

## Chapter 1

# Introduction to Applied Strategic Planning

**IN THE FIFTEEN YEARS** since we published our initial version of *Applied Strategic Planning: How to Develop a Plan that Really Works* (Goodstein, Nolan, & Pfeiffer, 1993) and the accompanying *Consultant's Kit* (Nolan, Goodstein, & Pfeiffer, 1992), much has happened that has changed our world. The growth and importance of the Internet, the globalization of trade, the consolidation of many industries, the growing importance of the environmental movement, and concerns about the limitations of natural resources, especially oil, are but a few of the changes that quickly come to mind. For example, seven of the ten companies with the largest growth in share value over the past decade did not exist twenty years ago (McKinsey & Co., 2006). Each of these changes potentially has important consequences for all organizations. Tracking those changes that have the greatest potential to impact an organization and developing a plan to respond to change is an imperative requirement for organizations.

But over the years our experiences as consultants to organizations have convinced us that most planning processes are poorly conceptualized and even more poorly executed. Our experience has shown strong resistance to planning in most organizations and that it is rarely creative when it is done and, moreover, is largely tactical rather than strategic in nature.

Most planning processes, in fact, result in *long-range rather than strategic plans*. These long-range plans are based on the assumption that we can extrapolate the future from the present. If we simply assume a 7 percent growth rate compounded over the next ten years, we will have doubled our revenues and no one should complain about that. But the idea that no significant changes will occur in our particular environment over the next five years does not meet a test of reasonableness. A genuine strategic plan should involve an effort to consider a variety of futures and develop options for meeting each of these futures.

Strategic planning is critical to the success of any organization. However, McKinsey & Co. (2006) reports that less than half of the almost eight hundred business executives who responded to its online survey

# Applied Strategic Planning An Introduction

**Stephen Haines**



## **Applied Strategic Planning An Introduction:**

*Applied Strategic Planning* Leonard D. Goodstein, Timothy M. Nolan, J. William Pfeiffer, 1992-05-29 Plan future organizational success Keep ASP team members up to speed with this quick study Put all of your ASP Planning team members in the know with the Introduction Keep all of your team members on track with this visual reminder of the process This comprehensive OD resource is a powerful aid to consultants engaged in implementing strategic planning with organizational planning teams The Kit is based on the ASP model that consists of two ongoing phases Environmental Monitoring and Application Considerations and nine sequential steps that the planning team follows Planning to Plan Values Scan Mission Formulation Strategic Business Modeling Performance Audit Gap Analysis Integrating Action Plans Contingency Planning Implementation We have been using the Applied Strategic Planning process in our agency and it has helped us to focus and provide needed leadership given the extended budget crisis and constant change Ramon J Rodriguez deputy executive director New York State Division of Equalization and Assessment Components of The ASP Kit Applied Strategic Planning The Consultant's Kit Includes a 554 page looseleaf binder containing 79 up to date strategic planning activities to guide the planning team through each step of the strategic planning process Some activities call for supplemental items most are complete within themselves Notes to the Consultant and an Overview of Activities begin each chapter A color transparency of the ASP model is included One copy of each of the following components is also included each item below may also be purchased separately Applied Strategic Planning A Comprehensive Guide ISBN 070240205 hardcover 380 pages 49 95 Provides an in depth outline of the strategic planning process Applied Strategic Planning An Introduction ISBN 0883903180 72 pages 20 00 Provides a basic understanding of the ASP process to members of the planning team and other key members who need to understand the process Applied Strategic Planning An Overview ISBN 0883903199 paperback 6 pages 6 00 A brief synopsis of the process what needs to happen during each phase and how to implement the plan Applied Strategic Planning Model Handout Poster Handout ISBN 0883904489 8 1 2X11 6 00 Poster ISBN 0883903377 27 X 34 25 00 Full color model in handout and poster formats Diagnosing Organizational Culture Instrument ISBN 0883903164 paper 32 pages 12 00 This instrument helps identify and evaluate significant cultural patterns within the organization Diagnosing Organizational Culture Trainer's Package ISBN 0883905329 28 00 Includes a training manual paper 57 pages and one copy of the Diagnosing Organizational Culture Instrument C RT Creativity and Risk Taking Instrument ISBN 0883900254 paper 24 pages 12 50 This instrument assesses individuals creativity and risk taking orientations With The ASP Kit you'll be able to Lead an organization through the ASP process from planning through implementation Guide a planning team through each phase of this powerful design Introduce a strategic planning approach that gives optimum clarity and results Assist the team in identifying significant patterns within the organization Support the organization's development of a strategic plan that will ensure future success TIMING Approximately 3 days per component 12 days per

year AUDIENCE Managers and top executives active participants in the ASP process     Applied Strategic Planning Timothy M. Nolan, Leonard D. Goodstein, Jeanette Goodstein, 2008-07-14 Applied Strategic Planning The Consultant's Toolkit is a powerful aid to consultants facilitators and change agents engaged in implementing strategic planning with organizational and executive planning teams This revised edition of the best selling toolkit incorporates the most recent theory and research into strategic planning as well as advances in the ASP model since the first edition was published The kit includes all the materials required to guide the planning team toward an effective strategic plan and follows the proven nine step ASP model

*Applied Strategic Planning: How to Develop a Plan That Really Works* Leonard D. Goodstein, Timothy M. Nolan, J. William Pfeiffer, 1993-06-22 Plan future organizational success Keep ASP team members up to speed with this quick study Put all of your ASP Planning team members in the know with the Introduction Keep all of your team members on track with this visual reminder of the process This comprehensive OD resource is a powerful aid to consultants engaged in implementing strategic planning with organizational planning teams The Kit is based on the ASP model that consists of two ongoing phases Environmental Monitoring and Application Considerations and nine sequential steps that the planning team follows Planning to Plan Values Scan Mission Formulation Strategic Business Modeling Performance Audit Gap Analysis Integrating Action Plans Contingency Planning Implementation We have been using the Applied Strategic Planning process in our agency and it has helped us to focus and provide needed leadership given the extended budget crisis and constant change Ramon J Rodriguez deputy executive director New York State Division of Equalization and Assessment Components of The ASP Kit Applied Strategic Planning The Consultant's Kit Includes a 554 page looseleaf binder containing 79 up to date strategic planning activities to guide the planning team through each step of the strategic planning process Some activities call for supplemental items most are complete within themselves Notes to the Consultant and an Overview of Activities begin each chapter A color transparency of the ASP model is included One copy of each of the following components is also included each item below may also be purchased separately Applied Strategic Planning A Comprehensive Guide ISBN 070240205 hardcover 380 pages 49 95 Provides an in depth outline of the strategic planning process Applied Strategic Planning An Introduction ISBN 0883903180 72 pages 20 00 Provides a basic understanding of the ASP process to members of the planning team and other key members who need to understand the process Applied Strategic Planning An Overview ISBN 0883903199 paperback 6 pages 6 00 A brief synopsis of the process what needs to happen during each phase and how to implement the plan Applied Strategic Planning Model Handout Poster Handout ISBN 0883904489 8 1 2X11 6 00 Poster ISBN 0883903377 27 X 34 25 00 Full color model in handout and poster formats Diagnosing Organizational Culture Instrument ISBN 0883903164 paper 32 pages 12 00 This instrument helps identify and evaluate significant cultural patterns within the organization Diagnosing Organizational Culture Trainer's Package ISBN 0883905329 28 00 Includes a training manual paper 57 pages and one copy of the Diagnosing Organizational Culture Instrument C RT Creativity and Risk Taking Instrument

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This book presents a collection of papers on topics in the field of strategic mine planning including orebody modeling mine planning optimization and the optimization of mining complexes Elaborating on the state of the art in the field it describes the latest technologies and related research as well as the applications of a range of related technologies in diverse industrial contexts *Formal and Informal Strategic Planning* Daniel Ebner,2013-12-09 Previous research focused either on the relationship between strategic planning and performance or coordination mechanisms and performance Therefore a conceptually and empirically validated understanding of the interaction between these three factors is limited This study addresses this gap in the literature by delivering three contributions to theory and empirical research firstly by clarifying and proposing the influences of strategic planning and strategic organization on the performance secondly by developing a model and associated hypotheses on both direct and interaction effects of strategic planning and coordination mechanisms and thirdly by testing the hypotheses Findings regarding strategic planning suggest the coexistence of formal and informal strategic planning activities Furthermore results show that the relationship between strategic planning and performance is moderated by coordination mechanisms **Handbook of Healthcare Delivery Systems** Yuehwern Yih,2016-04-19 With rapidly rising healthcare costs directly impacting the economy and quality of life resolving improvement challenges in areas such as safety effectiveness patient centeredness timeliness efficiency and equity has become paramount Using a system engineering perspective Handbook of Healthcare Delivery Systems offers theoretical foundation *Implementing Strategic Environmental Assessment* Michael Schmidt,Elsa Joao,Eike Albrecht,2006-02-20 This comprehensive Handbook describes the implementation of SEA in 18 countries around the world as well as a critical analysis of different SEA methodologies It introduces key SEA principles and the legal requirements of the new European SEA Directive which became law in 2004 and describes the implementation of SEA in 11 European Union countries as well as the USA Canada and New Zealand This is contrasted with SEA requirements of four developing countries Strategic Analysis for Healthcare: Concepts and Practical Applications Michael S. Wayland,Warren G. McDonald,2015-10-27 Instructor Resources PowerPoint slides with teaching tips An applied learning approach that will keep students engaged The healthcare environment is changing rapidly and so are the skill sets needed for successful organizational leadership in the field Strategic Analysis for Healthcare Concepts and Practical Applications arms readers with strategic analysis methods tools and frameworks and builds a foundation of practical experience to prepare students for their future careers This unique workbook introduces students to analysis and strategy development through examples within healthcare as well as from outside industries where strategic analysis has been key to organizations survival and success After a brief introduction to business strategy the book covers a sequence of strategic analysis tools logically arranged into sections on broad analysis focused analysis integrative analysis strategy development and strategy selection Application exercises grow in complexity from one chapter to the next as students develop new skills Topics include the following Future perfect thinking and affinity charts Five forces PEST and SWOT analyses Financial

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**Applied Strategic Planning** Leonard David Goodstein, Timothy M. Nolan, J. William Pfeiffer, 1992 Dit boek geeft een overzicht van het strategische planningsproces en hoe het moet worden uitgevoerd

**Understanding Sport Management** Trish Bradbury, Ian O'Boyle, 2017-01-20 Sport management is a rapidly developing industry which continues to grow in size and scope on an international scale This comprehensive and engaging textbook offers a complete introduction to core principles and best practice in contemporary sport management Adopting an issues based approach and drawing on the very latest research it demonstrates how theory translates into practice across all the key functional areas of sport management from governance and leadership to tourism and events Written by a team of experts from across the globe the book explores sport management from a truly international perspective and looks at all levels from professional high performance sport to non profit and grassroots With extended real world case studies and an array of helpful features in every chapter it addresses crucial topics such as managing organisational performance communication and social media sponsorship and marketing the impact of sport on society future directions for sport management Complemented by a companion website full of additional teaching and learning resources for students and instructors this is an essential textbook for any degree level sport management course

**Service Systems Management and Engineering** Ching M. Chang, 2018-01-05 The ultimate instructional guide to achieving success in the service sector Already responsible for employing the bulk of the U S workforce service providing industries continue to increase their economic dominance Because of this fact these companies are looking for talented new service systems engineers to take on strategic and operational challenges This instructional guide supplies essential tools for career seekers in the service field including techniques on how to apply scientific engineering and business management principles effectively to integrate technology into the workplace This book provides Broad based concepts skills and capabilities in twelve categories which form the Three Decker Leadership Architecture including creative thinking and innovations in services knowledge management and globalization Materials supplemented and enhanced by a large number of case studies and examples Skills for successful service engineering and management to create strategic differentiation and operational excellence for service organizations Focused training on becoming a systems engineer a critically needed position that according to a 2009 Moneyline article on the best jobs in America ranks at the top of the list Service Systems Management and Engineering is not only a valuable addition to a college classroom but also an extremely handy reference for industry leaders looking to explore the possibilities presented by the expanding service economy allowing them to better target strategies for greater achievement

**Curriculum Development for Medical Education** David E. Kern, 1998 At a



time when society is demanding accountability from the medical education system and residency review committees are demanding written curricula this book offers a practical yet theoretically sound approach to curriculum development in medicine Short practical and generic in its approach the book begins with an overview of a six step approach to curriculum development Each succeeding chapter then covers one of the six steps problem identification targeted needs assessment goals and objectives education methods implementation and evaluation Additional chapters address curriculum maintenance enhancement and dissemination Throughout examples are used to illustrate major points An appendix provides the reader with a selected list of published and unpublished resources on funding faculty development and already developed curricula

SUSTAINING High Performance Stephen Haines,2022-05-29 In an attempt to achieve high levels of growth profit and competitive advantage American businesses have been implementing a variety of management initiatives such as TQM reengineering service management self directed work teams and empowerment Too often these initiatives when implemented individually fail or provide only short term results American industry is now realizing that no single initiative can provide an overall long term solution A more comprehensive integrated approach is necessary to sustain future success Sustaining High Performance shows you how to develop and implement an integrative systems thinking strategy that will ensure a successful long term management plan Sustaining High Performance will help you reinvent your strategic management system planning and change for the 21st century and give you the tools and information to pull ahead of the competition and become a powerhouse organization *Mental Health: Psycho-Social Perspective* Aradhana Shukla,Anubhuti Dubey,2021-01-01 This volume comprises the mental health of children and adolescents in various perspective An attempt has been made to make a wide coverage of the concept causes determinants and various mental health issues We hope that this volume will help the researchers and mental health professionals to know more Essentials of Health Information Systems and Technology Jean A Balgrosky,2014-08-11 Key Terms Discussion Questions References Chapter 2 HIS Scope Definition and Conceptual Model Learning Objectives Introduction HIS Uses in Organizational and Community Settings Summary Key Terms Discussion Questions References Section II Systems and Management Chapter 3 HIS Strategic Planning Learning Objectives Introduction HIS Strategy Organizational Strategy as Its Roadmap HIS Strategy Where Do We Begin Why HIS Strategy Matters HIS and Technology Strategy Advancing Public Health HIS and Technology Strategy Architecture Builds a Strong House

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