

We have spent the first Session discussing the qualities of leadership with one of the most important being excellent interpersonal skills.

At this point, we want to take this knowledge and transition to responsibilities involved in leadership. Module 11 involves strategic thinking, planning and your vision for the specific area in ALDOT you lead .



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Module 11

Strategic Planning and Visioning

Objectives

- Know why strategic planning is important.
- Learn the components of a strategic plan.
- Learn how to develop a strategic plan.
- Understand personal and organizational vision.
- Recognize how important a vision is to an organization.
- Understand how to create a shared vision.

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Strategic Planning

- A process used by an organization to define its direction.
- A road map to get an organization from where it is to where it needs to be.
- A tool an organization uses in making decisions about the allocation of its resources to pursue its strategy or direction.



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Why is Strategic Planning Important?

- It provides clear organizational direction.
- It defines organizational goals.
- It provides a method for achieving the goals.
- It provides unity among organizational units and groups.
- It ensures that units and groups are aligned with the organization.
- It reduces the presence of silos within the organization.
- It energizes and motivates employees.
- It provides opportunities for fresh insights.

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Key Definitions

▪ Strategic Plan

a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, where it wants to be in the future and what is hindering or helping the organization reach this “created” vision. Again, it is a road map to get you from where you are to where you want to go.

▪ Mission

the organizational purpose for which the agency exists

▪ Vision

a desired future state; where the agency needs to be at some point in the future, usually 3 to 5 years down the road

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Key Definitions

- **Values**

principles or beliefs that guide organizational behavior and provide framework in which decisions are made

- **SWOT**

internal Strengths and Weaknesses of the organization and external Opportunities and Threats for the organization

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Key Definitions

- **Goals**

key focused areas in which desired outcomes or results are articulated

- **Actions**

specific tasks required to achieve desired goals within defined time frames



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How to Develop a Strategic Plan

- Select a facilitator to guide the process.
- Establish a team to create the strategic plan.
- Gain a consensus among the members of the planning team about how they plan to operate.
- Engage the leader and the managerial team in this process.

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Phases of Strategic Planning

| | |
|------------------|---|
| Phase I | Create or update the Mission and Vision. |
| Phase II | Articulate the Core Values of the agency. |
| Phase III | Assess the current internal situation by identifying its Strengths and Weaknesses. |
| Phase IV | Assess the current external situation by identifying its Opportunities and Threats. |
| Phase V | Develop Goals and specific Actions that will achieve the organizational Vision. |
| Phase VI | Monitor and evaluate the Plan. |

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Phase I: Create or update the Mission and Vision.



- This phase includes information gathering, discussions, listening, and forward thinking. It culminates with creation or update of the Mission and Vision Statements.
- Create a Mission and a Vision Statement if these do not yet exist.
- If a Mission and a Vision exist, review them to see if they are still appropriate.

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Phase I: Create or update the Mission and Vision.

Remember that the Mission answers the following questions:

- What do we do?
- What is our purpose?
- What is our service to citizens?
- What are we accountable for?

Remember that the Vision answers the following questions:

- Where do we want to be in 3 to 5 years?
- Is there a future picture we need to work toward?
- What do we want to attain?
- Who do we want to be?

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ALDOT Mission Statement

“To provide a safe, efficient, environmentally sound intermodal transportation system for all users, especially the taxpayers of Alabama. To also facilitate economic and social development and prosperity through the efficient movement of people and goods and to facilitate intermodal connections within Alabama. ALDOT must also demand excellence in transportation and be involved in promoting adequate funding to promote and maintain Alabama’s transportation infrastructure.”

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Phase II: Articulate the Core Values of the agency.

- This phase is where the team thinks about the values of the organization—division, region, or bureau.
- Core values are those traits that the organization holds dear, traits that guide behavior and work. The organization adheres to them in every circumstance.
- Examples include but are not limited to integrity, teamwork, customer service, forward focus, and communication.

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Phase III: Assess the current internal situation by identifying Strengths and Weaknesses.

Internal asks the following questions:

- What are our greatest/weakest resources?
- What are our greatest/weakest capabilities?
- Where are our services prominent?
- Where do we need development?

Examples may include staffing (retention and recruitment), employee KSAs, organizational competencies, equipment and vehicles, technology, public relations efforts, leadership, management, training, commitment, communication, visibility, and/or services.

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Phase IV: Assess the current external situation by identifying Opportunities and Threats.

External asks questions like these:

- Outside the department, what is working for/against us?
- What wider socioeconomic or macro issues might offer support or pose a risk?
- What do we need to monitor because it might add to our success or failure?

Areas include but are not limited to current or upcoming criminal trends and issues; new tactics, processes or operational issues; changes in legal/laws/regulations; economy; transportation issues; politics; state or nationwide perceptions; and preparedness.

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Phase V: Develop Goals and specific Actions that will achieve the organizational Vision.

A goal is a path or a group of strategies that should be accomplished in order to benefit the department or the citizens by attaining the Mission and Vision.

Questions to examine are:

- What are our responsibilities?
- What are we accountable for?
- What do we need to accomplish this year(s)?
- How can we boost our service to citizens?
- What do we need to do to reach our vision?

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Phase V: Develop Goals and specific Actions that will achieve the organizational Vision.

An Action is a specific step that must be taken in order to achieve a goal. It usually takes several actions to achieve a goal. They are to be SMART:

- Specific
- Measurable
- Achievable
- Realistic
- Time driven



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Phase VI - Monitor and evaluate the Plan.

- Prior to completing the Strategic Plan, the name or position of the accountable party should be written next to each goal.
- If someone is not assigned to monitor progress, successful accomplishment of goals is rare.
- Each accountable party needs to establish metrics or performance measures to evaluate progress in closing gaps and reaching goals.
- The only way the organization can ensure success is by first setting a measure for the goals and action.

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Phase VI - Monitor And Evaluate The Plan

- This same person (per goal) needs to monitor and report progress towards achievement of the goal. This review should be conducted monthly at a minimum. This may be accomplished through meetings, email, or observation.
- The initial development team should meet monthly to hear the update from each accountable party regarding progress of the goal.
- In the end, every employee should receive a copy of the Strategic Plan so each one has the direction, guide, and map to follow into the future.

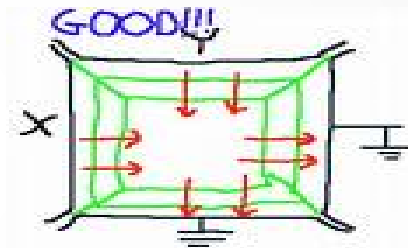
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*You must be very careful
if you don't know where you're going,
because you might not get there.
Yogi Berra*

*In preparing for battle
I have always found that plans are useless,
but planning is indispensable.
Dwight D. Eisenhower*

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Group Exercise



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More About Vision—the Future of ALDOT



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What is Vision?

- ...a desired future state to be achieved at some point (perhaps three to five years) in the future
- ...the essence of purpose, goals, and values
- ... the energy behind every effort and the target of all within the organization
- ...the beginning point for achievement of significant outcomes

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Example Vision Statements

“Our vision is to be earth's most customer centric company; to build a place where people can come to find and discover anything they might want to buy online.” **Amazon**

“To create a better everyday life for the many people.” **IKEA**

“Crush Adidas.” **Nike (1960)**

“To be the number one athletic company in the world.” **Nike (current)**

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Example Vision Statements

“Put a computer on every desk and in every home, all running Microsoft software.” **Microsoft (1989)**

“To create a family of devices and services for individuals and businesses that empower people around the globe at home, at work and on the go, for the activities they value most” **Microsoft (2013)**

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ALDOT Mission Statement – Does it Include our Vision?

“To provide a safe, efficient, environmentally sound intermodal transportation system for all users, especially the taxpayers of Alabama. To also facilitate economic and social development and prosperity through the efficient movement of people and goods and to facilitate intermodal connections within Alabama. ALDOT must also demand excellence in transportation and be involved in promoting adequate funding to promote and maintain Alabama’s transportation infrastructure.”

Group Activity

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ALDOT Importance of Vision

- **Sets a path for accomplishment**
 - ✓ Leaders know where they are going.
 - ✓ Leaders have the ability to persuade others to follow.
 - ✓ Employees know the direction of their performance.
- **Motivates the leader and employees**
 - ✓ Generates contagious spirit
 - ✓ Builds unity
 - ✓ Enables consistency in direction

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Without Vision

- Employees have lower energy.
- Production and performance drop.
- Employees lack initiative.
- Personal agendas surface and take precedence
- Team work is lacking.
- Employees speak negatively of ALDOT and supervisor.
- Respect for the leader ebbs.



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Four Levels of Vision

| | | |
|-----------|-----------|--|
| Level I | Wanderers | Some people never see it. |
| Level II | Followers | Some people see it but never pursue it on their own. |
| Level III | Achievers | Some people see and pursue it. |
| Level IV | Leaders | Some people see it and pursue it and help others see it. |

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People Who Hinder The Vision

- *Concrete Thinkers* see things as they are and say, “Why change?”
- *Dogmatic Talkers* must know everything or nothing about something.
- *Continual Losers* look at past failures and fear risk.
- *Satisfied Sitters* strive only for comfort, predictability, and security in life.

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People Who Hinder the Vision

- *Tradition Lovers* desire to keep things the same, even though conditions have changed.
- *Census Takers* will only embrace the Vision after the majority does.
- *Problem Perceivers* see a problem with every solution.
- *Self-Seekers* live only for themselves and never accomplish much.
- *Failure Forecasters* have an outlook that is always gloomy or pessimistic.

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Steps in Creating the Vision

1. Establish a Vision Team.
2. Understand organization reality.
3. Have leader share his or her vision with Vision Team.
4. Develop draft Vision from leader's vision.
5. Distribute draft Vision, gather info, provide feedback to team.
6. Revise draft Vision if needed.
7. Communicate Vision to entire organization.

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Final Thought

**A vision takes
your organization
into the future!**

**Without vision, focused
performance stops
at 5:00 p.m. today.**



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