

Case Study: Strategic Planning Process

Client

Energy Company

Target Audience

Entire Organization

Challenge

Company was seeking to develop a uniform strategic planning process for the organization while at the same time build the strategic thinking skills of its mid-level and senior-level managers.

Needs

- ❖ Create a new strategic planning process that can be used each year.
- ❖ Build an organizational competency in strategic thinking.
- ❖ Develop middle and senior manager's strategy skills to help them proactively set strategic direction and successfully execute strategic initiatives.

Solution

1. Telephone interviews with a sample of mid-level and senior executives to identify the current business context and their key challenges and issues.
2. Creation of a five-phase strategy development process to fit with the organization's current processes (operations & budgeting).
3. Session pre-work included participants taking the Strategic Thinking Assessment to baseline the current level of strategic thinking among the group; completion of the Strategy Survey—a tool designed to focus executive's thinking on the critical components of the business; and review of several cornerstone strategy articles.
4. Development and facilitation of a two-day strategy off-site session for senior executives. First half-day focused on education of key strategy concepts. Remaining 1 ½ days of session focused on applying the strategy tools to their business in small group settings.
5. Consultation with leaders at BHE to help them facilitate additional strategy input meetings with other groups in the organization.
6. Customization of the StrategyPrint template to act as the organization's business blueprint and feedback on its development.
7. Consultation with two managers to help them present the resulting strategic plan to the board of directors.

8. Facilitation of a one-day strategy execution meeting to discuss ways to ensure the successful implementation of the strategic plan.
9. Senior managers access to the Strategy Vault online resource center to provide them with tools and templates to develop and execute strategy throughout the year.

Client Results & Comments

- ❖ Organization developed and tailored the five-phase strategy development process to fit their needs, giving them a proven process to use in the years to come.
- ❖ Senior leaders reported greater confidence in the organizations strategic direction after going through a comprehensive and methodical process to help them think through all of their possible options.
- ❖ Senior leaders each developed StrategyPrints for their business responsibilities and were able to use them to drive daily activities in support of the key strategic initiatives.

Chief Financial Officer:

“In today’s quickly changing business environment, the development and utilization of strategic thinking and planning skills are essential. Rich Horwath helped us take all that is typically generalized by “strategy” and turn it into practical solutions for our management, and eventually, our entire company. In a relatively short timeframe, Rich helped us utilize a common set of tools and a common language to develop a consistent strategic understanding throughout our organization. We now have a repeatable process to capture key business insights, ensure strategic alignment, develop the company’s leaders of tomorrow, and most importantly, profitably grow our business. Rich did an outstanding job working with our strategic team. He allowed us to explore, question and learn, all the while pushing the team forward to meet our objectives and goals. Our efforts with Rich are already well worth it and we fully expect this work to pay very good dividends down the road.”