

Team-based Strategic Planning



Facilitator's Guide

Written by: Kevin R. Panet
Kevin@KevinPanet.com
(805) 285-1412

Team-based Strategic Planning

A Step-by-Step Process Intervention Outline



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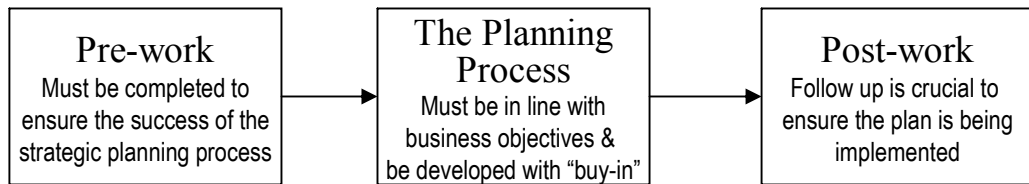
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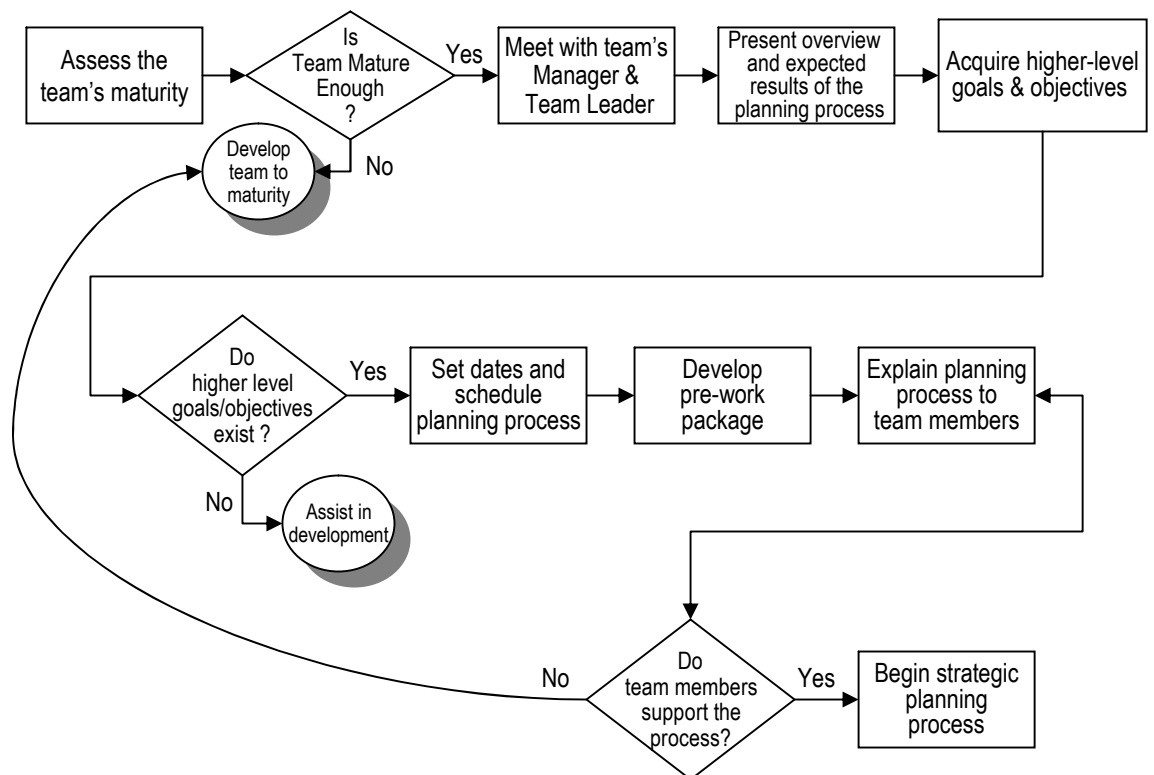
Introduction

Strategic Planning is often more of an art than a science. However, by following the steps outlined in this document, you will be able to facilitate a team towards creating both a strategic plan, as well as the “buy-in” needed from the team in order to ensure the success of the plan. This facilitator’s manual is divided into 3 parts: pre-work, the planning process and post-work. It is also important to note that this process geared towards front-line teams and assumes that there is guidance “from above.” Early in the year, corporate strategy is set by the leadership team and is flowed down to directors. Directors in turn create Strategic Implementation Plans (SIPs). The planning conducted utilizing this manual must link up to higher level plans.



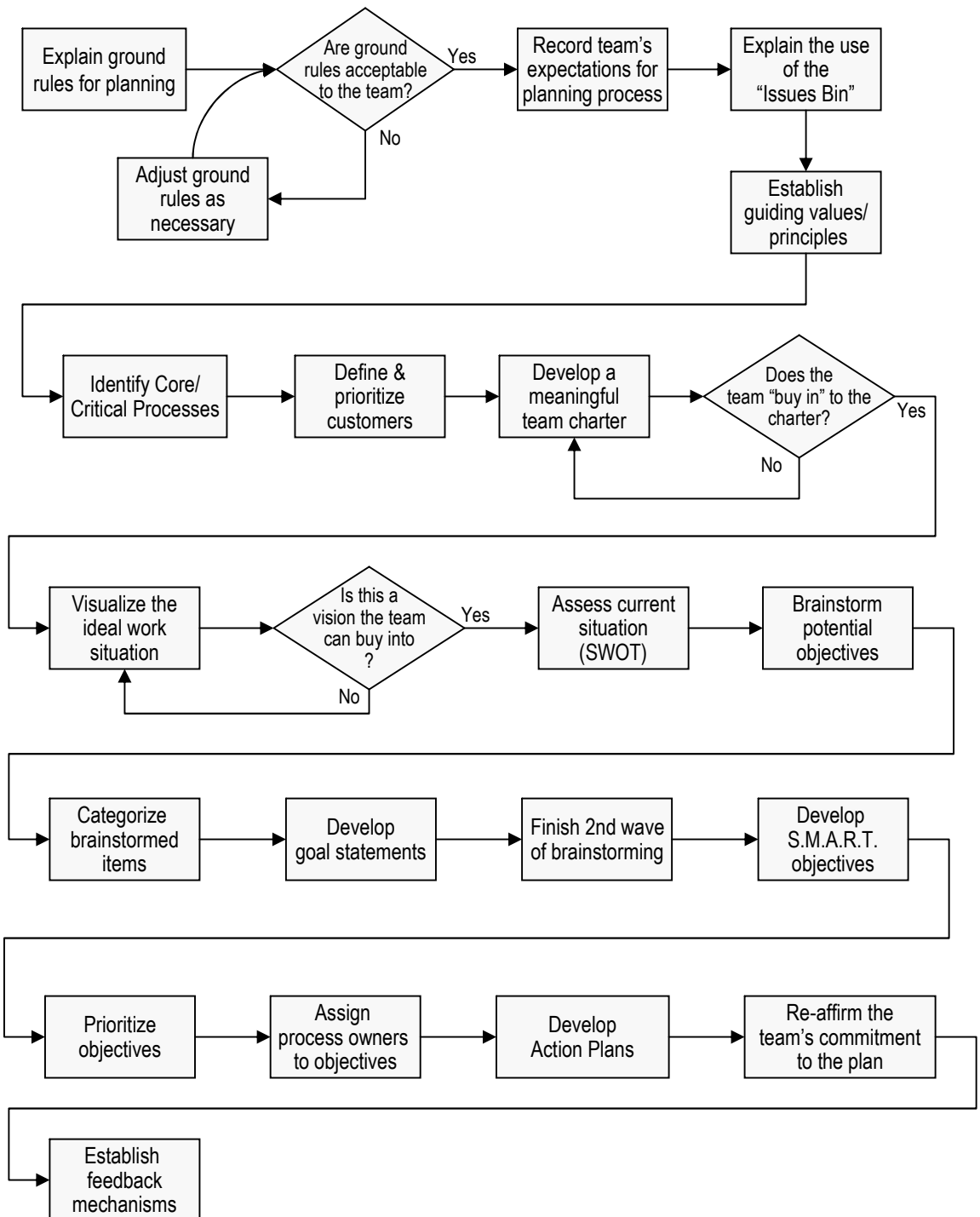
Pre-work

There is a lot of work that must be completed prior to engaging a team in the strategic planning process. Below you will find a detailed outline of how the pre-work process flows.



The Planning Process

Here is an overview of the strategic planning process. Much of the success of this effort depends upon the successful accomplishment of the pre-work.



The Post-Work

Many great and wonderful strategic plans promptly begin gathering dust after completion unless acted upon immediately after implementation. Below are some pointers for ensuring that the effort of those who created the plan are not wasted.

- Conspicuously post all information relating to the team's strategic planning efforts.
- Assist the team in developing milestones and checkpoints to recognize when progress is being made and when efforts are falling short.
- Coach the manager to continuously recognize team member's efforts that are in support of the strategic plan.
- Help the team to celebrate success, including "small wins."
- Use the comments from the team members (that were generated during the "Why should we commit to this plan" phase) to encourage the team to keep moving forward. These comments can be invaluable 6 months after a plan has been created.

Pre-Work Steps

The steps outlined below give insight into the work that is required prior to engaging a team in our strategic planning process. The pre-work is vitally important in setting the team up for success. Good pre-work will pay off in large dividends and ensure future success.

Assess the team's maturity

To ensure that participants receive the maximum benefit from this planning process, it is important that they be a reasonable mature team. Here are some of the indicators of a mature team:

- 1) The team has scored well on the "Team Maturity Assessment."
- 2) There are no large and/or looming conflicts between individual team members or their management that would impair focus on future actions
- 3) There are no immediate health or safety concerns facing the team. If so, such "hygiene factors" must be addressed prior to this intervention.
- 4) The majority of the team (a critical mass) must have had been on the job for over 6 months.
- 5) _____
- 6) _____
- 7) _____

Is
Team Mature
Enough
?

If the team is mature enough to continue, then proceed to the next step. However, if the team is not mature enough to conduct strategic planning together, then you will need to determine why and address those factors before continuing. There are some issues that may need be addressed first. Team members may not have a high level of trust of their fellow team members or there manager (credibility issues). There may be concerns about layoffs (security issues). There may be some immediate health or safety concern (hygiene factors). They may all be very new to their jobs (lacking in enough information to make good decisions or develop good ideas). What ever the case, these are all things that must be considered before proceeding with any planning efforts.

	<p><u>Pre-Work Steps (Cont.)</u></p>
<p>Meet with the team's Manager and Team Leader</p>	<p>Prior to the beginning of the strategic planning effort, it is important to meet with the manager and team leader to give them insights into how the planning process works. The manager and team leader must “buy-in” to the planning process. While it is your job to “facilitate” the effort, it is their responsibility to “lead” and “manage” the planning process. They will be the ones to hold team members accountable for actions.</p>
<p>Present overview and expected results of the planning process</p>	<p>A good strategic plan provides the team with a road map to follow while on their journey towards realizing their vision. Like all travelers, people want to know where they are going and what it takes to get there. During this step, it is important to take the manager and team leader through the planning process steps and to answer any questions and address any concerns that they may have. In setting reasonable expectations for the intervention, you can tell them to expect the following:</p>
	<p><i>The team will...</i></p> <ol style="list-style-type: none"> 1. <i>Develop a stronger customer focus</i> 2. <i>Agree upon guiding values for the team</i> 3. <i>Create a dynamic team charter</i> 4. <i>Visualize the team's success in the future</i> 5. <i>Formulate goals the support long-term business objectives</i> 6. <i>Develop prioritized objectives with assigned process</i> 7. <i>Ensure that the team's plan is supported and complimented by other activities (Lean Manufacturing, Operator Process Certification and Process-Based Management, etc.)</i> 8. <i>Produce an enhanced spirit of teamwork</i> 9. <i>Create tremendous buy-in from team members</i> 10. <i>Have a good strong fighting chance that the plan will be implemented</i>
<p>Acquire higher-level goals & objectives</p>	<p>At the beginning of the year, strategic plans, goals & objectives are to be formulated and cascaded down throughout the organization. Executives develop plans and cascade actions down to directors. Directors in turn formulate their plans and pass them down to senior managers. Senior managers then formulate their plans and pass them down to their managers. It is important that you acquire higher-level plans so that you can ensure your team(s) develop goals and objectives that support higher level goals & objectives. These plans, called SIPs (Strategic Implementation Plans), must be made available in some form to the team members to help guide them in their planning efforts. This gives them an opportunity to be truly involved in helping the company to achieve its success.</p>

<p style="text-align: center;">Do higher level goals/objectives exist?</p>	<p><u>Pre-Work Steps (Cont.)</u></p> <p>The answer should be “yes.” Strategic plans should flow down throughout the organization. However, in some cases you may have to do a little investigating to find the most recent plans. You may need to even go “up the chain” to find out where the break down is and help people at those levels to develop their plans. In a worst case scenario, the manager in charge of the team you are facilitating will have to use his/her own best judgement.</p>
<p>Set dates and schedule the planning process</p>	<p>Strategic planning is not something that should take months to accomplish. In today’s competitive market, strategic plans need to be created quickly, and yet be customer focused and flexible enough to adapt to every-changing situations.</p>
	<p>Working with the manager and team leader, determine when it would be best for the team to conduct their strategic planning sessions. If there is a high demand for production this week, then maybe you can get more time scheduled during the next lull in work. What ever dates are decided, you should gain commitment that the plan will be developed according to schedule.</p> <p>Caution: If the planning schedule is met, it demonstrates management’s commitment. The more time that planning is “put off until later,” the more management’s credibility will suffer.</p>
<p>Develop Pre-work Package</p>	<p>In developing the pre-work package, you should ensure that the team leader, manager, and team member have the following:</p>
	<ul style="list-style-type: none"> • An outline of the strategic planning process • Copies of higher-level goals & objectives • A copy of the current (or a draft) team charter • A copy of their “Issues” sheet taken from their 9-panel board (if applicable)
<p>Explain planning process to team members</p>	<p>This meeting is similar to the one you set up earlier with the manager and team leader. In fact, this explanation is more effective if given to the team members by the team leader (thus demonstrating his/her buy-in and support). It is important that the manager and team leader are present to address any questions or concerns that the team members may have.</p>
	<p>Caution: If the manager and team leader are not present, then your meeting may have been wasted. Team members will most likely doubt their ability to carry out the planning, let alone implement action plans. The team leader and manager will be there to counter any arguments in this direction.</p>

Do
team members
support the
process?

Pre-Work Steps (Cont.)

This is a critical process check. This is another chance to check to see if there are any immediate concerns that need to be addressed prior to the intervention. Do you need 100% buy-in? No, but you must have the vast majority of the members supporting the effort with no one highly opposed to it. If there is strong opposition from one or two team members, then try to determine why and assist where possible. You may have to go back to developing this group of people as a team.

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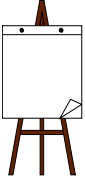
Begin
Strategic Planning
Process

Once you have reached this point, your team should be ready to begin their strategic planning efforts. The importance of proper planning prior to the planning process can’t be stressed enough. No one likes to be set up for failure... this is your chance to set people up for success. Can you skip some of the steps? Yes, but you do so at your own peril. Many planning efforts have failed because important pre-work steps were not completed. Good luck!

Materials required for the success of the planning process:



Calculator: Unless you're lugging around a notebook computer, a calculator comes in handy when figuring out some of the "weighted voting" that the participants will be conducting.



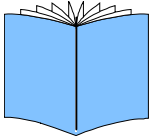
Flipchart(s): There should be at least one flipchart easel in the room. Two flipchart easels would be ideal. Three flipcharts and you'll probably be dancing around too much.



Masking Tape: You'll need this to post flipcharts on the walls. One word of caution, as with any adhesive, remove from walls gently. 🍷



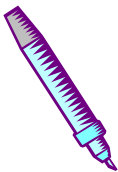
Pens/Pencils: Don't count on your participants to have pens/pencils with them. Always make sure you have extra on hand to cover all participants (just in case).



Participant's Manual: The participant's manual is designed to be utilized as the teams go through the strategic planning process steps. It's also a very good place to insert a lot of the pre-work so that it won't have to be handed out later. When beginning the strategic planning process, ensure that each member of the team receives a copy of the participant's manual. Don't be discouraged if the manual isn't utilized by everyone. Some will use it and others won't, but it must be at least made available.



Post-it Notes: Post-it notes are required for a variety of reasons. They may be used to put issues in the "issues bin." They will be used during the brainstorming sessions. They may be used as bookmarks in the participant's manuals. If possible, get a variety of colors to make things more interesting. 😊



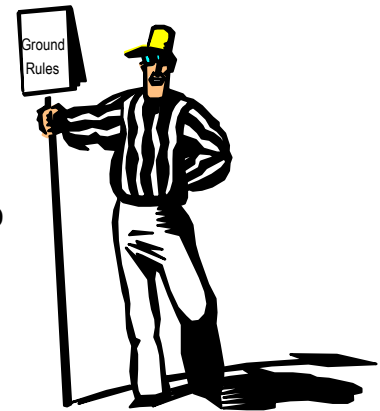
Smelly Markers: Stanford colored, scented, chisel-tipped markers are the best for writing on flipchart paper. DO NOT use "dry erase" markers (designed for white boards). Also, you may want to pass out markers and name tents to participants. Many of them will enjoy the scented markers and it makes the planning process a little more fun. 😊

The Planning Process

Many of the participants you will work with have never been involved in any kind of strategic planning, especially in a team environment. Therefore, it is important that you set up certain rules or boundaries to help guide the team and to explain what is and isn't acceptable behavior.

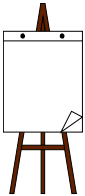
The ground rules (or group norms) listed below appear in the participant's manual and must be explained at least once, at the first planning session. It's a good idea to post the ground rules on a flipchart prior to the meeting. Leave extra room at the bottom of the list to encourage team members to come up with some of their own rules. A good set of rules to begin with includes:

- This is a safe zone
- Everyone participates, no one dominates
- Help us stay on track
- Listen as a friend
- One speaker at a time
- Be an active listener
- Agree only if it makes sense to do so
- Keep an open mind
- Maintain confidentiality
- Agree not to do perfect work
- Have fun!



Explain ground rules for planning

Time: 10 Minutes
Page: 4



Are ground rules acceptable to the team?

Time: 15 Minutes



This is your first chance to get the group used to the concept of "testing for consensus." Ask the group if the ground rules are acceptable. If they really like the ground rules, then ask them to give a "thumbs up." If they are not wild about the rules but can live with them, ask them to give a "thumbs side-ways." And finally, if they have severe problems with the ground rules, ask them to give a "thumbs down." Then, ask those participants (if any) which rules can they not live with. See if you can work to get the thumbs up or at least side-ways. Remove any ground rules that prevent the team from going forward.

The Planning Process (Cont.)

Record team's expectations for planning process

Time: 15 Minutes
+/- depending on the size of the team
Page: 5

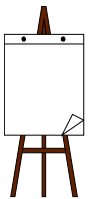


Using a blank sheet of flipchart paper, go around the room and record at least one expectation from each person in the room regarding what they hope to get out of this strategic planning effort. Encourage participants to give at least one “constructive comment.” Once everyone has been heard, post the expectations where everyone can see them. You can also encourage people to write down expectations in the participants manual. This exercise is conducted for the following reasons:

- It helps “set the stage” for events that will follow.
- It gives the facilitator an understanding of what is important to the team
- It encourages each participant to be a part of the planning process
- It helps to get any “hidden agendas” out in the open
- It shows that people will be listened to and their comments recorded
- It shows that all constructive comments are valued
- It may “draw out” some of the quieter people in the team
- It’s a good opportunity to practice the ground rules
- And finally, it gives the team an opportunity to develop standards that they will hold themselves accountable to

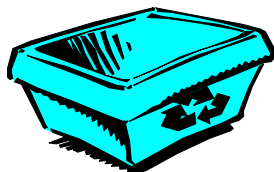
Explain the use of the “Issues Bin”

Time: 5 Minutes
Page: 6



The “Issues Bin” is a tool to help your team to stay on track. It’s simply a sheet of flipchart paper with the words “Issues Bin” at the top, posted in a conspicuous place.

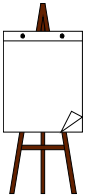
Some people will get very excited and passionate about certain issues that they may want to bring up at inappropriate times. They should be encouraged to place such items in the issue bin to be reviewed when the time is appropriate. Ideas or concerns in the Issues Bin may be addressed later in the planning process or in another agenda. Remember, participants must feel as if their voices have been heard.



The Planning Process (Cont.)

Establish
guiding values/
principles

Time: 15 Minutes
Page: 7



The company should already have a set of guiding principles and values. These should be found in the participant's manual. (or handed out separately) It is worth the time to go over these principles to ensure that the team can buy into them. You may even want to encourage participants to add a few items so that they have more ownership in the list. Again, once a list is finalized, this is a good time to check for consensus. If more items are added to the list, record them on posted flipchart paper and encourage participants to write the items in their manuals.

Here are some samples of values:

Leadership... We will be a world-class leader in every aspect of our business: developing our team leadership skills at every level; in our management performance; in the way we design, build and support our products; and in our financial results.

Integrity... We will always take the high road by practicing the highest ethical standards and by honoring our commitments. We will take personal responsibility for our actions, and treat everyone fairly and with trust and respect.

Quality... We will strive for continuous quality improvement in all that we do, so that we will rank among the world's premier industrial firms in customer, employee and community satisfaction.

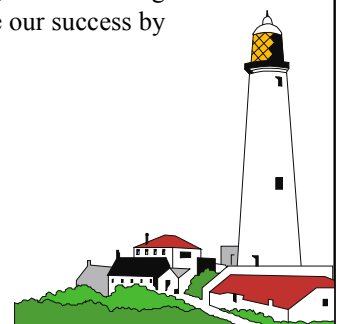
Customer Satisfaction... Satisfied customers are essential to our success. We will achieve total customer satisfaction by understanding what the customer wants and delivering it flawlessly.

People Working Together... We recognize our strength and our competitive advantage is - and always will be - our people. We will continually learn, and share ideas and knowledge. We will encourage cooperative efforts at every level and across all activities in our company.

A Diverse and Involved Team... We value the skills, strengths, and perspectives of our diverse team. We will encourage a participatory workplace that enables people to get involved in making decision about their work that advance our common business objectives.

Good Corporate Citizenship... We will provide a safe workplace and protect the environment. We will promote health and well being of Boeing people and their families. We will work with our communities by volunteering and financially supporting education and other worthy causes.

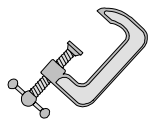
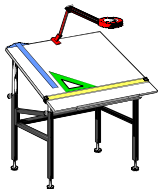
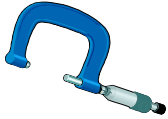
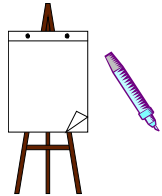
Enhancing Shareholder Value... Our business must produce a profit, and we must generate superior returns on assets entrusted to us by our shareholders. We will ensure our success by satisfying our customers and increasing shareholder value.



The Planning Process (Cont.)

Identify Core
(critical) Processes

Time: 60 Minutes
Page: 9



This exercise is designed to help the team to understand their boundaries, roles and responsibilities as a team. Let's face it, there are some things that teams definitely need to be doing and some things that they should stay away from. This exercise is designed to make a clear distinction between the two.

First, have the participants list the items that they are responsible for in their books. Second, have them list items that they either aren't sure of or know not to be within their scope of work. Unless the team is really confused, you shouldn't have to spend more than 15 minutes on this task. However, in some cases, team members will need to receive some clarity as to what their team is responsible for.

Our Core/Critical Processes Include:

- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____

Our Core/Critical Processes **Do Not** Include:

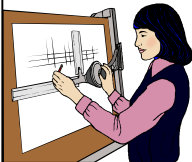
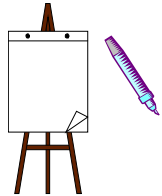
- _____
- _____
- _____
- _____



The Planning Process (Cont.)

Define and
Prioritize
Customers

Time: 30 Minutes
Page: 8



This exercise is designed to help team members understand that they have many different customers. To complete the exercise, take the following steps:

- Ask the participants to tell you who their customers are and record their answers on a flipchart.
- Encourage participants to think about both their internal and external customers. They may even see themselves as customers (and this is O.K.)
- After a while, you may have a list that is very full. If so, you may ask participants to consolidate where reasonable.
- In the end, you should have a manageable list of 8 to 15 customers, both internal and external.
- Next, in no particular order, list the customers on a clean (readable) piece of flip chart with enough space to record a “weighed vote.”
- Have participants come up to the flipchart and “vote” for their top customers. You can use several different methods to do this. The simplest method to do this would be to use colored dots, giving each participant 3 to 5 dots each (ensuring each person has the same number of dots). Also, you could have them vote on a scale of X down to 1 (the “X” is the number of customers they come up with).
- For example: If they came up with 10 customers, then their most important customer gets a vote of 10, second most important gets a 9, third most important gets an 8, etc. It is very important that you explain these directions as clearly as possible. In the end, you will rank order the customers based on which ones received the higher votes.
- Finally, tabulate the vote count and display (in rank-order) the team’s list of customers. Usually what you will see are external customers at the top and internal customers towards the bottom.



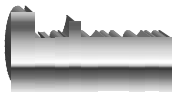
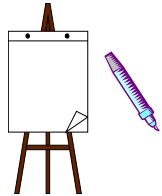
Warning: If “the boss” comes out as the number one customer you may need to facilitate a discussion on the appropriateness of that conclusion. Ideally, the manager will be in the room and will explain that he is NOT the #1 customer and something is terribly wrong if he/she has given that impression.

Note: Why use weighted voting? It’s a time saver. Some people will want to argue priorities until the end of time. It also takes away from the team development process. However, it’s tougher to argue with math. After the weighed vote is taken, the team may want to make an adjustment or two, but there will be less arguments because the exercise was completed from a team perspective.

The Planning Process (Cont.)

Develop a meaningful team charter

Time: 60 Minutes
Page: 10 (draft)

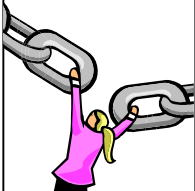


Service

Safety

Value

Speed



The company should have a clearly stated mission statement. That mission statement should be cascaded down through the various management levels to the team. If possible, participants should be given their managers mission statement or team charters from the next highest level.

Basically, a team's charter should reflect the following:

- Who the team is
- What the team does
- Who the team does it for
- Why the team does what it does

Examples of flow down:

Boeing Mission: People working together as one global company for Aerospace leadership.

Airlift & Missile Mission: The USAF Airlift & Tanker Program organization was created in early 1996 to pursue all military transport aircraft requirements, including derivatives of commercial transports, for military customers and/or commercial customers where the systems were developed under government contract. This pursuit includes the design, development, and production of aircraft, as well as the fleet logistics support, maintenance, and training.

C-17 Production Mission: To provide cradle-to-grave Integrated Weapons Systems Management (IWSM) for the C-17 for our USAF and future customers.

C-17 Fuselage: We will provide completed product to Major Join on time and with exceptional quality.

C-17 Center: We will integrate our efforts to ensure our product meets all operational requirements.

Aft Belly Panels: We will ensure quality panels are installed and our product is delivered to the next jig defect free.

Once team members understand the flow down, the next step is to develop the team charter / mission statement. The steps are outlined on the next page.

The Planning Process (Cont.)

Develop a meaningful team charter

Time: 60 Minutes



Catch Ball Exercise:

Ideally, the team has previously developed some sort of team charter or mission statement. If so, then build upon the work they have already done. If not, then ask the team leader (with the help of the manager) to develop a draft statement. Next, follow the steps below.

Step 1: Print the team charter/mission statement, double-sided, in landscape print mode, on a 8.5”x11” sheet of paper

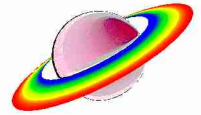
Step 2: Pass out one copy of the draft to each member of the team.

Step 3: Have each member of the team review the statement and ask them, if they were in charge, how would it read. Give them about 4 to 5 minutes and encourage them to add, change or delete as necessary.

Step 4: After the first round of working on the drafts, pick up all the sheets and pass them out again, ensuring that each participant gets a different piece of paper. Then ask them to modify (again) as necessary. They should do this at least 3 times. Really encourage them to think about what has been added and ask them if they can build upon it.

Step 5: Have each participant read off what they have on their sheet. You will notice that 85% of what they say will sound similar. After they have all read their sheets, ask them which one of the statements really stood out. Take that statement and capture it on the flip chart.

Step 6: Facilitate the team to come to consensus on a team charter/mission statement. Have them use the “thumbs up, down, side-ways voting method to check consensus. Once you’ve reached consensus, you’re ready to move on to the next step. Be sure to congratulate the team for their results and thank them for all their hard work.



The Planning Process (Cont.)

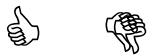
Visualize the ideal work situation

Time: 30 Minutes
Page: 11 (draft)



Is this a vision the team can buy into?

Time: 30 Minutes



Just as the company has a mission statement, there is also usually a vision statement. Visionary statements paint a mental picture (or vision) of what the ideal situation would look like. That is to say, if we didn't have any problems, what would this place look like? How would we act? What kind of a place would we look forward to coming to on a Monday morning?

During this time it is possible that the team may want to develop a "vision statement." However, if you are pressed for time, you may just want to solicit inputs in the form of bullet statements. This is a decision that you may leave up to the team.

Once the team has developed their vision, it's time to check consensus once again. The vision should encompass the following:

- The vision (or statements) should be inspiring to the team members.
- It should not compromise any of the team's guiding principles or values.
- It should help team members form a mental picture of an idealistic work environment.

• If it starts to sound like "mom and apple pie," if it reads as if there should be music in the background, and if it makes people want to leap out of their seats and into action, then, you're on the right track.

Examples of Vision Statement (and flow down):

Boeing: *"People working together as one global company for aerospace leadership"*

Airlift and Tanker: *"The World's First Choice for Airlift and Tanker Aircraft"*

C-17 Production: *"An integrated team of professionals building the world's finest airlift vehicle"*

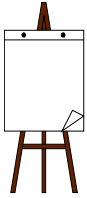
C-17 Fuselage: *"Utilizing an effective IPT approach, we will maximize alignment & throughput throughout our operation"*

C-17 Center: *"All AO's will be completed within standards of time & quality"*

The Planning Process (Cont.)

Assess Current Situation (S.W.O.T.)

Time: 30 Minutes
Page: 12



Now that the team has a mission/team charter (an understanding of who they are, what they do and who they do it for... and they have had a chance to develop a meaningful vision, it is time to bring them back down to earth and assess their current reality with a S.W.O.T. analysis.

The S.W.O.T. (Strengths, Weaknesses, Opportunities and Treats) analysis is a short snap shot in time of how the team members view their organization. Here are the steps:

Step 1: Use at least 2 flipchart-sized pieces of paper. Ideally, you would use 4 (this depends upon the space you have in the room.

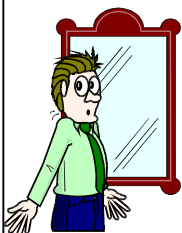
Step 2: Explain to participants that this is a form of brainstorming. Go around the room and ask them to give you an input to at least one of the following:

Strengths (Internal): What is the team good at doing well?

Weaknesses (Internal): Where does the team need to improve?

Opportunities (External): What opportunities currently lie outside the team that they may be able to do in the future?

Threats (External): What is outside the team that may threaten to shut us down?



(Internal)

Strengths

- We communicate well as a team
- Our team does quality work
- Team members support each other
- We still have 50+ ships to build
- We won the Baldrige Award

(Internal)

Weaknesses

- We don't have the tools we need to do the job
- We need more training
- Too many tags are being written
- Our computers are always broken



Opportunities

- Improved performance may get us to 121 and beyond
- If our quality goes up, we may get more work from other areas
- Commercial workers coming to us will help us get back on track



Threats

- If the C-17 price doesn't come down, we may not get additional orders
- Continued downsizing from the commercial side
- Poor suppliers



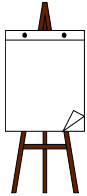
(External)

(External)

The Planning Process (Cont.)

Brainstorm potential objectives

Time: 30 Minutes
Page: 13



E
X
A
M
P
L
E

In this exercise, participants begin to come up with ideas that will help them to achieve their vision. Participants should have a good idea of where they are as a team (from the S.W.O.T.) and where they would like to get to (their vision). This brainstorming exercise utilizes an affinity diagram. Here are the steps.

Step 1: Ensure each participant has one 3"x5" post-it note pad and a pen or pencil.

Step 2: Explain the basic rules of brainstorming to the participants.

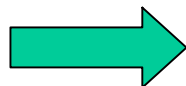
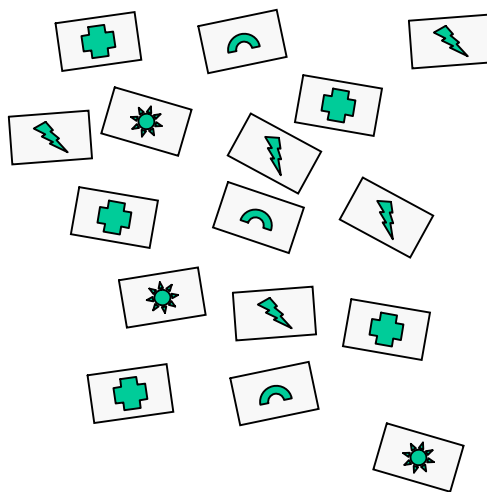
- Try to come up with as many ideas as possible
- This is silent brainstorming, no one is to talk
- Don't criticize ideas
- Look at what other people have written, try to "piggy-back" off ideas.



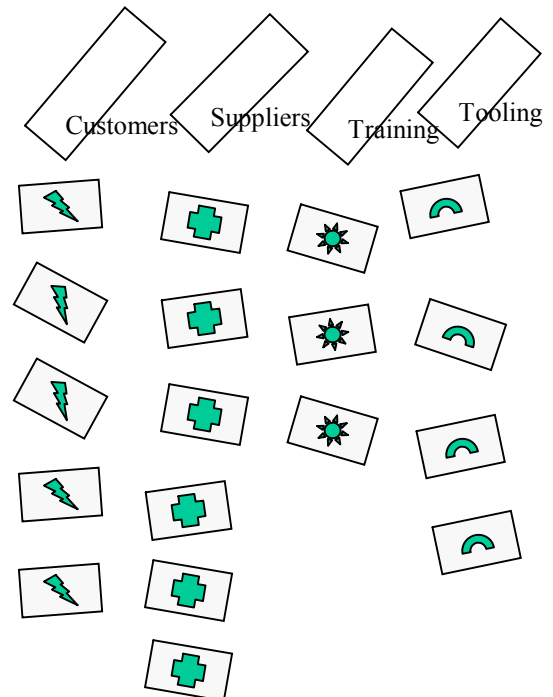
Step 3: Utilizing a large blank wall (which may be covered by flipcharts), encourage participants to record their ideas and post them. After 10 to 20 minutes, participants may begin to slow down... don't let them! Keep encouraging them to come up with creative, innovative, value-added ideas.

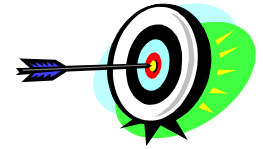
Step 4: After all brainstorming efforts have been exhausted, ask participants to begin to group similar ideas into categories. Next, name the categories. Categories that often come up are customer service, training, resources, tooling, support, etc.

Initial Brainstorming



Categorized Items

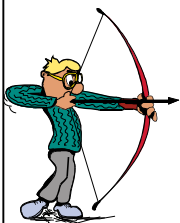
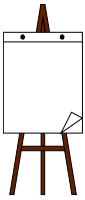




The Planning Process (Cont.)

Develop goal statements

Time: 30 Minutes
Page: 14



In this exercise, participants will consider the categories that were developed in the previous exercise. Then, they will consolidate where necessary. The team should not have less than 3 and no more than 5 broad goals. Once again, you will want to facilitate the team towards consensus on the goals. However, don't let them get too picky on the wording. The real work, the specific tasks for improvement, will go into the team's final objectives. Below are some examples of how categories may be developed into goal statements.

Category:

Goal Statement:

Customers

Deliver outstanding defect-free products/services to our customers

People

Enable our team members to excel by giving them the tools, training and authority to do the job right the first time.

Resources

We will acquire all the tools necessary to do our jobs

Quality

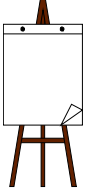
We will produce "first time" quality every time

You may want to encourage participants to write down some draft goals in the space provided in their participant manuals. When the participants finally come to consensus on their goals, have them write them down in the space provided in their manuals. Then, place the goal statements above the brainstormed items, replacing the category headings.

The Planning Process (Cont.)

Conduct 2nd wave
of brainstorming

Time: 30 Minutes
Page: 15



Now that the goal statements are in place, it is time to take one more shot at brainstorming ideas for success. The difference this time is that the team members will be more focused. Instead of a merely a lofty vision and guiding mission, they now have specific areas to address. At this time, you need to encourage participants to focus their ideas and to try to make them as S.M.A.R.T. as possible. This means ideas should be:

Specific: Ideas should not be vague or general

Measurable: Ideas should be quantified or qualified in some way

Achievable: Ideas should be within the team's circle of influence

Results-Oriented: You should be able to visualize what the success of the idea will look like.



Time-Dimensioned: You should be able to set a reasonable deadline for action (measured in days or weeks, NOT years).

At this point, we are still brainstorming silently. While it is important to encourage participants to be more focused, you don't want to squash their creativity. Just give them a few guiding examples like those found below.

Good Objectives:

“Reduce rework in the 405AJ by 50% by June 1st”

“Improve design engineering response time to blue print errors from 30 days to 5 days by May 15th.”

“Increase efficiency rate on AO's to an average of 65% by April 17”

Poor Objectives:

“Get more tools”

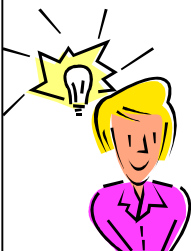
This is a solution and may or may not be a root cause of other problems.

“Stop creating bad parts”

This is too vague. What parts, where and by when?

“Treat each other with respect”

Good idea, but not really an objective. This is really more and should had been covered earlier in the values section.



The Planning Process (Cont.)

Develop
S.M.A.R.T.
objectives

Time: 120 Minutes
Page: 15



This is probably the most critical part of the strategic planning process. This is where “the rubber meets the road.” It is conceivable that a team of 15 to 20 people will generate 200 to 400 ideas on the post-it notes. The challenge is to clean up all these ideas by making them as S.M.A.R.T. as possible.

The best way to begin is to take one goal at a time. Start with your first goal (usually dealing with customers). You may find that some ideas get placed in other categories (and that’s O.K.). You might find 5 to 20 suggestions that all say relatively the same thing... your challenge is to find the true essence of the suggestion (what is it they really want to do) and capture it. The additional comments are not discarded, they merely become sub-bullets of the main objective. This way, suggested solutions don’t get thrown out, but they are captured so that they may be used later by the team. Below is an example:

Objective: Improve the accuracy of our blue prints in 517 so we can reduce rework in 50% within the next 60 days.

- Do better quality work
- Get more tools
- Have better blue prints
- Stop breaking parts
- Get QA off our backs

This is tough work for the facilitator. You need to be looking for trends and patterns. The sub-bullets listed above are obviously not specific enough. However, when you ask the team what they are really after, you can develop a SMART objective, like the one listed above. The interchange can often look like this:

Facilitator: *What do you mean, do better quality work?*

Team Member: *The 517 area is a mess. We don’t have the right tools. The blueprints are messed up and parts keep getting damaged when we try to follow the blue prints. Then, when QA comes to check our work, they get on our backs because we didn’t follow the blueprints.*

Facilitator: *So the issue is inaccurate blueprints?*

Team Member: *Yes!*

Facilitator: *So if the accuracy of the blueprints was improved, this might reduce your rework?*

Team Member: *Yes.*

Facilitator: *Now it looks like we can begin to develop our objective to be more SMART.*

The Planning Process (Cont.)



Prioritize objectives

Congratulations! If you have made it to this point in the planning process, the rest is easy. And, don't be surprised if some goals that had 50 - 100 post-it notes get "whittled down" into 5 - 10 SMART objectives. This is to be expected.

Time: 60 Minutes
Page: 16



Just as you did in the customer prioritization, use a form of weighed voting to determine the priorities for the objectives. You can use the nominal group technique (NGT) or colored dots, as long as participants are involved in the process.

Assign process owners to objectives

Once the objectives are prioritized, it is time to assign process owners. Process owners will be the ones who champion the objectives. It could be a team member, a team leader, a manager, etc. This entire planning process is designed to involve participants, to help them develop their own plan, so that when they get to this moment, they know exactly how they got there, what needs to be done and why. Therefore, there shouldn't be any problem with people volunteering to become process owners.

Time: 30 Minutes
Page: 17



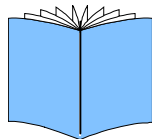
Caution: Don't let the team take on more than they can handle. Try not to let anyone take on more than one objective if possible. In most cases, they will need to involve other team members.



Develop Action Plans

Now that we know what needs to be done and who will do it, the final step is to formulate action plans. The process owners will need to determine the following:

Time: 30 Minutes
Pages: 19 - 21



- What resource are needed?
- Who else will be needed to accomplish the objective?
- What other time-driven milestones can be set?
- What will the process flow (steps) be for accomplishing the objective?

Have the participants record the objectives they are responsible for on page 16. Explain that they will get a full list of objectives and process owners within a week. This gives you (or preferably their admin support) time to type up all the objectives, priority & process owners.

I don't know where to start!



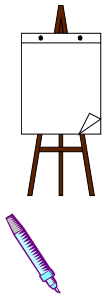


The Planning Process (Cont.)

Re-affirm the team's commitment to their plan

At this point, the strategic plan is complete. However, it is important to re-affirm the team's commitment to the plan. This is an opportunity for participants to reflect upon why it is important that they succeed in accomplishing their objectives.

Time: 20 Minutes
Page: 18



Using a blank flipchart pad, ask participants why they should commit to their plan and record their answers. Some participants may be reluctant at first (because it just seems to obvious to them), but encourage their comments anyway. Eventually, weeks or even months down the road, the team may become stalled and team leader, manager or facilitator can use the comments to remind the team why they said it was important to complete the plan.

Establish feedback mechanisms

There are a variety of ways to establish follow up mechanisms. Below are a few suggestions you may want to encourage the team to consider:

Time: 30 Minutes
Page: 21

- If the team has weekly meetings, consider updates on achieving objectives as a regular agenda item.
- Be sure to conspicuously post the team's mission/charter, vision and goals.
- Consider using a status board to track progress on objectives.
- As the team begins to gather data to solve problems, be sure to post the data and/or tools (Pareto charts, fishbone diagrams, process flows) so that others can see that progress is being made.



The Post-Work

There are many things you can do to ensure that your team's strategic planning efforts are given the best chance at success. Here are a few recommendations:

- Conspicuously post all information relating to the team's strategic planning efforts.
- Assist the team in developing milestones and checkpoints to recognize when progress is being made and when efforts are falling short.
- Coach the manager to continuously recognize team member's efforts that are in support of the strategic plan.
- Help the team to celebrate success, including "small wins."
- Use the comments from the team members (that were generated during the "Why should we commit to this plan" phase) to encourage the team to keep moving forward. These comments can be invaluable 6 months after a plan has been created.

Action Planning (Sample)

Select an objective and begin action planning with the template below.

Action
Planning

Time: 30 Minutes



Goal: _____

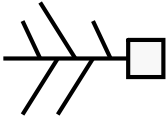
Objective: _____

Problem Statement: _____

Names of other people who will assist you in solving the problem:



Possible Root Causes:



Macro steps in the process. *Use other side of paper if necessary:*



How you will measure your success:



Expected Completion Date:

Next steps:



Action Planning (Sample)

Select an objective and begin action planning with the template below.

Action
Planning

Time: 30 Minutes



Goal: _____

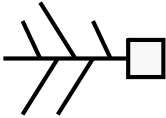
Objective: _____

Problem Statement: _____

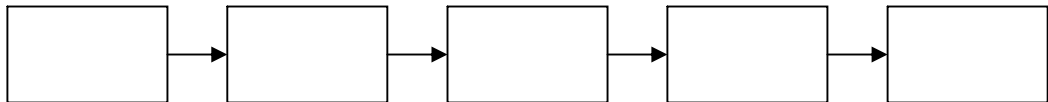
Names of other people who will assist you in solving the problem:



Possible Root Causes:



Macro steps in the process. *Use other side of paper if necessary:*



How you will measure your success:



Expected Completion Date:

Next steps:



Action Planning (Sample)

Select an objective and begin action planning with the template below.

Action
Planning

Time: 30 Minutes



Goal: _____

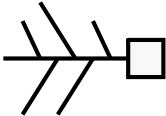
Objective: _____

Problem Statement: _____

Names of other people who will assist you in solving the problem:



Possible Root Causes:



Macro steps in the process. *Use other side of paper if necessary:*



How you will measure your success:



Expected Completion Date:

Next steps:

