

# Contents

	Preface	xiii
<b>CHAPTER 1</b>	<b>INTRODUCTION TO APPLIED STRATEGIC PLANNING</b>	<b>1</b>
	The Applied Strategic Planning Model	4
	Consultant to Consultant	11
	Notes on the Activities	12
<b>CHAPTER 2</b>	<b>THE ROLE OF THE CONSULTANT</b>	<b>13</b>
	Outcomes of Strategic Planning	13
	How Applied Strategic Planning Is Different	14
	Major Roles of Consultants	15
	Knowledge and Skills	19
	Consultant to Consultant	22
	Notes on the Activities	24
	Activity 2.1: Clouded Vision: The Perils of Prediction	26
	Activity 2.2: One Thing: Identifying the Foremost Strategic Goal	31
	Activity 2.3: Identifying Important Strategic Issues	36
	Activity 2.4: Examining Your Consulting Style	39
	Activity 2.5: Testing Knowledge of the Strategic Planning Process	49
<b>CHAPTER 3</b>	<b>THINKING SKILLS</b>	<b>63</b>
	A Variety of Thinking Skills	63
	The Importance of Creativity	66
	Down-Board Thinking	69
	Critical Thinking	70
	Synthesis as an Asset in Thinking	71
	Focused Thinking	72

Framing and Reframing	73
Visionary Thinking	74
Scanning and Interpreting	75
Fluidity of Thinking	75
Intuitive Thinking	76
Complexity in Thinking	77
Strategic Thinking	77
Systems Thinking	78
Broad-View Thinking	79
Analytical Thinking	80
Meta-Cognition	80
Scenario Thinking, Innovation, and Strategy Creation	81
Final Thoughts on Thinking	82
Consultant to Consultant	82
Notes on the Activities	83
Activity 3.1: Introducing and Using Paradigms	86
Activity 3.2: Thinking Strategically	88
Activity 3.3: Matching Thinking Skills to Steps of the Applied Strategic Planning Process	96
<b>CHAPTER 4 PLANNING TO PLAN</b>	<b>101</b>
Preliminary Contacts	101
Readiness for Successful Strategic Planning	102
First Steps	104
Launching the Strategic Planning Process	108
Establishing Norms for Work Group Behavior	112
Additional Issues	114
Implementation Is What It Is All About!	118
Consultant to Consultant	119
Notes on the Activities	121
Activity 4.1: Determining Organizational Readiness for Strategic Planning	124
Activity 4.2: Assessing Organizational Commitment to Strategic Planning	131
Activity 4.3: Choosing the Strategic Planning Work Group	135
Activity 4.4: Identifying Stakeholders	143
Activity 4.5: Bringing Closure to Planning to Plan	148

<b>CHAPTER 5</b>	<b>VALUES AND CULTURE</b>	<b>157</b>
	Defintions	157
	Identifying and Clarifying Values	160
	Organizational Culture	167
	Consultant to Consultant	172
	Notes on the Activities	173
	Activity 5.1: Examining Organizational Values	176
	Activity 5.2: Measuring Organizational Values: An Empirical Approach	182
	Activity 5.3: Examining the Three Tensions: Learning About How You Manage Dilemmas	196
	Activity 5.4: Organizational Culture Questionnaire	202
	Activity 5.5: Bringing Closure to Values and Culture	220
<b>CHAPTER 6</b>	<b>MISSION FORMULATION</b>	<b>229</b>
	Envisioning the Future	229
	Formulating the Mission Statement	231
	Crafting the Mission Statement	236
	Purposes of a Mission Statement	238
	Content of a Mission Statement	241
	Attributes of a Mission Statement	242
	Comprehensive Mission Statements	246
	Consultant to Consultant	248
	Notes on the Activities	250
	Activity 6.1: Creativity Session to Describe the Ideal Future	252
	Activity 6.2: “Hear All About It”: Envisioning the Future	257
	Activity 6.3: What? Who? How? Why? The Key Components of Mission	260
	Activity 6.4: Distinctive Competence	264
	Activity 6.5: Evaluating Mission Statements	269
	Activity 6.6: Bringing Closure to Mission Formulation	273
<b>CHAPTER 7</b>	<b>STRATEGIC BUSINESS MODELING</b>	<b>281</b>
	First Steps	283
	Outcomes Generated by Strategic Business Modeling	285
	Consultant to Consultant	301
	Notes on the Activities	304

Activity 7.1: Analyzing a Planning Case	306
Activity 7.2: Identifying LOBs for the Future	313
Activity 7.3: Identifying Required CSIs	316
Activity 7.4: Analyzing Strategic Thrusts Needed	320
Activity 7.5: Describing the Necessary Culture	322
Activity 7.6: Bringing Closure to Strategic Business Modeling	325
<b>CHAPTER 8 PERFORMANCE AUDIT</b>	<b>333</b>
The Scope of Performance Audit	335
A Useful Mind-Set	336
The Role of the CEO in Performance Audit	340
SWOT Analysis	341
SWOT Analysis Looking Inward	343
SWOT Analysis Looking Outward	351
Consultant to Consultant	359
Notes on the Activities	361
Activity 8.1: Planning Data Collection for SWOT Analysis	364
Activity 8.2: Analyzing Lines of Business	369
Activity 8.3: Analyzing CSIs	378
Activity 8.4: Organizational Systems Survey	380
Activity 8.5: Analyzing LOB Life Cycles	395
Activity 8.6: Analyzing Competition	402
Activity 8.7: Analyzing Risk Orientation	405
Activity 8.8: Bringing Closure to Performance Audit	409
<b>CHAPTER 9 GAP ANALYSIS AND CLOSURE</b>	<b>417</b>
The Outcomes Define the Process	417
Shaping Gap Analysis and Closure	419
The Importance of Role Clarity	423
Is the “Bench” Deep Enough?	426
Tactics for Closing the Gap	427
Gaps That Cannot, or Should Not, Be Closed	429
“Notes for Next Year”	429
Consultant to Consultant	430
Notes on the Activities	432
Activity 9.1: Planning Gap Analysis and Closure	434
Activity 9.2: Selecting Future Lines of Business	437

Activity 9.3: Selecting the Future CSIs	441
Activity 9.4: Identifying the Necessary Strategic Thrusts	444
Activity 9.5: Identifying the Necessary Future Culture	448
Activity 9.6: Bringing Closure to Gap Analysis and Closure	452
<b>CHAPTER 10 INTEGRATING ACTION PLANS</b>	<b>461</b>
Grand Strategies	463
Developing Business Unit/Program Operational Plans	466
Integrating Functional Action Plans	468
Resource Allocation	469
Consultant to Consultant	470
Notes on the Activities	471
Activity 10.1: Identifying the Primary Global Strategies	474
Activity 10.2: Creating Action Plans	481
Activity 10.3: Coordinating and Integrating Action Plans	486
Activity 10.4: Bringing Closure to Integrating Action Plans	488
<b>CHAPTER 11 CONTINGENCY PLANNING</b>	<b>497</b>
The Need for Contingency Planning	497
A Frequently Overlooked Contingency	499
Criteria for Developing Contingency Plans	500
Developing Contingency Plans	501
Consultant to Consultant	504
Notes on the Activities	506
Activity 11.1: Learning to Use the Probability-Impact Planning Matrix	508
Activity 11.2: Developing Contingency Plans for the Entire Organization	511
Activity 11.3: Developing Contingency Plans for Each LOB	514
Activity 11.4: Bringing Closure to Contingency Planning	518
<b>CHAPTER 12 IMPLEMENTING YOUR PLAN</b>	<b>527</b>
Presenting the Plan	529
Strategic Management	531
Blockages to Implementation	532
Some Concluding Remarks	534
Consultant to Consultant	535
Notes on the Activities	536

Activity 12.1: Evaluating Readiness to Implement the Strategic Plan	538
Activity 12.2: Unveiling the Strategic Plan	541
Activity 12.3: Ensuring Implementation	543
Activity 12.4: Bringing Closure to Implementing Your Plan	547
References	555
About the Authors	559

<http://www.pbookshop.com>