

PERLS 105:
Planning

Planning units

- Could be planning for:
 - an individual
 - a program
 - a team
 - an organization

Any of these could be a planning unit. The process and the elements are the same.

Two aspects

Planning

- There are two aspects to planning.
- 1) Deciding exactly where you want to go, or what you want to achieve, and
- 2) deciding how you will get where you want to go.

- “Plan your work, and work your plan”

Planning

- This class is about:
 - developing a plan (that probably includes several goals and objectives)
 - based on sufficient (not necessarily complete), accurate (not necessarily perfect) information
 - to make the best decision you can from among a number of alternatives that you have identified and analyzed.
 - the plan must be feasible and lead to the accomplishment of some larger goal ... which may be your vision of the future.
- Your vision of the future is also a type of goal.

Information = Data

- Planning involves using information to make decisions. There is not usually enough, and it is not usually perfect.

Goals and Plans

- A plan can be large and complex or small and simple; important or insignificant. You can have one plan, or hundreds.
- Goals are components of plans. You can have one goal, or hundreds. You can have important goals or insignificant goals.
- Objectives are usually steps within goals.

Planning

- Involves making decisions between a number of alternatives

- Know what the alternatives are, and be able to articulate the reasons for choosing one alternative over another

Planning

Planning is an everyday activity that ranges from

- major strategic decisions to
- minor daily operations

Planning is not linear, it is cyclical ..

It is constantly revisited and revised ..

A First Step

- The first step in planning is to review, revise or revisit or maybe create the MISSION and VISION of the planning unit. (individual, organization, program).

Mission

- PRIOR TO STRATEGY OR OPERATING PLANS ...
- "Only a clear definition of the [MISSION] purpose of the organization makes possible clear and realistic (organizational) objectives. It (purpose) is the foundation for priorities, strategies, plans and work assignments. It (purpose) is the starting point for the design of managerial jobs and, above all, for the design of managerial structure. Structure follows strategy. Strategy determines what the key activities are in a given business. And strategy requires knowing "what our business is and what it should be." (Drucker, Peter F. "Management", 1973, p. 75)

Mission

- MISSION/ PURPOSE:
 - What is our business?
 - There is never one right answer (Drucker, 1973)
- Reflects the planning unit's essential reason for existing.
- The Mission is the purpose of the organization; what does it/should it do?
- In groups, it should be written, or an understood verbal agreement among people

Vision

- VISION:
- Is a description of the planning unit's most desirable future state
- Does not have to be specific, or achievable or measurable but, the unit needs to agree ..
- Agreement is not always easy to get
- The vision needs to be realistic or people won't believe it.

MISSION STATEMENT

- Developing a Mission might be simple, but sometimes isn't. When a Mission is developed by a group, the words tend to become more generic to include all of the ideas of everyone in the group.
- This dilutes the direction that can be provided by the mission.
- The Vision is rarely easy to create.

Sample Mission Statement

- An example: Football Alberta
- The Mission of Football Alberta is to develop, promote, coordinate, regulate and foster the growth of all aspects of amateur football in Alberta. Our aim is to establish an administrative structure which will provide programs and services to accomplish this stated objective and mission
- www.footballalberta.ab.ca

The Simplest Planning Unit

- Individual planning is the least complex and maybe the most important
- Individuals need a mission, vision, and plans too – **priorities are critical**
- Personal planning is “time management”
- Make a list
- Get an organizer (hardcopy or computer based)

Time Management
"7 Habits of Highly Effective People"
by Stephen R. Covey

- Habit 1 **Be Proactive**: Principles of Personal Vision
- Habit 2 **Begin with the End (Vision) in Mind**: Principles of Personal Leadership
- Habit 3 **Put First Things (Priorities) First**: Principles of Personal Management
- Habit 4 **Think Win/Win**: Principles of Interpersonal Leadership
- Habit 5 **Seek First to Understand (Listen), Then to be Understood**
- Habit 6 **Synergize**: Principles of Creative Communication
- Habit 7 **Sharpen the Saw**: Principles of Balanced Self-Renewal

Personal Mission and Vision

- Mission is the core purpose – for an individual, it could be “You are a college student in the business of getting a degree”.
- Vision is the desired future state – to graduate with a PhD and to teach at a major Canadian university
 - Or? Graduate as soon as possible.

Personal Planning Example

- Major Strategic Personal Decisions
 - What Faculty? What program?
 - Lots of factors go into making this decision
- Operational Goals
 - To achieve a 3.5 GPA – how?
 - To get a relevant summer job – how?
- Minor Operational Decisions
 - How many classes should I take?
 - Which exam should I study most for?

Mission/Vision – HELPFUL TIP

Imagine doing a jigsaw puzzle

- Mission/purpose is to assemble the puzzle
- Need the picture first; without that picture it is extremely difficult to put the puzzle together: the picture is the “vision”
- Vision tells you what the final product will look like
- Once you know the picture, you can begin to get organized; you develop a plan

Corporate Plan

- The Mission, Vision, and sometimes other elements such as values together comprise the Corporate Plan.
- Mission and Vision would only change if major change occurred in the ENVIRONMENT
- What might cause your personal mission to change? Your vision?

Strategic Planning

1. Strategic thinking takes place about how to achieve the vision.
2. What is the best way to achieve the vision?

Developing strategy

1. Which way would you choose?
2. Why? Based on what information?
3. A strategy is developed from research and strategic thinking. Choices are made at this stage that result in:
 - 1.Goals and objectives being set (What?)
 - 2.Strategy for achieving the goals being developed (How?)

Strategic plan

- “Do the right things”
- Need to decide what the “right things” are
 - External focus on the environment and competitors
 - Internal focus on assets/resources
- **Start with “one thing”!! A top priority.**
- Some organizations have 25 goals and no priorities.



- Strategic thinking: Is making information-based choices that will enable your unit to progress toward the achievement of the vision
- Competitors must be considered
- Strategy for achieving goals that lead toward a vision
- **YOU CAN'T CHANGE STRATEGY VERY OFTEN SO YOU NEED TO GET IT RIGHT**

Strategic plan

- Strategy increases in importance when a) competition is stronger and b) resources are limited
- The planner requires RESEARCH to understand the external environment and develop strategy
- Strategy requires making choices about
 - What you will do – what the goals will be
 - How you will do it!!!!!! – achieve those goals
- First, you need information to inform your choices – **strategic analysis**

The SWOT framework

- A framework for **strategic analysis** – a planning tool to organize information to assist with choices
- Includes:
 - Factors in the external environment
 - Distal - **External factors – organization has no control**
 - Proximal **External factors – organization has limited interaction or control**
 - Factors in the internal environment

SWOT

- IDENTIFY:
 - Strengths (internal to organization)
 - Weaknesses (internal to organization)
 - Opportunities (external – proximal/distal)
 - Threats (external – proximal/distal)
- **Identify the factors through thought, discussion, brainstorming**

GENERAL (DISTAL) ENVIRONMENT

External factors – organization has no control

Economic: economy, cost of capital, and labor; factors such as interest rates, inflation, minimum wage, price of oil

Social: demography, social values, etc. – trends such as number of females in sport, gender equity policy, decreases in physical activity, increasing obesity, drugs in sport

Political: laws, politics (minority government), Canadian sport development model, investment in sport

Technology: knowledge and discovery, communications, TV

TASK (PROXIMAL) ENVIRONMENT

External factors – organization has limited interaction or control

Customer: client characteristics – changes to demand, wealth, preferences, buying patterns

Competition: others producing similar services; for resources; for people

Labor: availability of labor; cost of labor; skills; talent; knowledge

Suppliers: of resources (inputs) – facilities, funding, granting agencies, donors, sponsors

INTERNAL FACTORS for the ORGANIZATION

Human Resources: Skills, abilities, knowledge, commitment, motivation

Financial Resources: revenue sources; dependencies; consistency; wealth

Physical Resources: facilities; equipment

Organizational Structure and Governance: strategy, structure, leadership, management, governance

The external factors

- Look at those proximal and distal factors
 - Are they opportunities or are they threats?
- Identify them as O or T, then determine which factors are important
 - HOW important
 - WHY?
- Measure/assess each factor
- Is significant change occurring in the factors?

The internal factors

- Look at the internal factors
 - Are they strengths or are they weaknesses?
- Identify them as S or W, then determine which factors are important
 - HOW important
 - WHY?
- Measure/assess each factor
- Is significant change occurring in the factors?

Develop your strategy

- Utilize your organization's strengths
- Defend your weaknesses
- Take advantage of opportunities
- Be aware of threats
- **And develop the strategy**
- This is exactly what a coach does when preparing for a game



- Determine how much you know about each variable; accuracy is the most critical feature of analysis

EXAMPLE

1. Pick a sport you can identify with and brainstorm to identify factors
2. Organize those factors into external (proximal, distal) and internal
3. Identify SWOT
4. Pick an example and identify the links
5. Articulate the strategy

External ENVIRONMENT - Categories

(Opportunities or Threats)

Economic:

Social:

Political:

Technology:

Customer:

Competition:

Labor:

INTERNAL ORGANIZATION - Categories
(Strengths or Weaknesses)

Human Resources:

Financial Resources:

Physical Resources:

Organizational Structure and governance:

- Once you have identified and listed the items in your categories, you then label them as:
 - strengths, weaknesses (if they are internal);
 - opportunities or threats (if they are external).

Relevance of SWOT

- Why does organization of factors into SWOT matter?
 - Because you use your strengths to take advantage of the opportunities, and defend the threats.
 - Because you try to overcome your weakness by identifying it and making that factor stronger if possible.

It is possible that after a SWOT analysis, you might have to go back to the beginning because your analysis tells you that you need to rethink your mission, vision, or higher level goal. KEEP AN OPEN MIND!!

SWOT analysis – accuracy and weighting example

– Opportunity (external) – #1

- How important is this opportunity?
- How do you know that?
- How can you take advantage of this opportunity?

– Threat (External) – #1

- How severe is this threat?
- How do you know?
- What can you do about this threat?

SWOT analysis – accuracy and weighting example

– strength (internal) – #1

- Compare to competition
- How important is this?
- How do you know?
- How can you take advantage of this strength?

– weakness (internal) – #1

- Compare to competition
- How important is this?
- How do you know?
- What can you do about this weakness?

The Strategy

- Based on the SWOT Analysis – organize the information
 - Do we have the necessary strength to take advantage of the opportunity?
 - Do we have the strength to defend against the threat?
 - Can we hide our weakness, or improve it?
- What will the organization do to achieve the Strategic Goal?
 - What goals will the organization set?
 - What action will it take to achieve the goal?
 - Who will take action?
 - When?
- Write a strategy
 - Use goals and objectives and
 - Action statements

Operational Plan

- Manages the **daily** pursuit of goals and objectives (how the goals will be achieved)
 - It could be argued there is strategy in this as well, but that is not how we are referring to strategic goals in this class
- May change frequently – not likely daily, but could change monthly

Operational plan

- “Do things **right**”
- The means through which the strategic plan is accomplished (strategic goal is achieved)
 - Related to carrying out the organization’s day-to-day activities
 - Translated into individual assignments and activities
 - Includes goals, objectives, policies, procedures, rules
 - Assignments of people, equipment, time

Goals & objectives...

- Strategic goals would likely not change very often
- Operational goals may change frequently

Goals & objectives...



- Tend to be used interchangeably, but are different
- Goals
 - Strategic
 - Longer term
 - More complex
- Objectives
 - Tactical, action-oriented
 - Shorter term
 - More specific

Goals & objectives should be...

- **S**pecific
- **M**easurable
- **A**ssignable
- **R**ealistic
- **T**ime related – can use benchmarks instead of dates

Goals do NOT state HOW the goals are to be achieved.

Goal-setting: *Hint #1*

- Well-defined goals *almost always* look like this:

To accomplish something by some time

Goal-setting: *Hint #2*

- Or, like this:

To accomplish something as a means to some end

Example of Goals and Objectives
Based on the SWOT Analysis – develop a goal and objectives

- GOAL:
- Objective:
- Objective:

Strategic Plan

- How will the unit described in the Corporate Plan
 - achieve their vision
- Strategy may change as factors in the proximal or distal “environment” change
 - For example, if market demand changes
 - Environmental change is normally slow

Types of Plans

- Corporate (the organization) plan
- Strategic plan
- Operational plan

Other types of plans...

- Policies
 - General guidelines to follow in making decisions and taking action.
- Rules
 - A specific course of action or conduct that must be followed.
- Procedures
 - A customary method for handling an activity which guides action rather than thinking.
