

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

RJ Alexander



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