




# Using Strategic Thinking To Improve Strategic Planning

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*Jennifer L. Goodrich*

A vintage-style map of the Arctic region is shown, with a magnifying glass focusing on a specific area. The map features labels like 'Arctic Circle' and 'Greenland'. The title 'Table Leaders' is overlaid on the right side of the map.

# Table Leaders

1 ... 2 ... 3 ... Point!

A magnifying glass is positioned over an antique map, focusing on a specific area. The map shows geographical features like the Arctic Circle and various landmasses. The word "QUESTION" is written in large, bold, blue, stylized letters with a black outline, positioned in the upper right corner of the image.

**QUESTION**

**Do you FIGHT FIRES or  
get at ROOT CAUSES?**

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# QUESTION

Do you **FIGHT FIRES** or  
get at **ROOT CAUSES**?

What happens if you only  
fight fires and don't  
address **ROOT CAUSES**?



# Learning Goals

**By the end of this session, you will:**

- Understand the key terms and considerations of strategic planning.
- Learn to drive at root causes not fight fires.

# Session Opener

The difference between an organization's

- **MISSION**
- **VISION**
- **VALUES**
- **STRATEGY**

# Session Opener

## MISSION

- ❑ What is the company purpose? ... What is it you do?  
What business are you in?
- ❑ EX: Novartis (pharmaceuticals)  
We want to discover, develop, and successfully market innovative products to cure disease, ease suffering, improve way of life.

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- What is the company's goal for next 3-10 years? ...
- EX: Cigna (insurance)  
... to be a top quartile specialist within 5 years.

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## VALUES

- Rules of conduct that we adhere to in competition.  
... Attitude, Behavior, Characteristics.
- EX: Earthlink (internet)
  - ... We are respectful to the individual
  - ... We are frugal
  - ... We follow “The Golden Rule”

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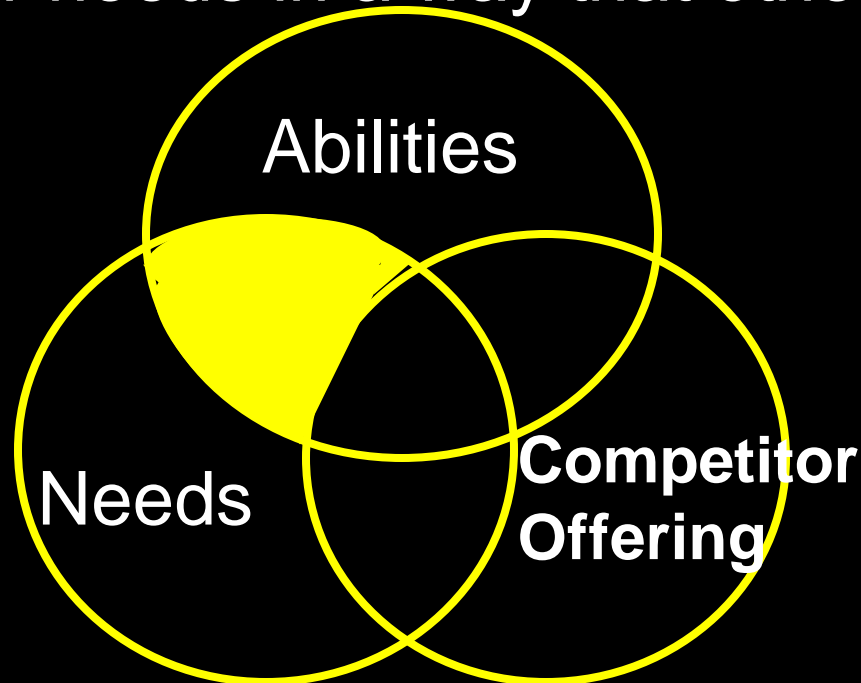
# Session Opener

- ❑ What does Strategy mean to you?
- ❑ What happens in the ABSENCE of strategic planning?

# Session Opener

## STRATEGY: It's YOUR game plan

The sweet spot that aligns the organizations' abilities with customer needs in a way that others can't match.



# Session Opener

## EDWARD JONES' STRATEGY:

To grow to 17,000 financial advisers by 2012 by offering trusted and convenient face-to-face financial advice to **conservative individual investors** who **delegate their financial decisions** through a national network of one-adviser offices.

## Target Market / Clients

- individual investors (*no corporate accounts*)
- No demographic limitations (*pursue old, young, rich, poor*)
- conservative (*no "penny stocks" / buy-to-hold*)
- delegate ... financial decisions (*no online or wannabe stock traders*)
- financial advice (*no primary checking accounts*)

# Session Opener

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### Strategy / Advantage

- **17,000 offices** (*offices in convenient places ... malls, rural, etc.*)
- **One-adviser offices** (*no staff, everything done by full professional*)
- **Conservative** (*staff trained experts in buy-to-hold, commissions set up*)



# HANDOUT

- Each company discuss their mission.
- What is & isn't their market or scope.
- What is your strategic competitive advantage.

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**QUESTION**

**HOW do we stop  
FIGHTING FIRES  
& get at ROOT CAUSES?**



# Getting to the Bottom of It

- List 4 goals for your organization or team.
- Goals should be important (turnover, scrap, capacity growth, etc.).
- You must have direct or significant influence over these goals.

# Getting to the Bottom of It

**EXAMPLE**

**GOAL-2**  
Growth

**GOAL-1**  
Customer  
Service

**GOAL-4**  
Internal  
Communication

**GOAL-3**  
Mistakes

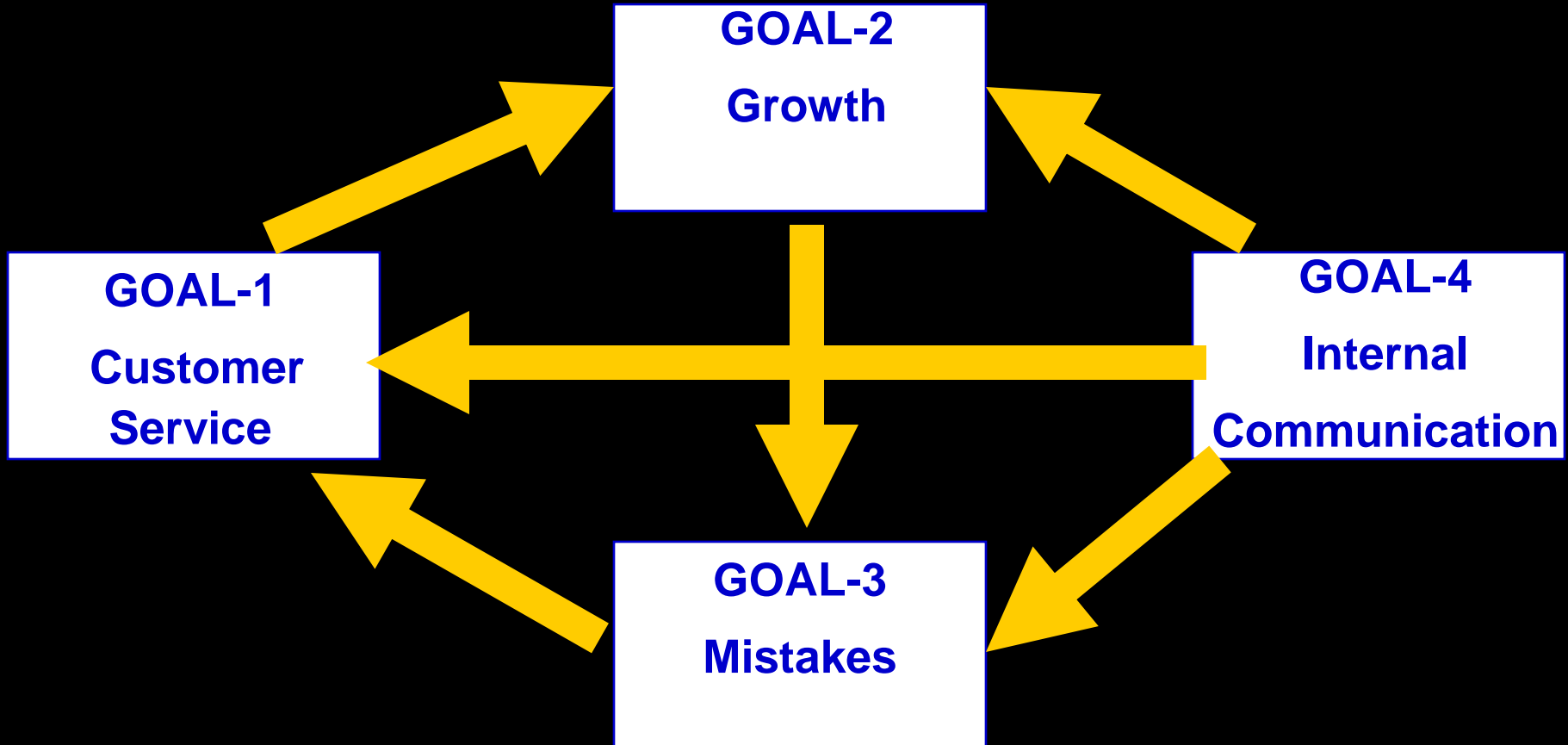


# Getting to the Bottom of It

Highlight your department or  
company's DRIVING goal

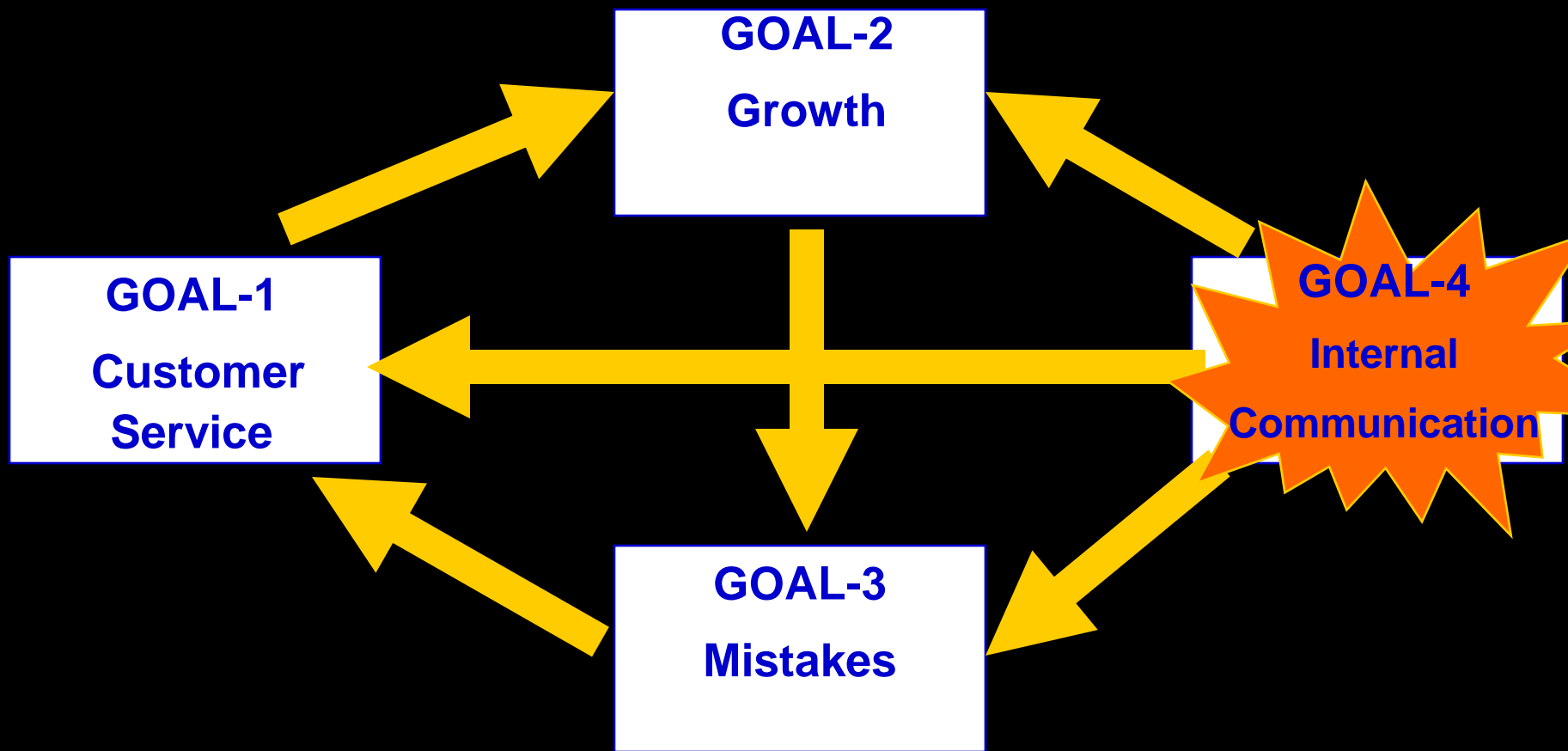
# Getting to the Bottom of It

**EXAMPLE**



# Getting to the Bottom of It

**EXAMPLE**



# Getting to the Bottom of It

**EXAMPLE**

List 2 Barriers or Critical Success Factors

- ◆ Cash flow to get cell phones
- ◆ Infrastructure to support communication?

**GOAL-4  
INTERNAL  
COMMUNICATION**



# Getting to the Bottom of It



NOW IT'S  
YOUR TURN

- Pick the most Critical Success Factor or Barrier
- Note strategies that will help you meet 1 or both of those Success Factors or Barriers

A man's face is visible in the bottom left corner, looking upwards. Above him are several thought bubbles of varying sizes, some containing simple shapes and others containing a landscape with a blue sky and clouds. The background is a dark red gradient.

# Key Ideas and Application

- Highlight the important idea(s) from the presentation.
- Note how to apply them to your company or team.
- Share your idea(s) with your group.



*... and in closing*

“Every salesman has to know the strategy – otherwise, he won’t know who to call on.

Every engineer has to understand it, or she won’t know what to design.

The best CEOs I know are teachers and at the core of what they teach is **STRATEGY.**”

*– Michael Porter, Professor & Author*