Strategic Planning towards 4IR

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Leadership Bootcamp: Leader's Role towards 4IR Execution
Institut Perkhidmatan Awam

TOPICS

1 **Why Plan?**

2 **Exploring Visions**

3 **Strategic Planning**

THE AVERAGE HUMAN

35000

DECISIONS in a DAY

BIG or small

Good or bad

Operational?

Firefighting?

Strategic?

Decision Fatigue
INCREASES THROUGHOUT THE DAY

Decision Making Power
IS DEPLETABLE

What is Routine?

What is Trivial?

What is Strategic?

How often do we plan?
When to do next plan?

Avoid Decision Fatigue

Avoid depleting your

Decision-making power with

trivial decisions

by

Planning Ahead

Planning Strategically

TOPICS

1 **Why Plan?**

2 **Exploring Visions**

3 **Strategic Planning**

2. Exploring Visions

USING STRATEGIC FORESIGHT

To Explore Different Futures/Visions
To Identify a Preferred Future/Vision

VUCA World, 4IR, Disruptive Technologies
Weak Signals. Emerging Issues, Global Trends
Black Swans, Wild Cards, Wicked Problems

Foresight Tool: 4 Types of Change

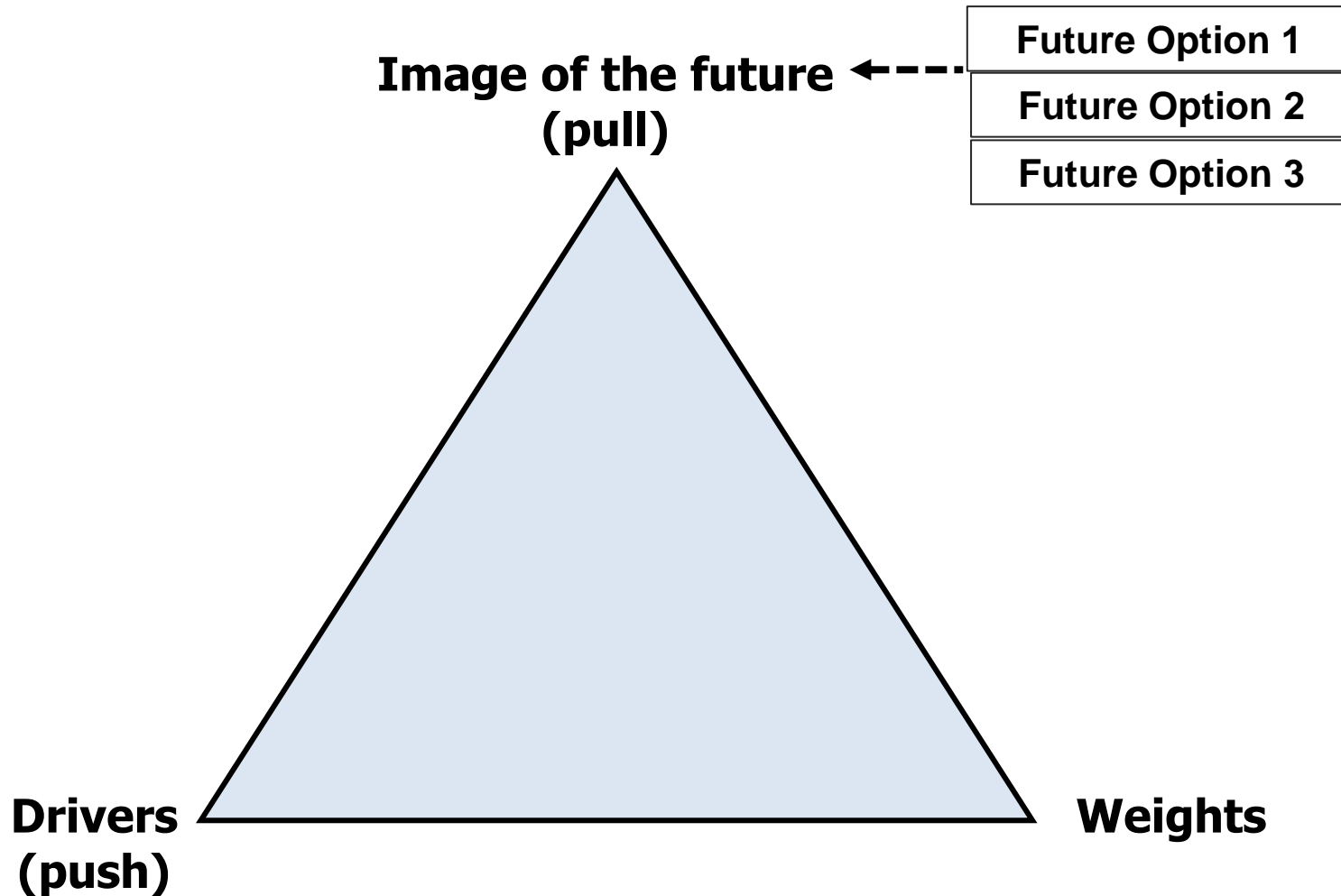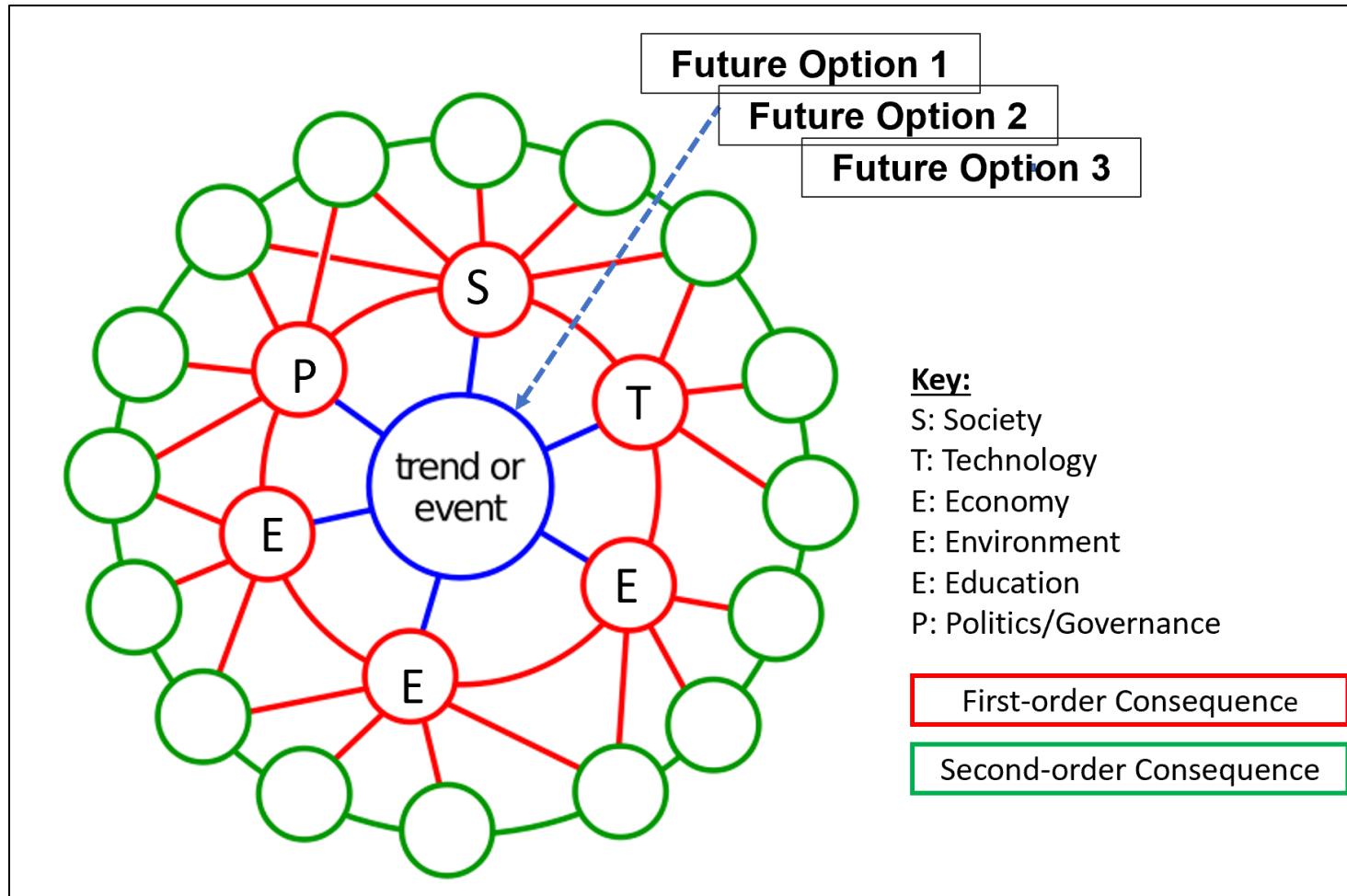|	
No Change	**Marginal Change**
Adaptive Change	**Radical Change**
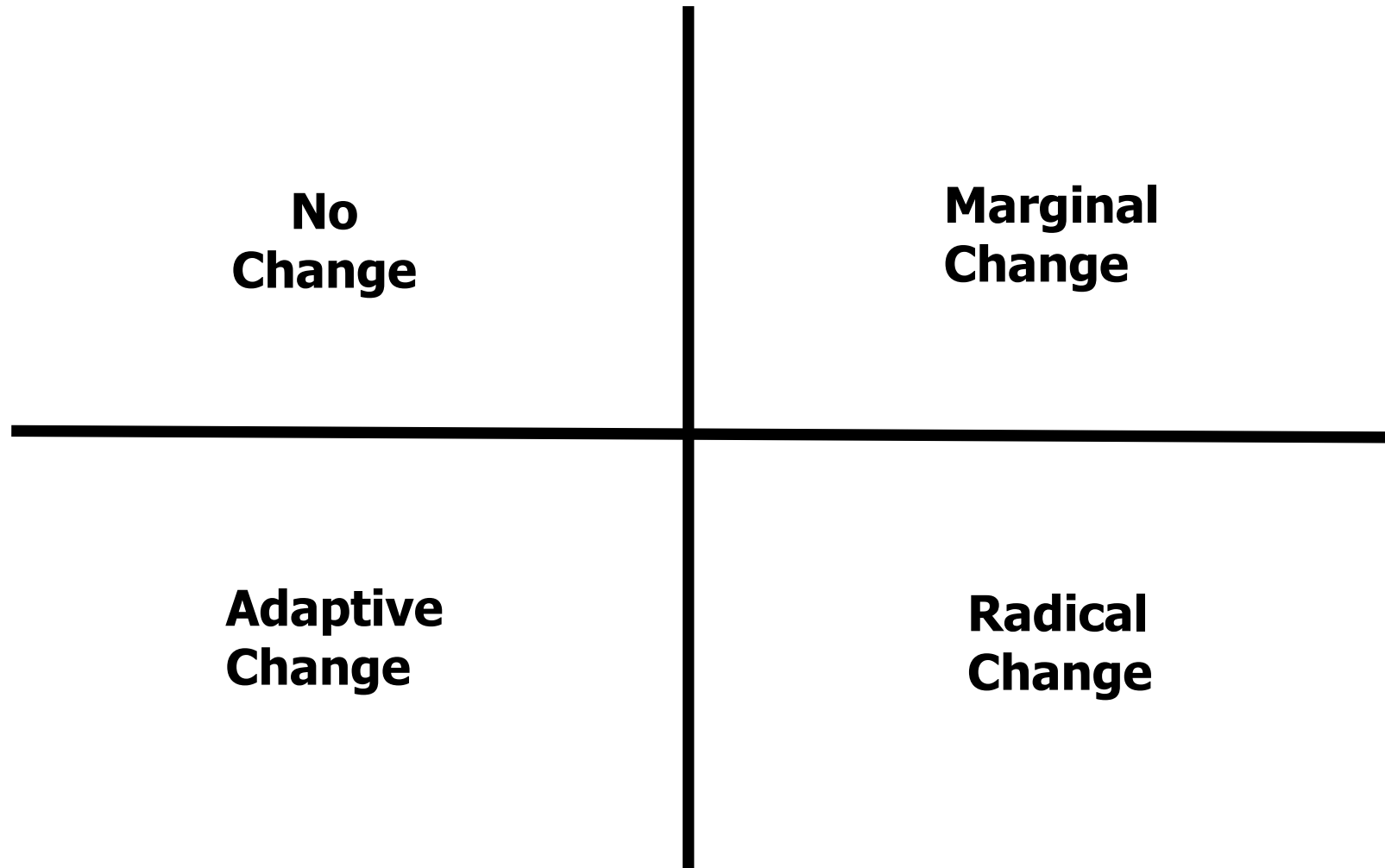
Purpose: To explore different scenarios & to identify a preferred scenario (vision)

Foresight Tool: Futures Triangle

Image of the future (pull) ←- - - - |

Future Option 1
Future Option 2
Future Option 3

Drivers (push)

Weights

Purpose: To explore future options and identify a preferred future (vision)

Foresight Tool: Futures Wheel

Future Option 1
Future Option 2
Future Option 3

Key:
S: Society
T: Technology
E: Economy
E: Environment
E: Education
P: Politics/Governance

First-order Consequence

Second-order Consequence

Purpose: To explore future options (visions) and assess the impact of different future options

TOPICS

3. Strategic Planning

KSM MATRIX

CORE VALUES

MISSION

VISION

STRATEGIC PLAN
2021-2025

IMPLEMENTATION PLAN

1-Year ANNUAL PLAN & BUDGET

5-Year STRATEGY PLAN

(Strategies & Actions)
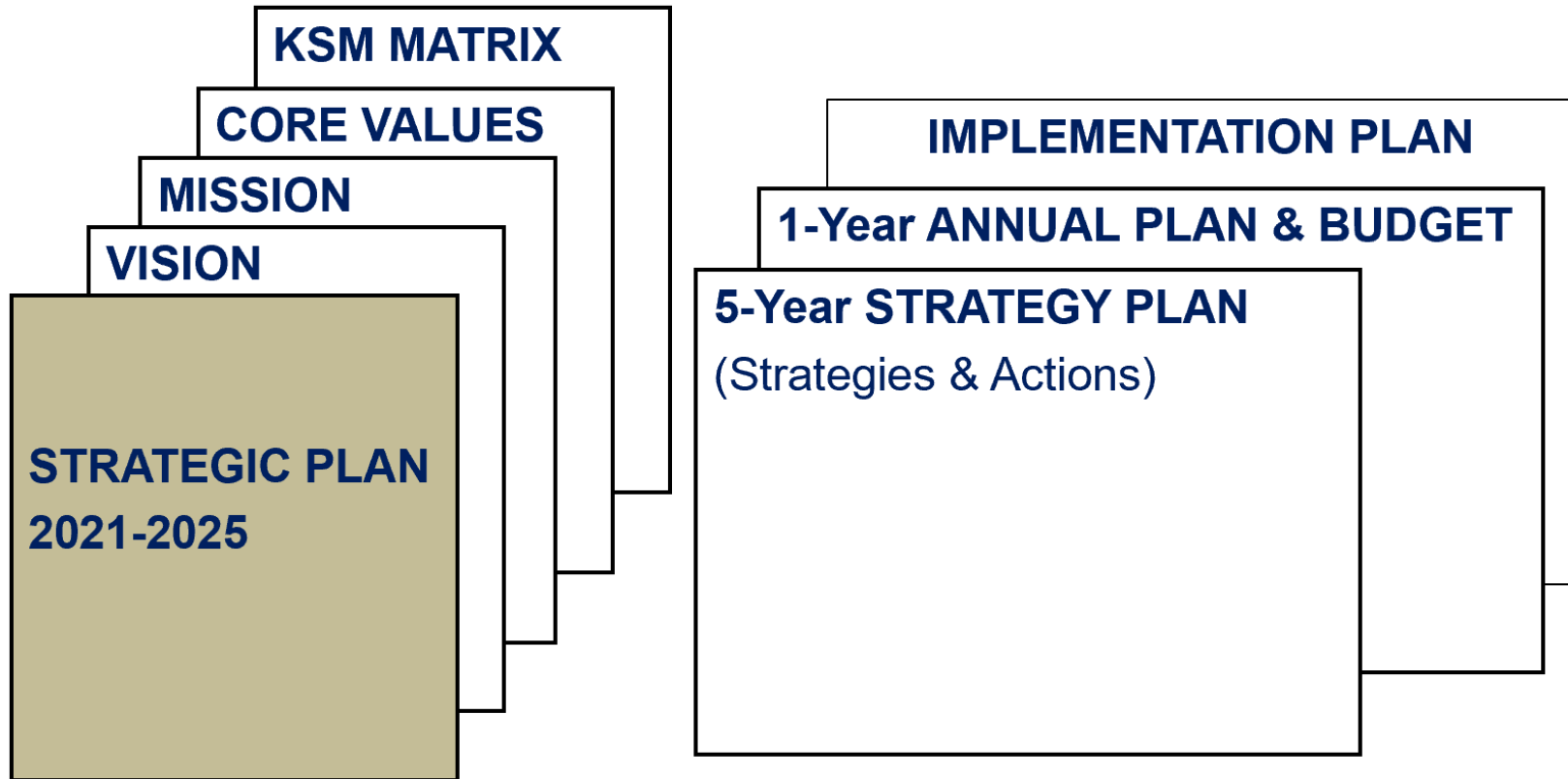
2 Schools of Thought

Start with Current State

Where are we now?
Current Strengths & Weaknesses
Current Opportunities & Threats

Start with Vision

Start with the END in MIND
Where do we want to go?
Where do we want to be?

Key Phases of Strategic Management

E. Environmental Scanning

A. Vision, Mission & Core Values

B. Key Success Measures

C. Strategies & Actions

D. Implementation, Review & Update

Phase E: Environmental Scanning

	Challenges/Implications	Opportunities
S **Social**	🔴 🔴	🔵 🔵 🔵 🔵
T **Technological**	🔴	🔵 🔵 🔵
E **Economic**	🔴 🔴	🔵 🔵
E **Environmental**	🔴	
E **Education**	🔴	🔵 🔵
P **Political/Governance**	🔴 🔴	🔵 🔵

Scan the environment for challenges or opportunities which could potentially impact your organisation e.g. weak signals, trends, emerging issues, black swans & wild cards

Phase A: Visioning

Vision

Mission

Core Values

Vision

VISION:

---BY-----------------------------

Vision Details:

Mission

MISSION:

Mission Details:

PURPOSE – Why Do We Exist?

Who do we serve?

What do we produce?

What needs to they have that we fulfil?

Core Values

Core Value #1   **?**

Details: ?

Core Value #2   **?**

Details: ?

Core Value #3   **?**

Details: ?

Phase B: Key Success Measures (KSM)

Quantifiable Outcome measures of success or evidence which show how effectively your organisation is achieving its Vision, Mission, Values & Positioning.

- *How do you know you're being successful?*
- *How do you know if you are off course?*

KSM Matrix

KSM Area	KSM Subarea	KSM Indicator (KPI)	Baseline	Start Year	Intermediate Targets			Final Target	Ultimate Target	KSM Coordinator	In Charge
			2020	2021	2022	2023	2024	2025	2035		
KSM1	X1	a									
	X2	b									
KSM2		c									
KSM3	Z1	d									
	Z2	e									

Phase C. Strategies & Actions

- **Strategy Plan (usually a 5-year or 3-year)**
  Note it is a Strategy Plan is different from a Strategic Plan. A Strategic Plan consists of different documents, one of which is a Strategy Plan.

- **Action Plan (usually a 1-year or less)**
  This is usually a Year 1 Action Plan consisting of strategies or actions to be implemented.

- **Implementation Plan**
  This implementation plan will lay out the steps and time frame for the execution of the Strategic Plan and the stakeholders involved.

5-Year Strategy Plan

Core Strategy	Action Initiative	Year 1	Year 2	Year 3	Year 4	Year 5	In Charge
CS1	AI1	✓					Dept_A
	AI2					✓	Dept_P
	AI3	✓					Dept_B
CS2	AI4			✓	✓		Dept_Q
	AI5	✓					ProjectTeam_A
	AI6						Dept_R
CS3	AI7		✓	✓			Dept_S
	AI8	✓					Dept_C
	AI9		✓	✓	✓		ProjectTeam_B

Year 1 Action Plan

Core Strategy	Action Priority	Jan	Feb	Mar	Apr	....	....	Dec	Estimated Budget $	In Charge
CS1	AI1	✓							$W	Dept_A
	AI3		✓	✓					$X	Dept_B
CS2	AI5				✓	✓		✓	$Y	ProjectTeam_A
CS3	AI8	✓	✓	✓					$Z	Dept_C

Cascading of Plan
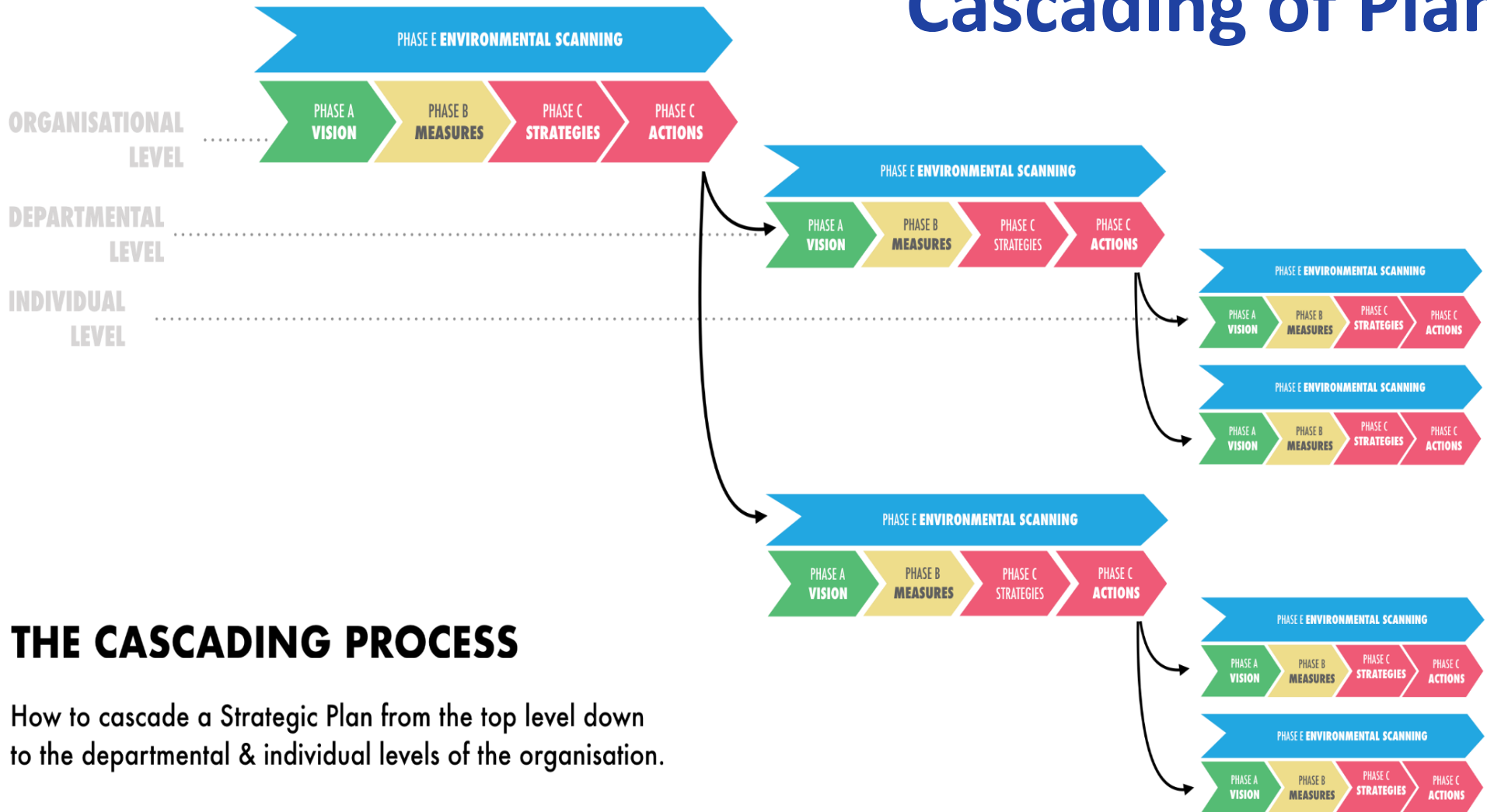
THE CASCADING PROCESS

How to cascade a Strategic Plan from the top level down to the departmental & individual levels of the organisation.

Purpose: To align the top level vision to all levels of the organisation

By Project & By Function