

DOWNLOAD PDF IMPLEMENTING THE STRATEGIC PLANNING APPROACH : DEFINING ALTERNATIVE COUNTER-

Chapter 1 : A Strategic Planning Approach: Defining Alternative - calendrierdelascience.com

Implementing our strategic planning approach inside the U.S. government will, therefore, require a top-down decisionmaking process, orchestrated by the Assistant to the President for National Security Affairs, on behalf of the President, and with the personal engagement of.

From these documents, we compiled a list of stated desired ends that ranged from the defeat of global terrorism, to the denial of terrorist access to weapons of mass destruction WMD, to the prevention of terrorist receipt of sanctuary in rogue states, to the defense of potential targets within the United States. A consensus on a strategic goal formed fairly easily: The strategic goal was operationalized in terms of what is being sought. Prevention here is understood to pertain not only to the operational phase of an attack but also to attempts to attack—in other words, to precursor activities such as recruiting, training, planning, and material acquisition. It does not call for the elimination of these groups or all terrorist violence. The complexity and requirements for responding to the situations in these countries call for the design of separate policies. Finally, the strategic goal focuses on preventing attacks from occurring within the United States itself. The United States has worldwide interests that have been in the past, and could be again in the future, al Qaeda targets. However, preventing all jihadist terrorist attacks against U. Identifying these means was reasonably straightforward. We surveyed current U. This is not to suggest that there is no relationship among the means. Rather, it allows for the inclusion of any one means in a given strategy without requiring the inclusion of any other. The set of fourteen means we arrived at corresponds for the most part to the policies currently being undertaken by the U. Not included are policies focused generally on democracy-building or promoting the peace process in the Middle East. These policies have important implications for U. Policies aimed at reducing the psychological impact of terrorist attacks on American citizens were excluded for the same reason. Strengthen the indigenous counterterrorism efforts of friendly nations. Provide operational military assistance to friendly nations in support of their counterterrorism operations. To enhance the ability of friendly nations to disrupt local terrorist activities, the United States either indirectly e. Exploit the network technologies used by terrorists. Deny safe havens to terrorist groups. Reduce state support for terrorist groups. Break up relationships and cooperation among violent jihadists. Disrupt, capture, and prosecute motivational leaders. Locating and apprehending such leaders wherever they might be would require U. To reduce the supply of jihadist recruits, the United States would undertake a variety of information operations to disrupt venues known to be sources of terrorist recruitment. Encourage defections and facilitate exits from terrorist groups. To accomplish this step, we asked RAND experts to identify those means to which they would give priority based on their view of the contribution each of the individual means would make toward achieving the strategic goal. In prioritizing the means, we also asked the experts to factor in the requirements and challenges of implementing them. Views also diverged as to how to balance potential gains with the likely political costs of employing some of the means—for example, the civilian casualties likely in attempts to capture or kill highly skilled al Qaeda operational leaders, or the cooperation with nonviolent Islamists that may be necessary in breaking up relationships among violent jihadists.

DOWNLOAD PDF IMPLEMENTING THE STRATEGIC PLANNING APPROACH : DEFINING ALTERNATIVE COUNTER-

Chapter 2 : Examples of Strategic Alternatives | calendrierdelascience.com

The strategic planning approach involves four steps: (1) defining and operationalizing a strategic goal; (2) defining the full range of different "means," or policy tools, making them as specific and distinct as possible; (3) defining alternative strategies to achieve the strategic goal, each comprised of a set of prioritized means; and (4.

A management research study concluded that only 20 to 30 percent of corporate strategic plans are ever completed. For smaller businesses, it may just be inexperience with seeing them through. Getting Started Early Broad agreement exists among leadership and management professionals that implementation needs to begin as the strategic plan is created. Getting started early does several things: It introduces implementation language and concepts into corporate life in time for both to become a familiar and well-understood. Commitment and Consensus Getting employees, especially key personnel, to buy into the plan "to become fully committed to it early on" is essential. The implementation process begins with communicating the plan throughout the organization. A frequent issue with implementations of strategic plans is that middle managers, absent some clear and timely reinforcement to the contrary, often conclude that senior management no longer cares about implementing the plan. Another issue is that only about a quarter of corporations provide meaningful incentives for meeting strategic plan benchmarks and goals. Paying the Costs Nearly all strategic plans come with a cost. Yet, most strategic plans are rolled out without any direct connection to budgeting. An unfunded strategic plan is only a wishlist. Implementation requires an understanding of plan costs and institutional commitment to its funding. Plans need to come with funding in place. Relation to External Conditions Every strategic plan is responsive to external conditions, directly or indirectly. Establishing Benchmarks Every plan has objectives, but not all plans contain enough information about achieving them. Two common deficiencies are: Establishment of benchmarks Establishment of oversight practices Establishing benchmarks and oversight practices are closely related. Oversight confirms that benchmarks are being achieved according to schedule. The presence of monitoring activities also sends employees a message that the plan is still in place and remains important. Strategic plans work best when they are time-limited, with a major review, often with a new rollout, at least once a year. Tip Here are some known issues with plan implementations: Lack of reinforcement of long-term goals Strategic plans treated as separate from daily operations Plans that are overwhelming and need to be pruned to be made achievable Insufficient progress reports: Achievement of benchmarks always needs to be noted. Employees not given sufficient authority to implement the plan Employees not given sufficient means to implement the plan Tip Using one of the strategic plan conception and implementation templates available on the internet removes a lot of uncertainty and makes it easier to benchmark and monitor plan progress. Some are free in exchange for your contact information; others have either a one-time fee or a monthly charge. Things Needed Strategic plan s Tip Try to give every member of the team s a voice in the process. If possible, create a communication system, such as a blog or message board, that allows issues to be posted and addressed in a forum setting.

DOWNLOAD PDF IMPLEMENTING THE STRATEGIC PLANNING APPROACH : DEFINING ALTERNATIVE COUNTER-

Chapter 3 : The Implementation Process of Strategic Plans | calendrierdelascience.com

How to Develop and Implement a Strategic Plan The most successful organizationsâ€™ whether national associations, private industries, or association.

Implementation Schedule Implementation is the process that turns strategies and plans into actions in order to accomplish strategic objectives and goals. How will we use the plan as a management tool? How and when will you roll-out your plan to your staff? How frequently will you send out updates? Who is your strategy director? What are the dates for your strategy reviews we recommend at least quarterly? What are you expecting each staff member to come prepared with to those strategy review sessions? Use the following steps as your base implementation plan: Establish your performance management and reward system. Set up monthly and quarterly strategy meetings with established reporting procedures. Set up annual strategic review dates including new assessments and a large group meeting for an annual plan review. Below are sample implementation schedules, which double for a full strategic management process timeline. Your Bi-Annual Checklist Never lose sight of the fact that strategic plans are guidelines, not rules. Every six months or so, you should evaluate your strategy execution and plan implementation by asking these key questions: Will your goals be achieved within the time frame of the plan? Should the deadlines be modified? Are your goals and action items still realistic? Should your goals be changed? What can be gathered from an adaptation to improve future planning activities? Why Track Your Goals? Having a stake and responsibility in the plan makes you feel part of it and leads you to drive your goals forward. Successful plans tie tracking and updating goals into organizational culture. Accountability and high visibility help drive change. This means that each measure, objective, data source and initiative must have an owner. Changing goals from In Progress to Complete just feels good! Once agreed upon, this topic should be developed to conclusion. Holding meetings helps focus your goals on accomplishing top priorities and accelerating growth of the organization. Although the meeting structure is relatively simple, it does require a high degree of discipline. Strategy Review Session Questions: What were our three most important strategic accomplishments of the last 90 days â€™ how have we changed our field of play in the past 90 days? What are the three most important ways we fell short of our strategic potential? In the last 90 days, what are the three most important things that we have learned about our strategy? We are looking for insight to decision to action observations. In many organizations, retreats have a bad reputation because stepping into one of the many planning pitfalls is so easy. Holding effective meetings can be tough, and if you add a lot of brainpower mixed with personal agendas, you can have a recipe for disaster. Executing your strategic plan is as important, or even more important, than your strategy. Critical actions move a strategic plan from a document that sits on the shelf to actions that drive organizational growth. The sad reality is that the majority of organizations who have strategic plans fail to implement. You remain in this phase of the strategic management process until you embark on the next formal planning sessions where you start back at the beginning. Remember that successful execution of your plan relies on appointing a strategy director, training your team to use OnStrategy or any other planning tool , effectively driving accountability, and gaining organizational commitment to the process. Clients executing their plans with OnStrategy: A Dose of Strategy.

Chapter 4 : 4-Phase Guide to Strategic Planning Process Basics | OnStrategy

Successful strategic planning implementation requires a large commitment from executives and senior managers, whether the strategic planning is occurring in a department or a complete organization. Executives must lead, support, follow-up, and live the results of the strategic planning implementation process.