

Competency: Formulating Strategies and Concepts

Activity 1

Describe the department's long-term goals in a way that is exciting and will motivate others to be part of it. Show others how good things can be for them if the vision is achieved. Share the vision with senior people, especially key stakeholders with influence, and encourage them to help shape and share the vision.

Activity 2

Identify any key long-term organizational goals that your group or department can affect. Hold off-site meetings periodically to focus on long-term thinking, particularly regarding the goals you have identified. Document your department's long-term plan. Assign each team member a project that supports the long-term plan and treat it as high priority or divide your team so that some people are concentrating on long-term issues. Try to avoid planning at a tactical level alone. Allow team members to set aside time for long-term thinking.

Activity 3

Determine the important strategic and business issues for your area and for the business. Use this information to identify the priorities for your area and the organization. When problems arise, think through the strategic and business implications of your actions rather than deciding on a short-term solution. Review the work you and your team have completed in the last quarter. Determine if short-term actions have negatively affected your long-term goals. Get into the habit of looking at the bigger picture whenever you make decisions and take action.

Activity 4

Read professional magazines and watch reputable television shows to identify the global factors that might affect your organization's strategic direction. Factors may be economic, technological, social, political or environmental. Discuss your ideas with colleagues.

Activity 5

Become involved in your organization's business planning process. As an observer, attend planning meetings conducted by other departments. Note how they link business plans to the organization's vision and strategic intent and identify any novel planning techniques that can be implemented within your own team.

Activity 6

Identify instances when you or others have not considered other departments when trying to resolve organizational issues. Identify what steps would have been more effective in those situations. Consider occasions when a whole-company approach was taken. What special steps had to be taken to ensure the needs of the whole organization were considered rather than just those of one group or department?

Results: