

STRATEGIC BUSINESS LEADER[©]

Planning for Success

www.StrategicBusinessLeader.com

March 27, 2009

Planning Insight From *Strategic Business Leader*[©]

Is your strategic vision a vestige?

Are you in business to make a buck? Silly question, I know. Without profit, businesses cannot long survive. Even not-for-profits have to be managed so they operate in a fiscally responsible way.

But when the business' strategic vision is "profit," the business has nowhere to go and no way to grow. It's a dead end because the "profit vision" offers no road or guidance to activity that can over time result in the very profit that is being sought.

Declaring the target to be "profit" is like saying the object of living is to be alive. Indeed, it is. But what one does with the privilege of living is how one learns, grows and prospers. It's no different for organizations.

Most organizations would claim a strategic vision beyond "profit." But can those in the organization see it? Are they captured and driven by it? Is this vision widely shared and understood? Is it relevant to today and the future?

Far too often when I have asked organizational participants why their organization is in business, the answer I get is either "to make money" or something fuzzy and vaguely associated with what the business has historically done or the products and services it has developed. I call those fuzzy statements "vestige visions," like the appendix or a prehensile tail, something that does describe the organization but is not necessarily relevant to today and the future.

For it to have great value, a strategic vision needs to be center stage in the organization and owned by the participants in a way that intensely focuses the organization. An organization with a "vestige vision" is like a boat that is lost at sea. It may still be going somewhere, but the direction may not be relevant to a successful landfall in a desirable port.

Be honest. Is your organization's strategic vision neither strategic nor visionary? Does the organization really have the "profit vision" or is it stuck on a "vestige vision"?

If so, then it's high time for the organizational leaders to get on with creating a compelling shared vision of the organization in the future that gives the organization the motive and means to change and become more successful. By doing so, you likely will make a buck or two more than you would otherwise, as well.

— Lee Crumbaugh, founder, *Strategic Business Leader*[©]

Did you know?

- Formal planning reduces risk (as measured by variability of earnings). Capon, Farley and Hurlburt
- Research suggests 80% of companies are dissatisfied with their planning and budgeting processes. Accenture
- Only 23% of companies use a formal strategic planning process to make important strategic decisions. McKinsey

Strategic Planning Focus of the Week: Identify and Counter Strategic Threats

A strategic threat is any significant aspect of the external environment that can block or derail the organization from moving to brighter future offered by the vision.

Strategic threats can be identified through an environmental scan, an organizational survey and brainstorming by the strategic planning participants.

Strategic threats unless recognized, guarded against and countered can result in significant negative outcomes.

Strategic threats arise because of change. Markets and technology are continuously in flux. Distribution channels change. Social trends close out needs and kill demand.

When possible strategic threats are identified, they need to be screened, evaluated and prioritized. Organizations cannot protect against every potential threat. In looking at gaps between the strategic vision and the likely future course of the organization, the threats that will be most likely to divert the organization from the path to the vision (and which the organization has the possibility of mitigating in same fashion) are those to focus on.

Strategic Vision of the Week

E.&J. Gallo Winery: "To become the most innovative global marketer and distributor of wines."

Strategic Planning Quote of the Week

"There is no more powerful engine driving an organization toward excellence and long-range success than an attractive, worthwhile, achievable vision for the future, widely shared." - Burt Nanus

**Need cost- and time-effective strategic planning that works?
Strategic Business Leader[©] is your answer**

© 2009, Forrest Consulting. This newsletter is provided by Forrest Consulting to promote effective strategic planning. Feel free to reproduce it and share it with others - but only on a non-commercial basis, please. To unsubscribe from Planning Insight From Strategic Business Leader, [click here](#).

Strategic Business Leader® is committed to delivering a strategic planning system, tools and support that work.

We avoid what's wrong with strategic planning as it has generally been applied.

Our Fast Track Strategic Planning System® focuses on what's most important:

- Strategic Vision.
- Strategic Gaps.
- Strategies with Action Steps to close the Gaps and move toward the Vision.

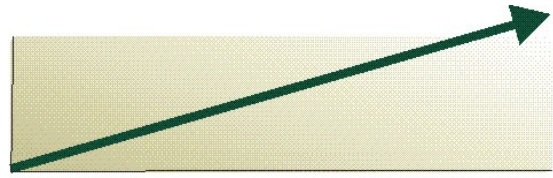


Our Fast Track Strategic Planning System® uses the knowledge and insights of the participants, based on Participative Process Consulting. The process and the facilitator provide the structure. The planning team decides where to go and how to get there.

Our Fast Track Strategic Planning System® is tested. It's a highly efficient process. It recognizes the reality that in today's world, organizations can devote only so many hours to planning. It's derived from experience working with many organizations – from large corporations and businesses to associations, educational institutions and not-for-profits.

Our Fast Track Strategic Planning System® makes effective planning accessible for all organizations. It offers tools, agendas, scripts and much more. You can conduct "self service" planning with our system, or get guided help or on-site facilitation as needed.

Go to www.strategicbusinessleader.com to learn about and access the Fast Track Strategic Planning System®.



STRATEGIC BUSINESS LEADER® Planning for Success

Strategic Business Leader® makes techniques, tools and training for achieving strategic success accessible for all organizations.

Our vision is every organization creates a plan with strategies and action steps leading to greater success.

If you are not receiving *Planning Insight From Strategic Business Leader* on a regular basis and want to subscribe, please [click here](#).

To view this issue and other issues of *Planning Insight From Strategic Business Leader* on the web or to download PDFs of past issues, please [click here](#).

Don't delay! Without a strategic vision and a plan to get there, your future is not as bright as it can be.

Strategic Business Leader®

Forrest Consulting
725 Kenilworth Avenue, Glen Ellyn, IL 60137
Office 630-469-8088 Cell 630-730-9619

Email: fasttrackhelp@strategicbusinessleader.com

Websites: www.StrategicBusinessLeader.com www.FastTrackPlanning.com www.Strategic-Plan.com
Strategic Thinking & Strategic Action blog: www.leepublish.typepad.com/strategicthinking/

© 2009, Forrest Consulting. This newsletter is provided by Forrest Consulting to promote effective strategic planning. Feel free to reproduce it and share it with others - but only on a non-commercial basis, please. To unsubscribe from Planning Insight From Strategic Business Leader, [click here](#).