

THE FUTURE WE WANT !

YOUR ORGANIZATION...
Beginning with the End in Mind

Strategic Direction



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What happened on this day in history, June 22...?

- ▶ **1633 – 384 Years Ago Today** – Galileo forced to recant his view that Earth orbits around the Sun, by the Pope.
- ▶ **1874 – 143 Years Ago Today** – Lawn Tennis is introduced
- ▶ **1930 – 87 Years Ago Today** – Lou Gehrig hits 3 Home Runs in one game
- ▶ **1934 – 83 Years Ago Today** – John Dillinger named America's 1st Public Enemy #1
- ▶ **1937 – 80 Years Ago Today** – Hitler bans all other political parties, creates Gestapo
- ▶ **1941 – 76 Years Ago Today** – Germany, Italy, and Romania declare war on the Soviet Union.
- ▶ **1970 – 47 Years Ago Today** – Voting age lowered to 18 from 21 by Nixon and the 26th Amendment
- ▶ **2017 – Today** – NPU Event

Strategic Direction for Tomorrow

tomorrow

(noun)

A mystical land where 99% of all human productivity, motivation and achievement is stored.

Pressure vs. Stress

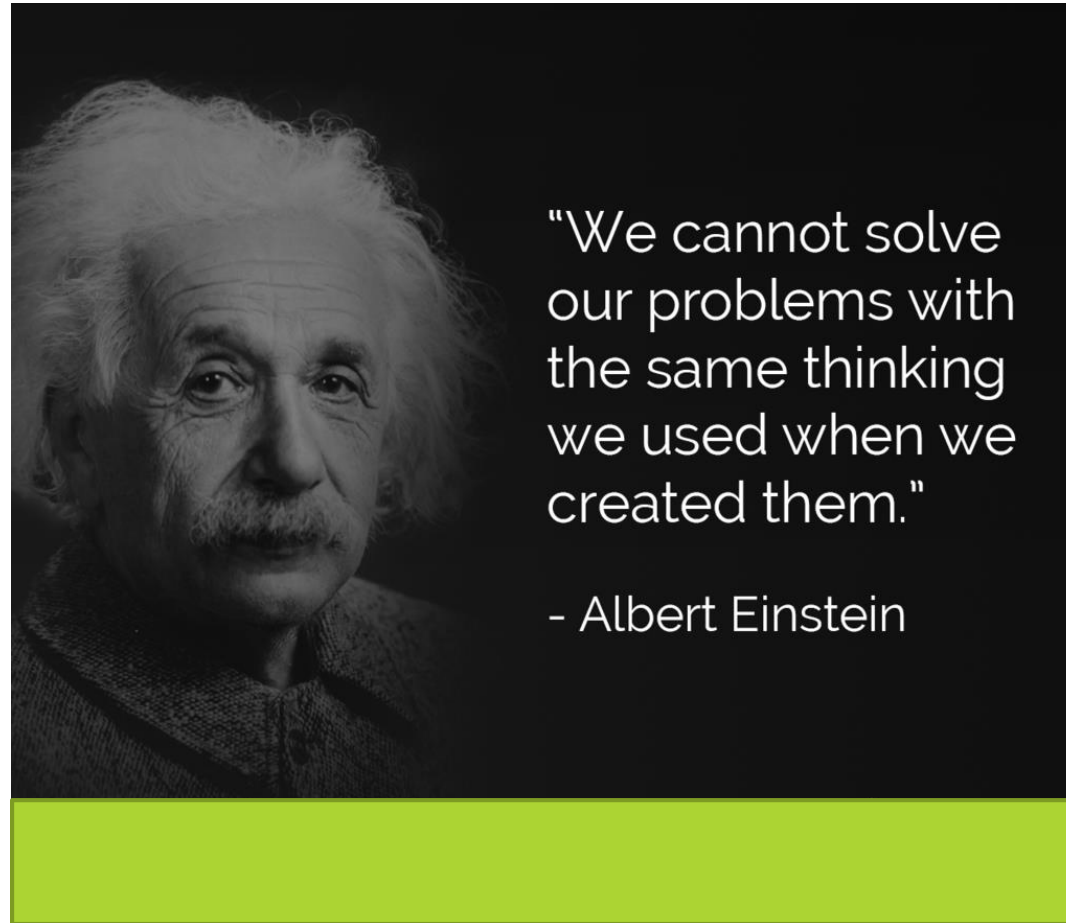
▶ **PRESSURE**

- ▶ Facing an important or key situation or decision **AFTER** preparing your best for the potential outcomes

▶ **STRESS**

- ▶ Facing an important or key situation or decision **WITHOUT** preparing your best for the potential outcomes

AI Einstein...

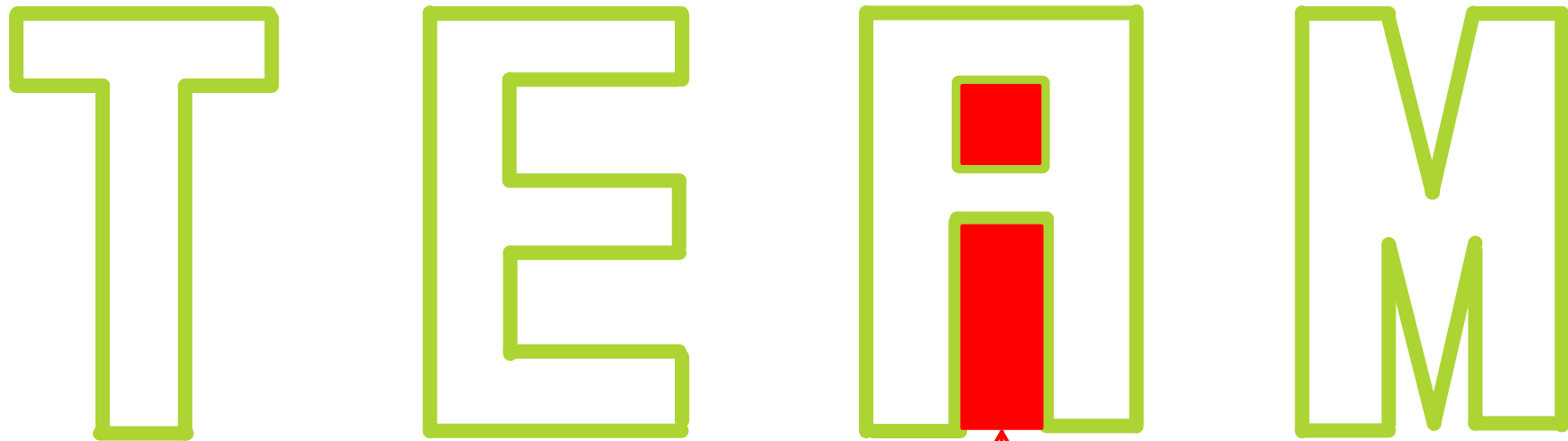


AGENDA - General

THE FUTURE WE WANT

- ▶ TEAM-BUILDING
 - ▶ STRATEGIC DIRECTION/PLANNING PROCESS
 - ▶ KEY STAKEHOLDER PERSPECTIVES
 - ▶ PRE-WORK QUESTIONNAIRE
 - ▶ RESPONSE ANALYSIS AND AGGREGATION
-
- ▶ CANDIDATE STRATEGIC OBJECTIVES
 - ▶ PRIORITIZATION OF STRATEGIC OBJECTIVES
 - ▶ DRAFT ACTION PLANS

Who said, there is no “I” in Team?

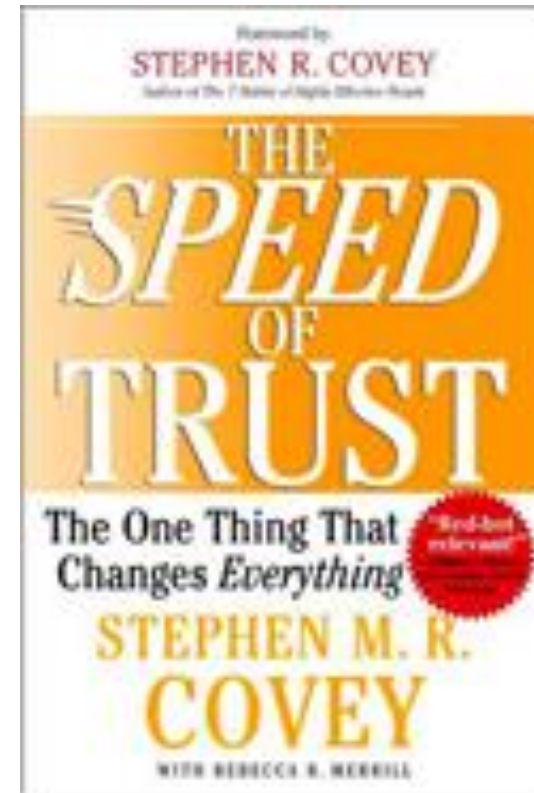


There it is!

The “I” in TEAM...Hidden in the “A” Hole

The Speed of Trust – Stephen M. R. Covey

- ▶ TRUST – First known use – 13th Century
- ▶ Belief that someone is reliable, good, honest, effective...The assured reliance on the character, ability, strength, or truth of someone. Firm reliance on the integrity, ability, or character of someone.
- ▶ The trait of believing in the honesty and reliability of others



Key Characteristics - Hiring a Leader

SHOULD be in this Order

1. **Likeability** – This aspect considers the overall personality to include both professionalism and sense of humor with the high likelihood of being a team player.
2. **Trustworthiness** – The proposed candidate relative to **trust**, integrity, and ethics.
3. **Competencies** - This includes the education, expertise, interests, and experience that candidates should be evaluated against as a potential Leadership Team member. This is typically covered in the resume'.

Purpose – The Future We Want

- ▶ Objectives for Today's Meeting
 - ▶ To review/update/document the Strategic Direction of the organization
 - ▶ **To Prepare** – Strengthen YOUR ORGANIZATION for 2017 and Beyond
 - ▶ **To Build** – An environment of shared and mutual TRUST and commitment to the success of each other, and to YOUR ORGANIZATION as a whole
 - ▶ **To Review** – The Strengths and Opportunities for Improvement of the YOUR ORGANIZATION – What is our environment today?
 - ▶ **To Ensure** – The Team knows what the Team thinks
 - ▶ **To Understand** – Translate from the abstract to concrete in terms of where we are going and what outcomes we are managing for.
 - ▶ **To Commit** – Derive DRAFT Objectives and Actions that YOU will document and drive to support the overall strategy of the organization.

YOUR EXPECTATIONS?

Vision & Mission

Where there is no Vision, the People will perish.

Proverbs 29:18

Vision without Action is a Daydream!

Action without Vision is a Nightmare!

Vision
Mission
& Values

Vision – What we want the organization to become? **The Future!**

Mission – What is our purpose for being in existence? **The Present!**

What is it that we strive to do everyday?

What is Strategy?

- ▶ Strategy is derived indirectly from the Classic and Byzantine (330 A.D.) Greek “**strategos**”, which means “**General**” as in Officer...not generic.
- ▶ The Greek equivalent for the modern word “strategy” would have been “strategike episteme” or “General’s knowledge” or “strategon sophia” or “General’s wisdom”.
 - ▶ **Episteme** - The body of ideas that determine the knowledge that is intellectually certain at any particular time
- ▶ **Tactics** is “order” – literally the “ordering of formations on the battlefield”
- ▶ **The development of strategy requires the courage to accept uncertainty.**
- ▶ **Sun Tzu – The Art of War – 6th Century B.C. – “All men can see these tactics whereby I conquer, but what none can see is the strategy out of which victory is evolved.”**
- ▶ **Good Strategy / Bad Strategy** - Cohesive response to an important challenge... application of strength against weakness...includes a set of coherent actions...



“My” Strategic Direction Process

*Exploring our Options...
What may happen?*

*Choosing choices...
What shall we do?*

*Taking action...
How will we do it?*

READY

Strategic
Thinking

AIM

Strategic
Decisions

FIRE

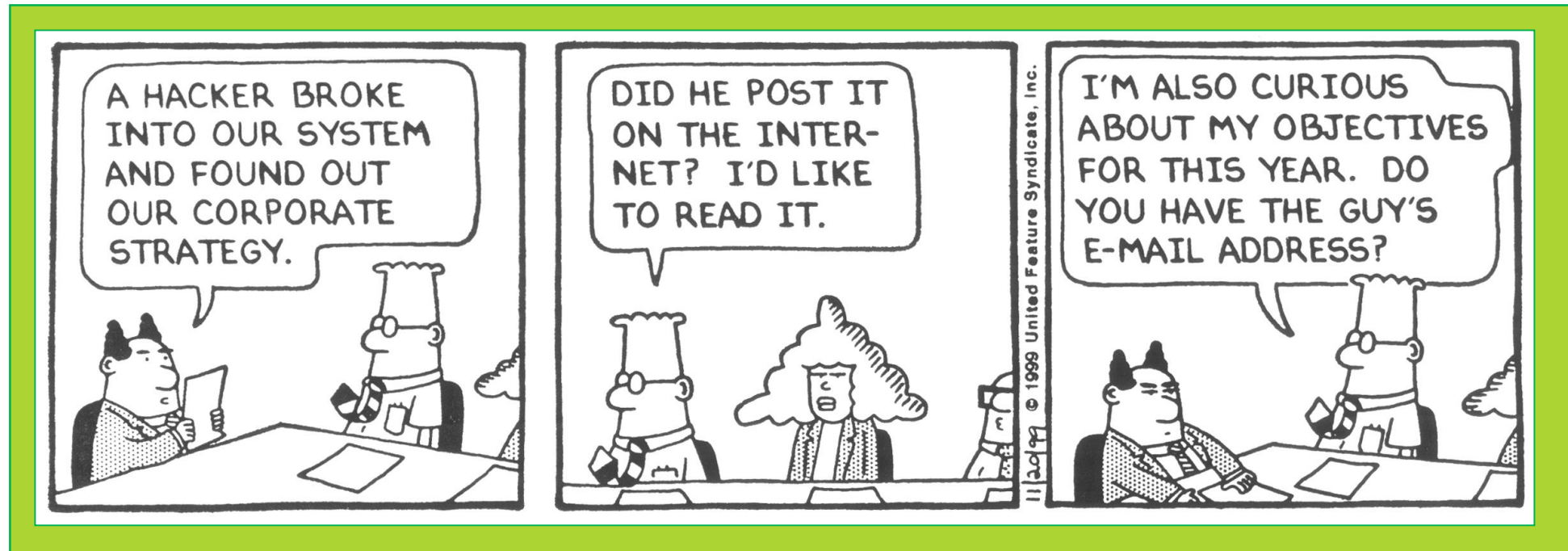
Strategic
Actions

- Vision - Futuristic View
- Mission – What does org do Today
- Market Research/Understanding
- Key Stakeholders Expectations
- Current Core Competencies
- Current Key Products/Services
- SWOT and Top Issues
- Excitement and Frustration Levels
- Leadership Team Effectiveness

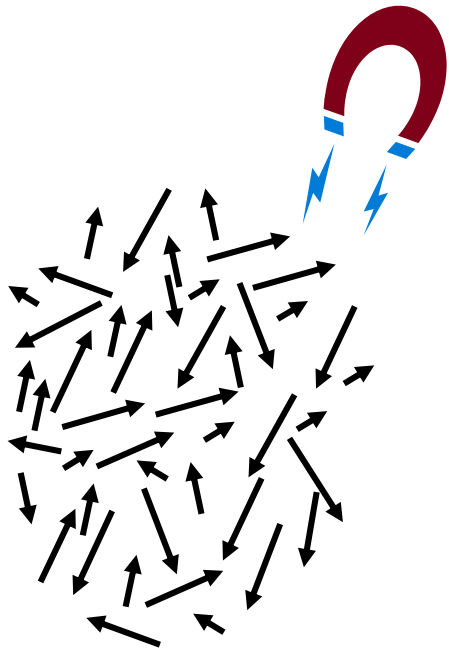
- Future Key Products/Services
- Future Core Competencies
- Direction-setting
- What-ifs
- SWOT Analyses
- Alignment and Focus
- ID Strategic Objectives
- Prioritize Strategic Objectives
- Resources
- Team Buy-in

- Strategic Direction
- Laser Focus
- Business Plan
- Goals
- Objectives
- Ownership
- Action Plans
- Implementation
- Accountability
- Transparency
- Performance Reviews

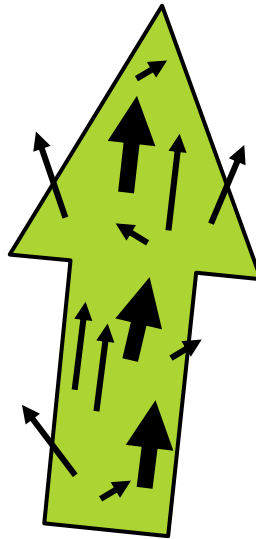
Does Everyone Know The Strategy?



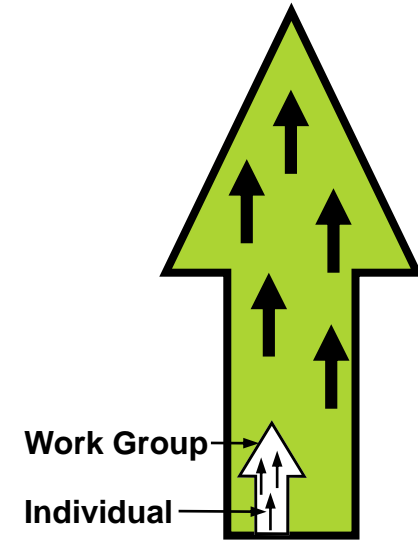
Aligning The Focus



**ORGANIZED
CHAOS?**



EXCELLENCE



PERFECTION

Pre-Work Questionnaire & Interviews - 10 Example Questions

- 1) What **ONE** thing is **working well** for YOUR ORGANIZATION? PRESENT
- 2) What **ONE** thing is **NOT working so well** for YOUR ORGANIZATION? PRESENT
- 3) What do YOU see as the **ONE**, best, **NEW opportunity** for YOUR ORGANIZATION? FUTURE
- 4) What **ONE** thing should we **STOP** doing **IMMEDIATELY**? PRESENT
- 5) What **ONE** thing should we **START** doing **IMMEDIATELY**? FUTURE
- 6) On a scale of 1 to 10, what is YOUR **Excitement Level** with how things are, TODAY? 1 = Not Excited at All, and 10 = I am so Excited I can't be still. You can use half numbers if needed (i.e., 7.5, 8.5) PRESENT
- 8) On a scale of 1 to 10, what is YOUR **Frustration Level** with how things are, TODAY? 1 = I am NOT Frustrated at all and 10 = I am so Frustrated I could leave the organization today. You can use half numbers if needed (i.e., 7.5, 8.5) PRESENT
- 9) On a Likert Scale of 1 to 5, **how effective is the Senior Leadership Team TODAY**? 1 = Not Effective at all and, 5 = Totally Effective. You can use half numbers if needed (i.e., 3.5, 4.5) PRESENT
- 10) Describe your **Vision of the best possible ORGANIZATION** in 2-3 years. What key actions do you foresee that need to be taken in the next 2-3 years to achieve this? 3 or 4 bullets will suffice...FUTURE

EXCITEMENT & FRUSTRATION LEVELS *and* LEADERSHIP TEAM EFFECTIVENESS

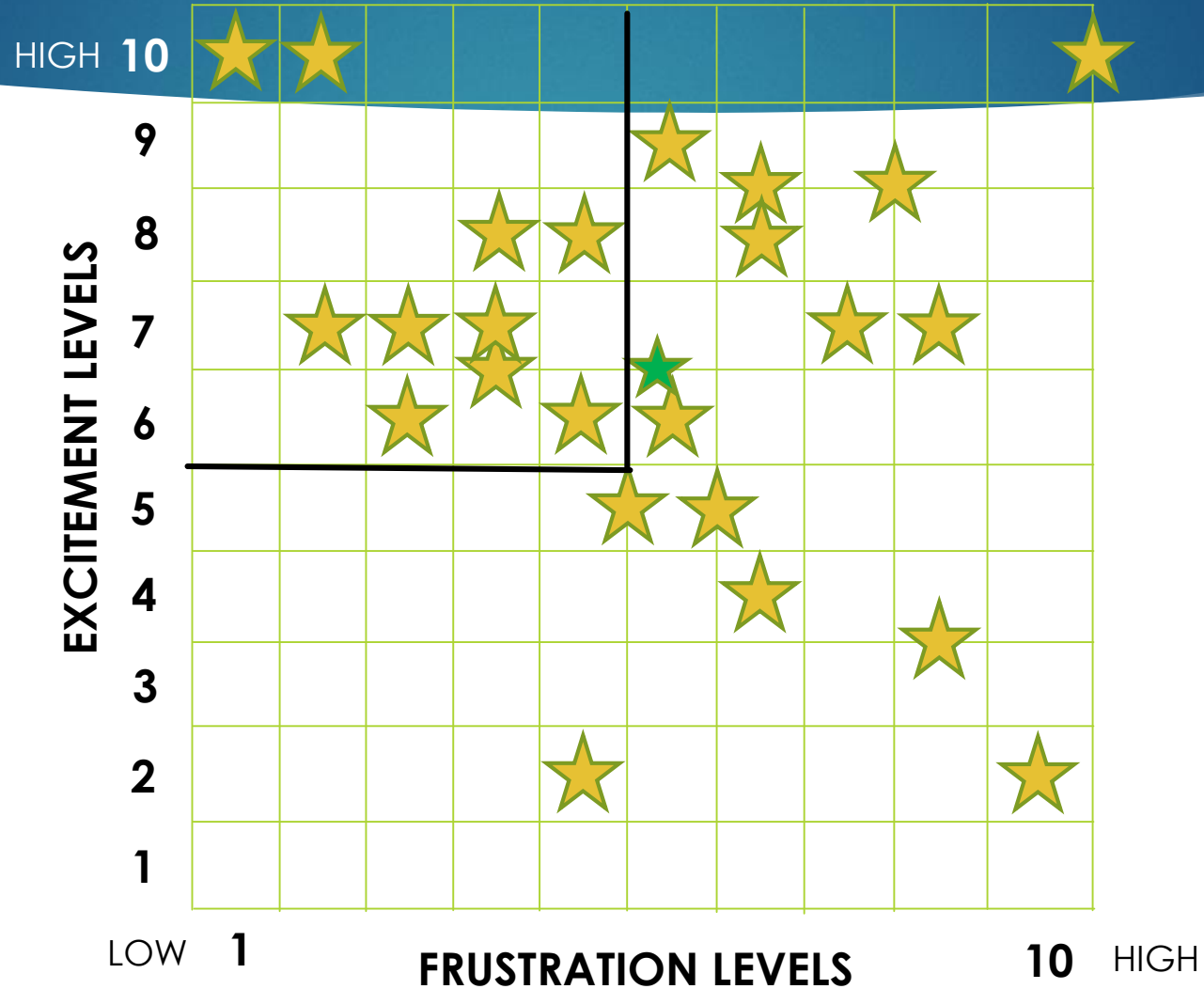


Where are WE Today?

Excitement and Frustration Levels

★ = 1 Person

**ACTUAL
TEAM
DATA**



★
Averages
Excitement = 6.5
Frustration = 5.8

EXCITEMENT LEVELS
1 = Not Excited At All
10 = Excited As Can Be

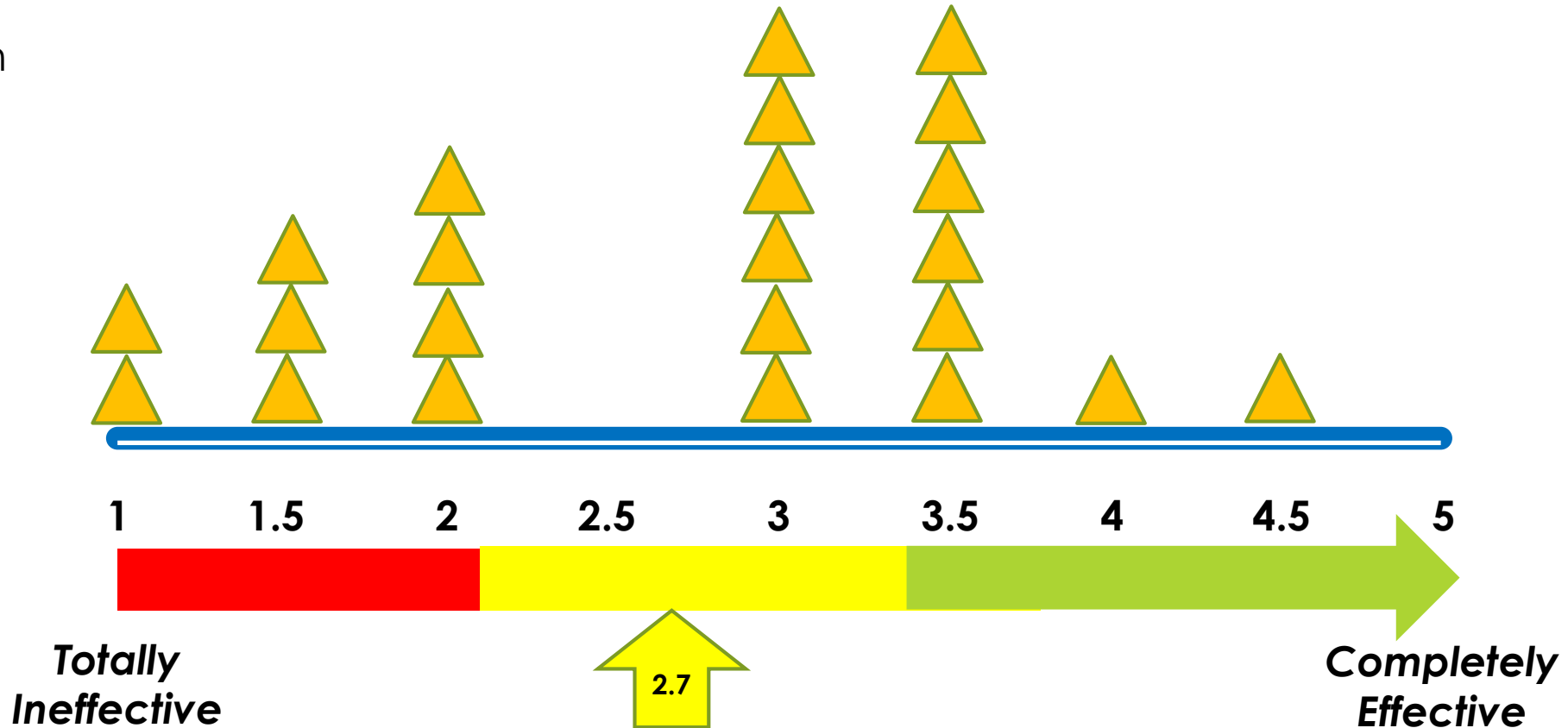
FRUSTRATION LEVELS
1 = Not Frustrated At All
10 = Frustrated As Can Be

Leadership Team Effectiveness

Where are WE Today?

▲ = 1 Person

**ACTUAL
TEAM
DATA**



Strategic Objective Action Plan

Strategic Objective

Determine and insert your Strategic Objective here

Approach and Schedule milestones:

Allocation of Individual Performance:

1. ?
2. ?
3. ?
4. ?
5. ?
6. ?
7. ?
8. ?
9. ?

- 1.

Accomplishments

Constraints/Obstacles/Resources Required

1. ?
2. ?
3. ?
4. ?

1. \$
2. ?
3. ?
4. ?

“ Good decisions come from
experience,
and experience comes from
bad decisions... ”

Author Unknown

The Possibilities are Endless...

- ▶ 7 Colors in a Rainbow
- ▶ 7 Notes in Music
- ▶ 10 Numbers



Questions?