take a longer term (three to five year) perspective
- **Action Plans**  
Short-range range plans developed to identify activities, outcomes, responsible individuals, and target dates required to measure the organization's success in achieving its mission, goals, and objectives

# Introduction to Strategic Planning



As stated earlier, strategic planning is a process by which an organization develops the most desirable vision for the future. It takes into account constraints, both internal and external, and options/priorities for achieving that future vision. It requires creativity and critical/lateral thinking to construct the vision, and aims for both efficiency and effectiveness.

This process is composed of 4 stages, defined as follow:

## Stage 1: Diagnosis

The diagnosis stage includes an analysis/evaluation of the background of the organization, i.e. the vision/goal statement, an environmental analysis (economic, socio-cultural, political, and bio-physical), and an internal human resource analysis of both the micro and macro aspects of the organization.

Second, the vision, environmental analysis and the human resource analysis are synthesized in a SWOT analysis (strengths, weaknesses, opportunities and threats), which then enables the planners to define the issues for the organization.

## Stage 2: Planning

Once the diagnosis is completed, the potential choices need to be analyzed. There are a number of priority setting mechanisms that planners use for this exercise, such as congruence, checklists and scoring (weighted criteria) models.

## Stage 3: Implementation

Once the priorities have been set and the decisions made with respect to the desired programs, they must be implemented. This requires tools, processes and activities that the organization

uses to implement the strategies defined in stage 2.

#### **Stage 4: Maintenance**

Stage 4 is the maintenance of the plans and programs, or the managing stage of the process. Strategic plans inevitably produce change within an organization. Consequently, the managers must prepare the organization to cope with the change at the outset by establishing an effective process. This must be carried through all the steps of the process. The following criteria will assure both quality and acceptance in planning and implementation:

- The process should be formalized
- A high level of commitment must be made
- The strategy must be communicated
- There should be sufficient time and consistency applied
- The process must be constantly reviewed and evaluated

## **Objectives**

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For this section, there are 3 objectives as outlined below. For each area/objectives there will be mini-lectures, discussions, and class and individual exercises. At the end of the section, each participant will be familiar with the process of strategic planning, have constructed a priority-setting tool (congruence, checklist and scoring model) and have an individual and/or division action plan.



**Objectives:**

- 1. Be familiar with the components of a strategic plan**
- 2. Construct a priority setting tool**
- 3. Create an action plan**

In all there are 6 steps that will be covered by the training. These are listed below with a brief explanation and examples of each of the steps.

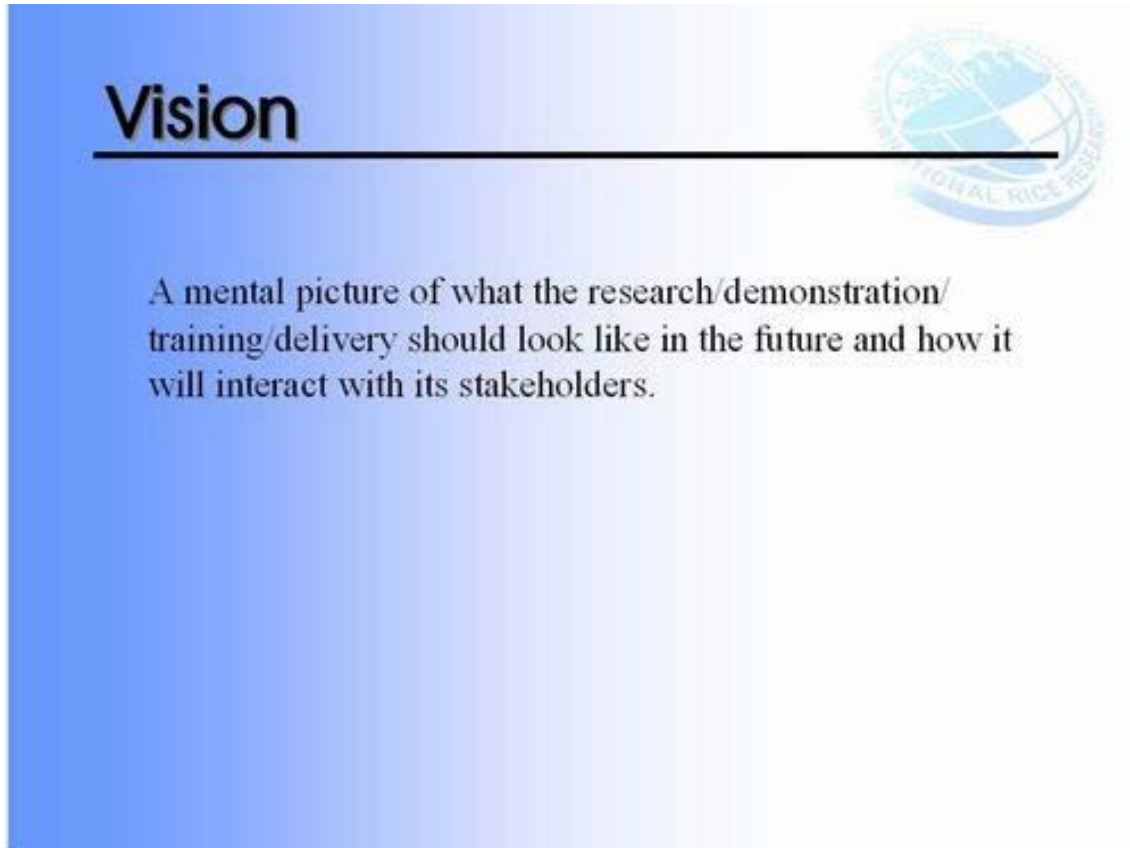
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## Step 1. Developing a vision

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The following is an example of a vision statement. In a recent research management workshop held in Myanmar, our group vision was:

***“To develop environmentally friendly practices in order to reach sustainable agriculture and increase income opportunities for farmers in Myanmar.”***



## Step 2. Environmental analysis

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The environmental analysis is an exercise to describe the environment within which the organization exists. This includes the policy, socio-cultural and biophysical environments. The analysis of these elements identifies the opportunities and threats that affect human resource and science priority issues.



# Environmental Analysis



- Economic
- Socio-cultural
- Political
- Bio-physical

## **Step 3. Human resource analysis**

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The third component of developing a background is conducting an internal human resource analysis. The initial analysis must be accomplished at both the micro and macro levels.

# Internal Human Resource Analysis



<u>Micro Level</u>	<u>Macro Level</u>
-skill level	-organizational culture
-mix	-organizational structure
-management competence	-program efficiency and effectiveness
-productivity	

At the micro level, the analysis must include a demographic profile of the skill level and mix of the organization's human resources. Thorough documentation of staff patterns, disciplinary mix, critical mass in areas of importance, research station capability, mix of basic, applied and adaptive research consistent with policy objectives professional indicators and constraints are essential to this analysis. The final component of the micro level analysis is productivity, where scientific success, adoption of innovation, and applicability with respect to target groups must be documented.

At the macro level, the assessment of three factors must be accomplished: the organizational culture, the organizational structure and the individuals in terms of efficiency and effectiveness of programs.

## **Step 4. SWOT (Strengths, Weaknesses, Opportunities, Threats)**

SWOT analysis begins with a stakeholder's analysis. A stakeholder is an "individual or other organization that will be positively or negatively affected by the success or failure of an organization."

# Stakeholder Analysis



## *Stakeholder (definition)*

Individual or other organization that will be positively or negatively affected by the success or failure of an organization

## *Examples*

Employees

Partners

Target Groups

Donors

Sample/example: The following is a sample list of some individuals and organizations that may be considered to be stakeholders.

Stakeholders: Sample list

- Researchers,
- Extension,
- Transport,
- Input providers (seed, fertilizer, machinery, etc.),
- Irrigation,
- Farmers,
- Government,
- Buyers (national and international),
- Consumers,
- Communication

In the strategic planning exercise, the planners must systematically identify those that will be affected, understand the connections and implications, and then consciously make decisions. Knowing the clients, customers, competitors, allies and the connections and forces of them will enable the planners to turn threats into opportunities, and weaknesses into strengths.

The SWOT will also enable the decision makers to know both internal and external positives and negatives, and thus enable them to make appropriate decisions on future directions and priorities.

## **Step 5. Priority setting**

In step 5, the planner has the opportunity to construct a priority setting model/tool. There are three types of priority setting: congruence, checklist and a simple scoring model. Construction of

these models/tools enable planners and their organizations to make conscious, informed decisions about their project, programs and activities. These models will provide rigor to the selection process and thus, will direct their efforts towards efficiency and effectiveness, and ultimately lead to success.

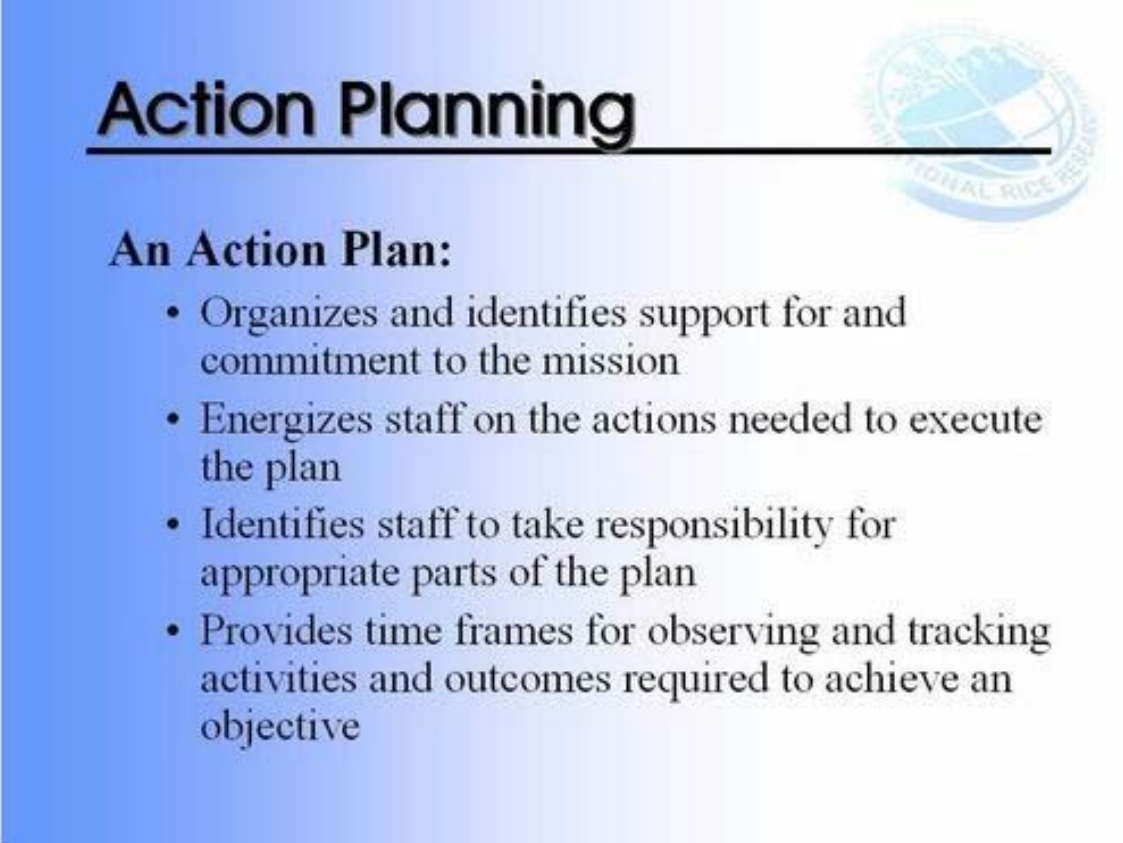
## **Step 6. Action plan**

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For the final step, the participants will be introduced to an action planning process.

An action plan is a short-range course of action developed to identify activities, outcomes, responsible individuals and target dates. These are useful tools for managers of institutions to monitor and manage the status and progress of plans. Specifically an action plan organizes and identifies support and commitment, energizes and informs the staff, and provides time frames for accomplishment of the objectives.

Ultimately, the action plan identifies the item to be accomplished, the expected outcome, who is responsible, by when it needs to be accomplished and the activities that are involved.



The slide features a blue background with a white circular logo in the top right corner. The logo contains a globe and the text 'REGIONAL RIDE CENTER'. The main title 'Action Planning' is written in a large, bold, black font and is underlined. Below the title, the text 'An Action Plan:' is followed by a bulleted list of four points.

# **Action Planning**

**An Action Plan:**

- Organizes and identifies support for and commitment to the mission
- Energizes staff on the actions needed to execute the plan
- Identifies staff to take responsibility for appropriate parts of the plan
- Provides time frames for observing and tracking activities and outcomes required to achieve an objective

# **Action Planning Approach**

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- **Describe project**
- **Define the desired project goal and objective(s)**
- **Set (or estimate) the end date**
- **Establish date when each outcome will be completed**
- **Identify who will be responsible for each outcome**
- **Establish completion date for each outcome**
- **Specify actions required to complete each outcome**
- **Determine immediate actions (to get the process started)**

# Now You Need an Action Plan



- Provides time frames for observing and tracking activities and outcomes
- Organizes and identifies support for, and commitment to, these activities

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<b>Action Plan</b>				
Creation Date: _____				
Project Description:				
Project End Date: _____				
Item	Outcome	By Whom?	By When?	Activity

## **Bibliography: Strategic Planning**

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For additional reading, please note the following. This is intended to be only a very partial listing of a very large and rich body of literature.

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