

## Strategy Development and Corporate Planning

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### PURPOSE AND FORMAT

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This activity is intended for the 'top team' in an organisation or department to review and develop organisational or departmental philosophy and strategy.

The exact content will be tailor-made to suit the circumstances. Strategy review and development, business and project planning or work on any specific areas can all be included. Work on both *how* the strategy is developed, cascaded and implemented and *what* the strategy should be can be included. The style will be highly practical - no wishy-washy mission statements here - but will ensure that searching questions are asked and addressed and difficult decisions identified.

This type of activity usually requires two days. If starting from scratch, it is not unusual for longer to be needed. However the activity gets easier and quicker year-on-year.

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### POSSIBLE CONTENTS

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The content needs to be designed to fit the situation and can include:

- Strategy teach in
- Leader speaks
- Philosophy development
- Review of existing strategy
- Scoping of new strategies
- Strategy development and deployment
- Meetings structure review
- Design of an Annual Corporate Planning Process
- Annual Project Planning

### THE PROCESS

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#### Stage 1 - Exploratory meeting

We will hold a meeting with the leader of the organisation or department to find out the background, the status of any current strategy, objectives, who is involved, issues and other relevant information. If necessary, 1-1 meetings can be held with other key individuals to find out their viewpoints.

#### Stage 2 - Proposal

We will prepare a proposal outlining the structure and contents of the event.

#### Stage 3 - Delivery

We run the event.

#### Stage 4 - Review meeting

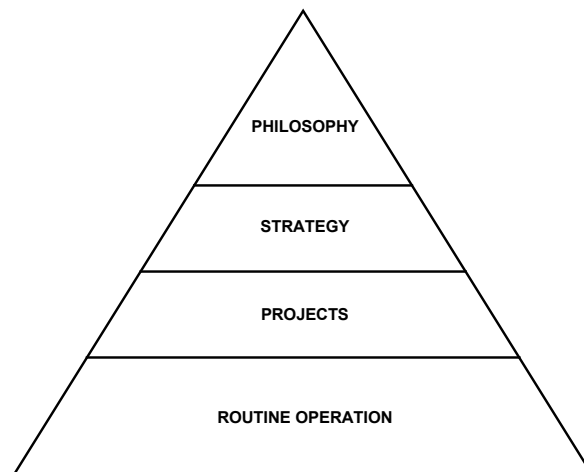
Finally we will hold a review meeting, share reflections, find out what's happened since and give guidance on next steps.

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### THE ORGANISATIONAL ACTIVITY MODEL

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This is one of the models used for developing philosophy, strategy and resulting projects:



The Organisational Activity Model explains the different types of activity in an organisation and puts strategy development into context. Work that impacts on the customer is carried out through routine operation. Routine operation is improved through projects. Projects are set up as a result of strategy. Strategy is developed as a result of philosophy - aims, values and so on.