American Management Association's
Fundamentals of Strategic Planning

Learning Objectives

- Define Strategic Planning and Strategy
- Articulate Five Essential Strategy Decisions That Drive Strategy Formation and Implementation in an Organization
- Describe How Strategy Cascades Throughout an Organization
- Link Your Specific Role to the Organizational Strategy and to the Actions Required to Implement the Strategic Plan

What Is Strategic Planning?

- Define Strategic Planning and Strategy
- Identify Five Key Questions for Organizational Success
- Recognize a Generic Process for Strategy Formation
- Determine Key Stakeholders
- Describe How Strategy Permeates the Organization

Why Organizations Create Strategy

- Recognize the Grand Design Within the Organization
- Explain the Significance of the Environments Affecting the Organization
- Discuss Growth and Profit Strategies
- Describe Various Market Segmentations
- Identify How Organizations Create Value for Their Customers and Stakeholders
- Express How an Organization Decides It Value Proposition
- State Why It Is Important to Link Your Actions to Strategy

The Strategic Planning Process in Action

- Identify the Five Stages of a Classic Strategic Planning Framework
- Describe How Strategy Works in an Organization
- Articulate the Highlights and Time Requirements of the Process
- Recognize Your Role in Your Organization’s Strategic Plans

Assessing the Environment

- Identify Strategic Patterns in the Environment
- Explain and Anticipate Patterns
- Express Why Assessing the Environment Is Important
- Describe Six Tools/Techniques for Conducting External and Internal Assessments
Three Ds of Strategy—Discussions, Decisions and Development

- Review Key Stages of the Strategic Planning Process
- Describe How SWOTs, Core Competencies and Critical Success Factors Are Incorporated into the Strategic Discussions
- Appreciate the Rationale Behind Strategic Decisions

Implementing and Reviewing Strategy

- Discuss Strategic Alignment and What It Means to an Organization
- Identify the Ways an Organization Creates Strategic Alignment
- Develop a Series of Questions to Facilitate Strategic Conversations
- Recognize Accountability Systems
- Identify Reward and Recognition Incentives for Success
- Express Why, When and How Often Strategy Should Be Reviewed

Alternative Approaches to Create Strategy

- Identify Seven Strategic Planning Approaches
- Discuss Which Approach Would Best Fit Your Organization