Strategic Planning: 6 Truths

By Bo Snyder

1. The process of strategic planning is far more important than the final document. Don't let the strategic planning department do the strategic plan. Let them manage the process. (No slight intended to the strategists; I'm one of them!)
2. The highest-performing organizations fold their goal-setting, strategy, budgeting and accountability standards into one integrated, continuous process.
3. If you don't have the right answers, try to identify the right questions. Once the questions are on paper, good answers will come quickly enough.
4. Ask, who is our biggest enemy? It's not the competition; invariably, it's the enemy within. When internal constituents are aligned and committed, you've won.
5. A "vanilla" plan + excellent deployment = exceptional results. Winning organizations can publish their plans for their competitors to see, because it's not the plan —but the execution—that brings success!
6. To inoculate your organization against competitors, focus on improvement, not on growth. Organizations that try to grow often do not. Organizations that improve often grow enormously.

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