American Management Association's
Strategic Planning

Learning Objectives

- Describe the Strategic Planning Process
- Use Strategic Planning Tools and Techniques to Gather and Analyze Pertinent Data
- Begin Building a Strategic Plan for Your Area of Responsibility

Strategic Planning Overview

- State Key Definitions of Strategic Planning Terms
- Identify the Questions That Strategic Planning Must Address
- Identify the Analyses Typically Incorporated in Strategic Planning
- Describe How These Questions and Analyses Can Be Organized into a Structured Strategic Planning Process
- Describe How Your Planning Relates to Planning at Other Levels of the Organization

The Strategic Foundation

- Differentiate Between Mission and Vision
- Examine Core Values and Their Role in Strategic Planning
- Articulate the Unique Value for Your Unit
- Describe the Value of Purpose in Ensuring a High Performance Organization That Achieves Results
- Develop a Mission and Vision Statement for Your Unit

Assessing the External Environment

- Distinguish Between Macro and Market Environments
- Identify the Macro and Market Trends That Are Shaping the Landscape
- Describe How These Trends Will Affect Your Organization and Your Customers, and What That Means for Your Specific Unit’s Strategy
- Determine Your Organization’s Performance Profile
- Conduct a Competitor Assessment
Assessing the Internal Environment

- Explain the Components of an Internal Assessment
- Understand the Concept of Core Competencies
- Conduct a VRIO Analysis for Identifying Competencies That Provide Sustainable Competitive Advantage
- Appreciate the Importance of “Culture” in an Internal Assessment
- Apply an Internal Assessment Diagnostic to Your Organization

Making Strategic Decisions

- Describe How to Conduct a SWOT Analysis for Your Unit
- Identify the Role of Data Synthesis, Insight, and Creativity in Strategic Planning
- Learn How to Use a SWOT Analysis to Choose Your Strategic Imperatives
- Understand the Potential Value of Scenario Planning

Building Your Strategic Plan

- Identify Key Elements of a Good Strategic Plan
- Begin Developing Your Own Strategic Plan
- Begin to Craft an Executive Summary
- Tap into the Wisdom of the Group Via Collaborative Sharing and Discussion

Communicating and Executing Your Strategic Plan

- Articulate the Importance of Metrics and Accountability
- Recognize How a Leader Builds Commitment Through Multiple Avenues of Communication Throughout the Execution Process
- Describe How to Translate Strategic Imperatives into Goals and Actions for Your Unit
- Identify Ways to Align the Organization Toward a Single Purpose