

STRATEGY DEVELOPMENT AND STRATEGIC ALIGNMENT

Comprehensive Program for
Innovation Intermediary Leaders

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Contents

- Strategic Planning Process (11 min.)
- Overview of Strategic Planning (6&10 min.)
- A Plan is Not a Strategy (10 min.)
- Why You Need a Strategy (4 min.)
- Execution of Strategic Plan (11 min.)

Strategic Planning Process

in under 15 minutes

Overview

- Where we are now?
- Where are we going?
- What is going to get in our way?
- What do we need to do to get to where we want to go?

Aligned Strategy Development

- Alignment with the leadership team
- Alignment with the vision and the strategy
- Alignment with the whole organization

Inputs

- External analysis
 - SWOT
 - STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS
 - PESTLE
 - POLITICAL, ECONOMICAL, SOCIETAL, TECHNOLOGICAL, LEGAL, ENVIRONMENTAL
- Internal Analysis
 - Stakeholder and management team inputs.



Vision

Mission

Goals and
Objectives

Strategies

Tactics

Vision



If success was a place, how
would you know if you got
there?

...

Where are you going?

Why should you go there?

What is winning?

Vision

- Where do you see your organization in 3-5 years?
- What about in 10-25 years?
- What is a big goal that could polarize your team?
- One BIG Target that everyone in the organization can contribute to?

Vision

- Get your team to describe their vision of the organization as clearly and vividly as possible.
- What do operations look like?
- What do staff look like?
- What do clients look like?
- How else does your organization look different?

Mission/Purpose
...

Mission

Why do you exist?

Who do you do it for?

Who is your main customer?

What do you do for them?

Mission

Make it simple to understand

No buzz words

It's not a marketing exercise

Values

- What is in the DNA of your organization
- What do you value?
- What are the cultures and norms of your organization?

Values

- What values are important to the organization?
- How would you describe the organization if it were a person?
- What is: "the way you do things around here?"
- What is not acceptable behavior?
- **Values drive performance**

Aligning your strategy with your vision and purpose



Risks to good implementation

- Leadership
- Communication
- Resources
- Buy-in
 - Push vs pull

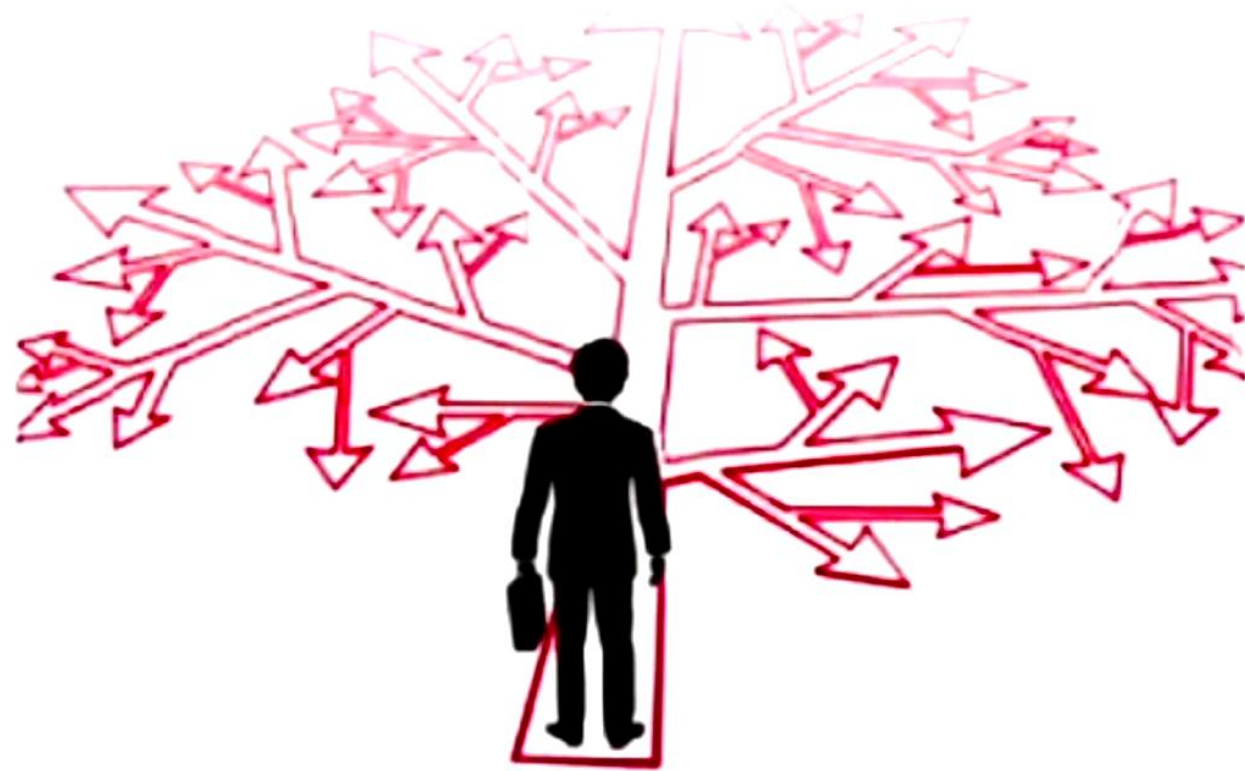
Implementation constraints

- Time
- Budgets
- Human Resources
- Technology

Risks

- What uncertainty exists in our organization?
- What are the impacts of that uncertainty (risk)
- What is the likelihood of that happening?
- What can we do to mitigate that risk?

What are the most important things you should be doing?



Creating the plan

...

Working backwards to create tasks, roles and individual areas of responsibility.

How do you create work plans?

Your organization's vision:

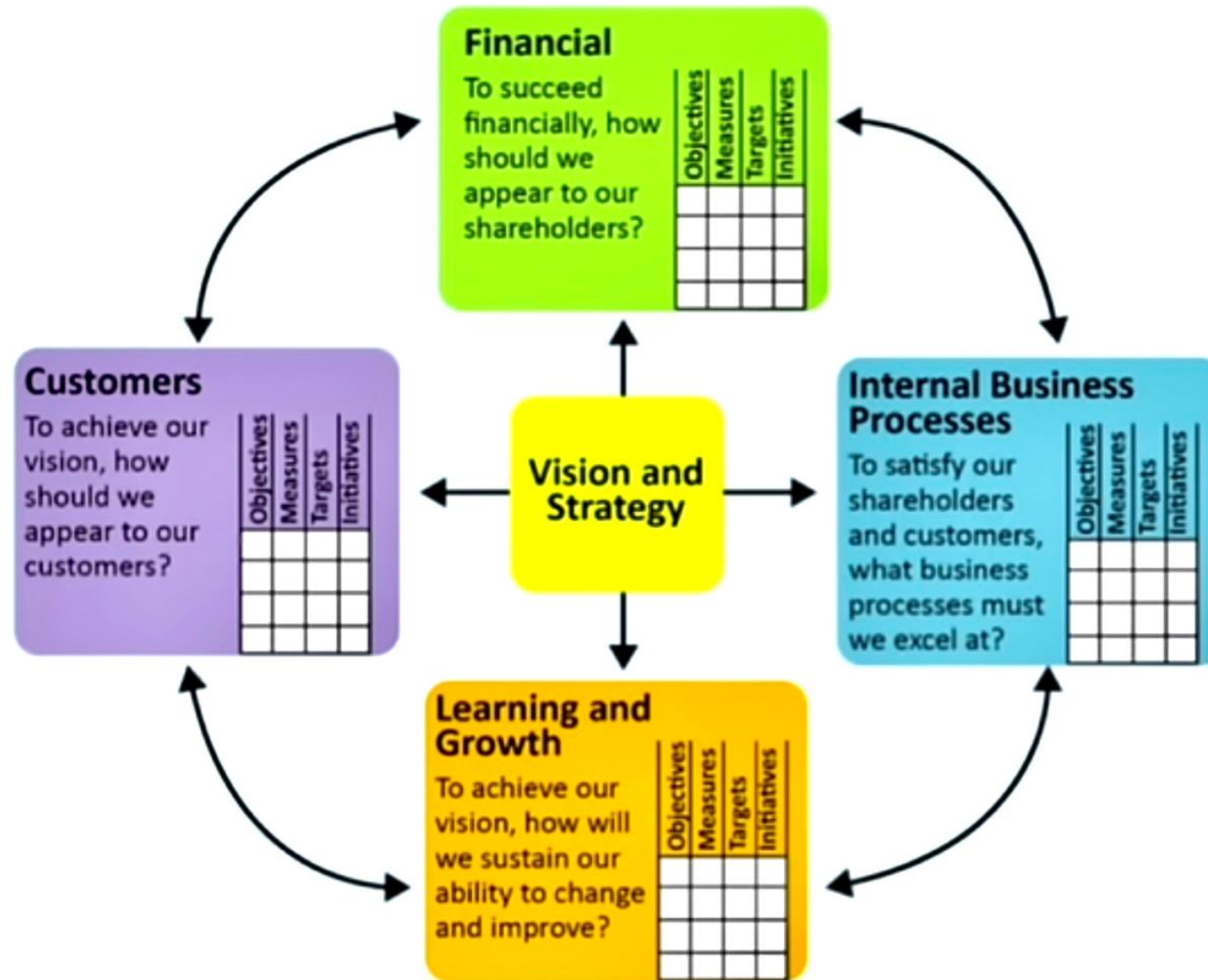


KPI's

...

Performance measures and targets

What are the measures for your strategic priorities?



Cascading Goals

- Organizational Level
- Team Level
- Functional level
- Individual level

Big Picture vs. Practical application ...

People

- Who are the key people in the organization that are responsible for functional areas?
- Where are the gaps as far as key functions?
- Are there people responsible for more than one area?

Communicating the plan

- How are you going to share this strategic plan with your organization?
- Keep in mind that different people absorb information in different ways:
 - Words
 - Audio
 - Pictures

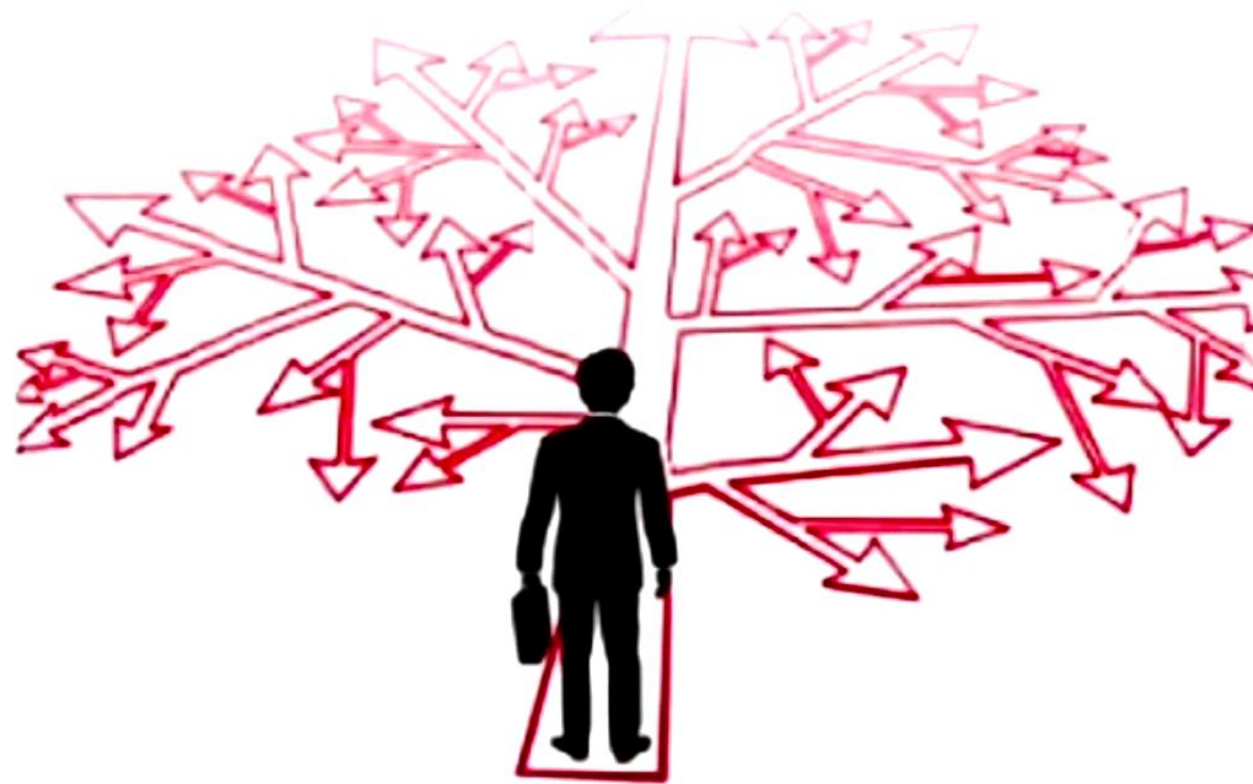
It's all about alignment.



How do you get alignment?

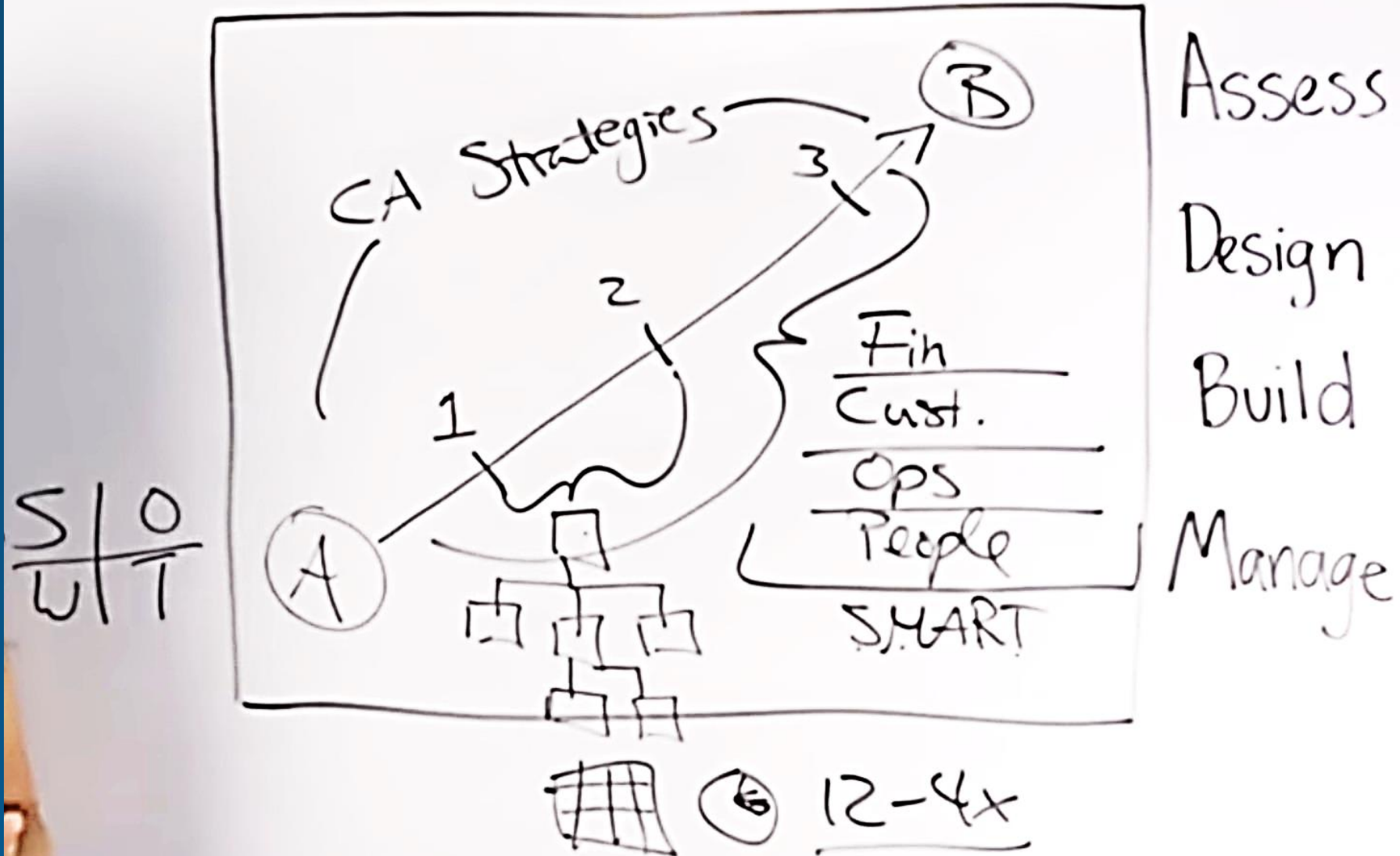
- Communicate clearly and simply
- Get buy in
 - Bring people into the strategic planning process.
- Match goals and motivation
- Capability to execute
 - Are they given the tools they need to succeed?

Strategy is about choices



OVERVIEW OF THE **STRATEGIC PLANNING PROCESS**

Overview of Strategic Planning



STRATEGIC PLANNING

STEP-BY-STEP OVERVIEW

WWW.DANAMEYERCONSULTING.COM

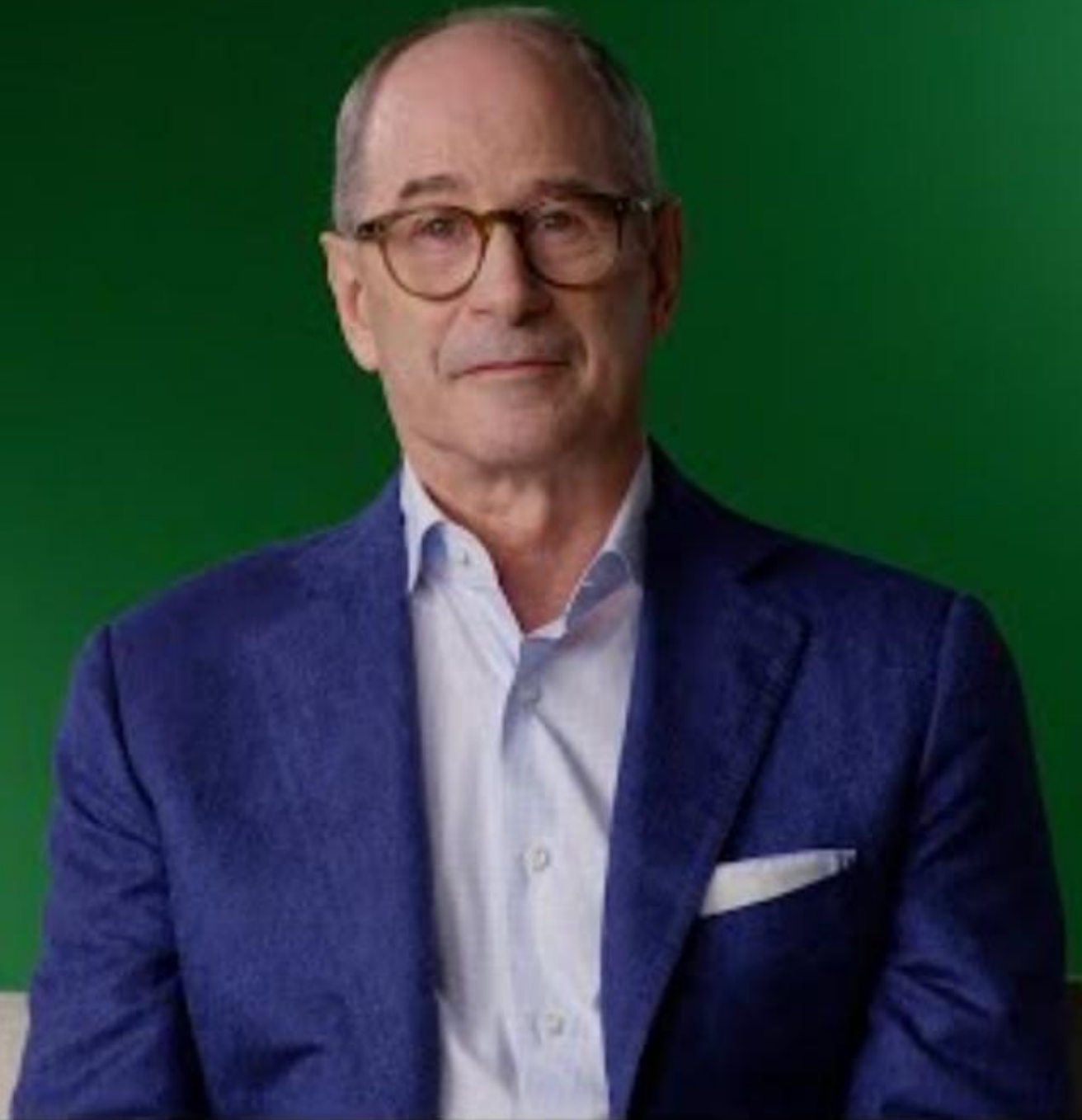


Then make it happen!



QUICK STUDY: **A Plan Is Not a Strategy**

Harvard
Business
Review



➤ Why You Need a Strategy

Better
Decisions Better
Results ✓



INTRODUCTION

Why You Need a Strategy



5 Reasons to Plan



Health of the Organization

The Drivers Model

Determine
HOW...then
DO IT!



The Drivers Model

Barriers

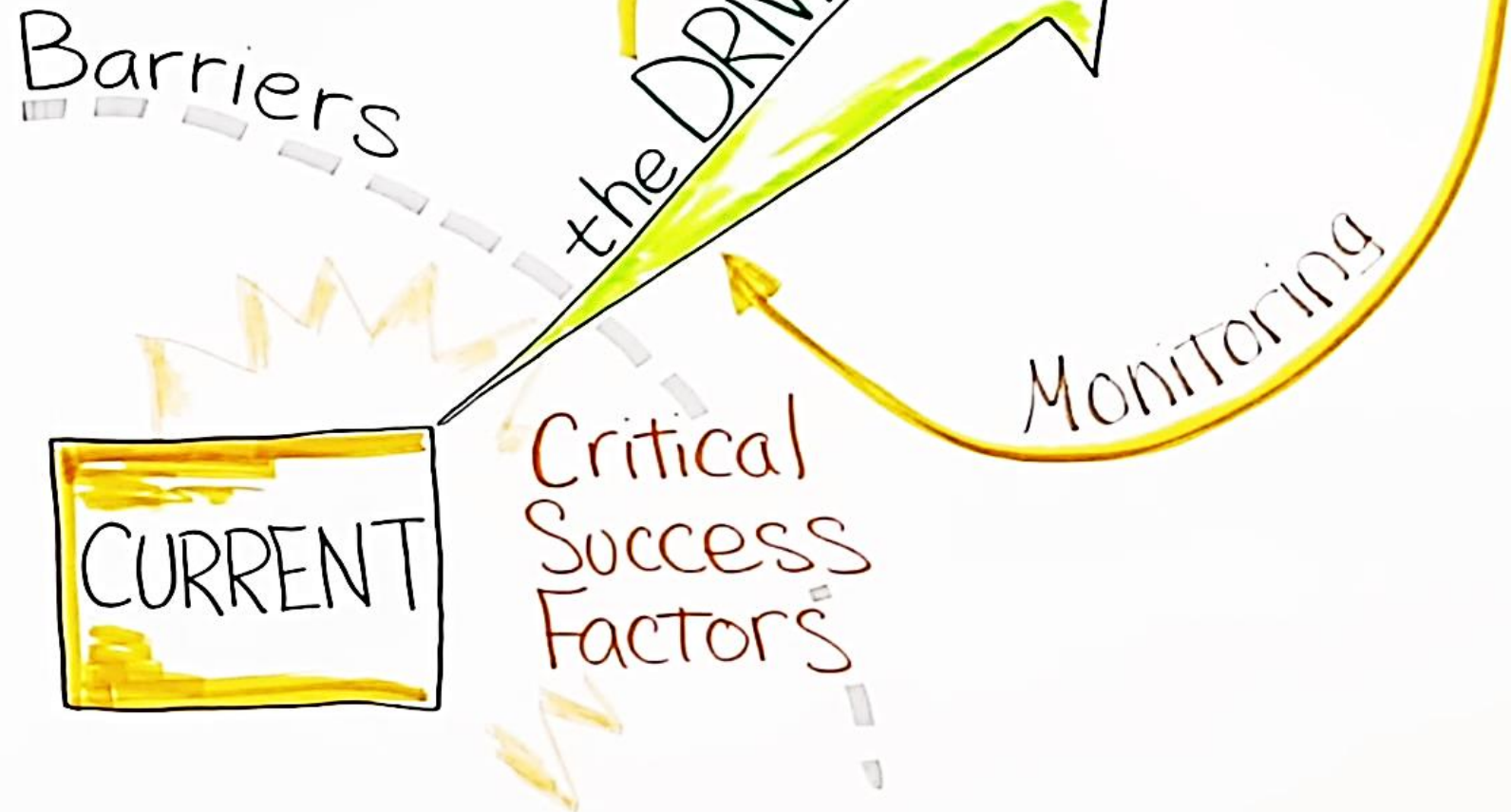
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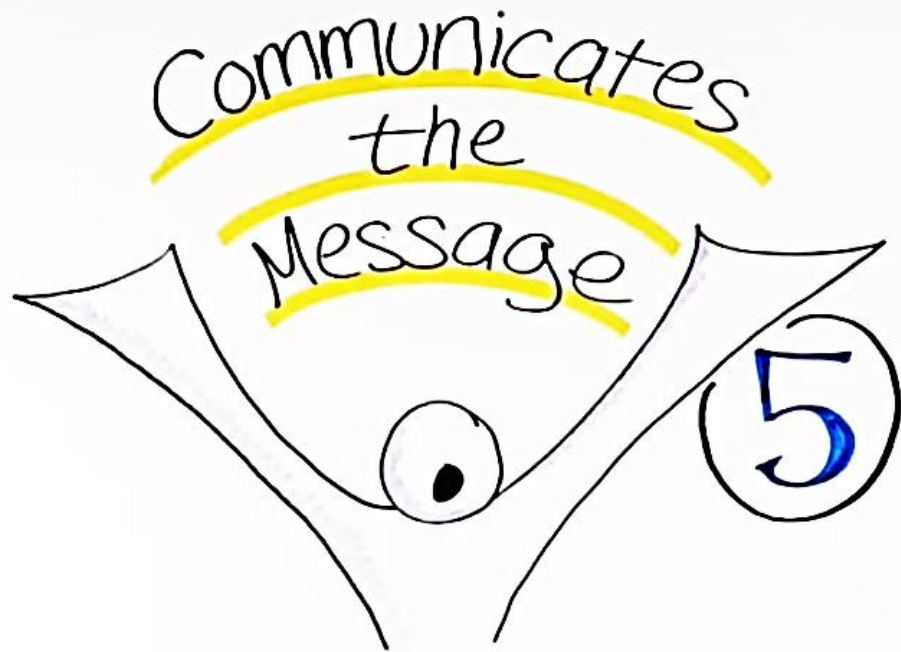
Critical
Success
Factors

the DRIVERS

VISION

Monitoring



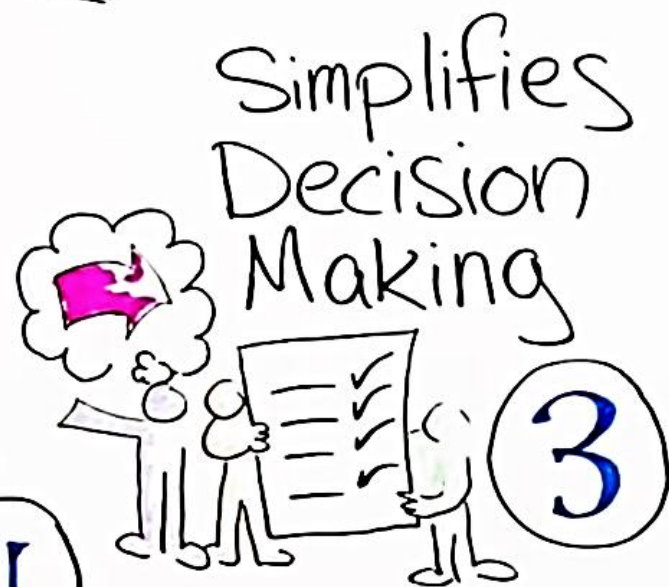


Gets Everyone
on the same
Page

2

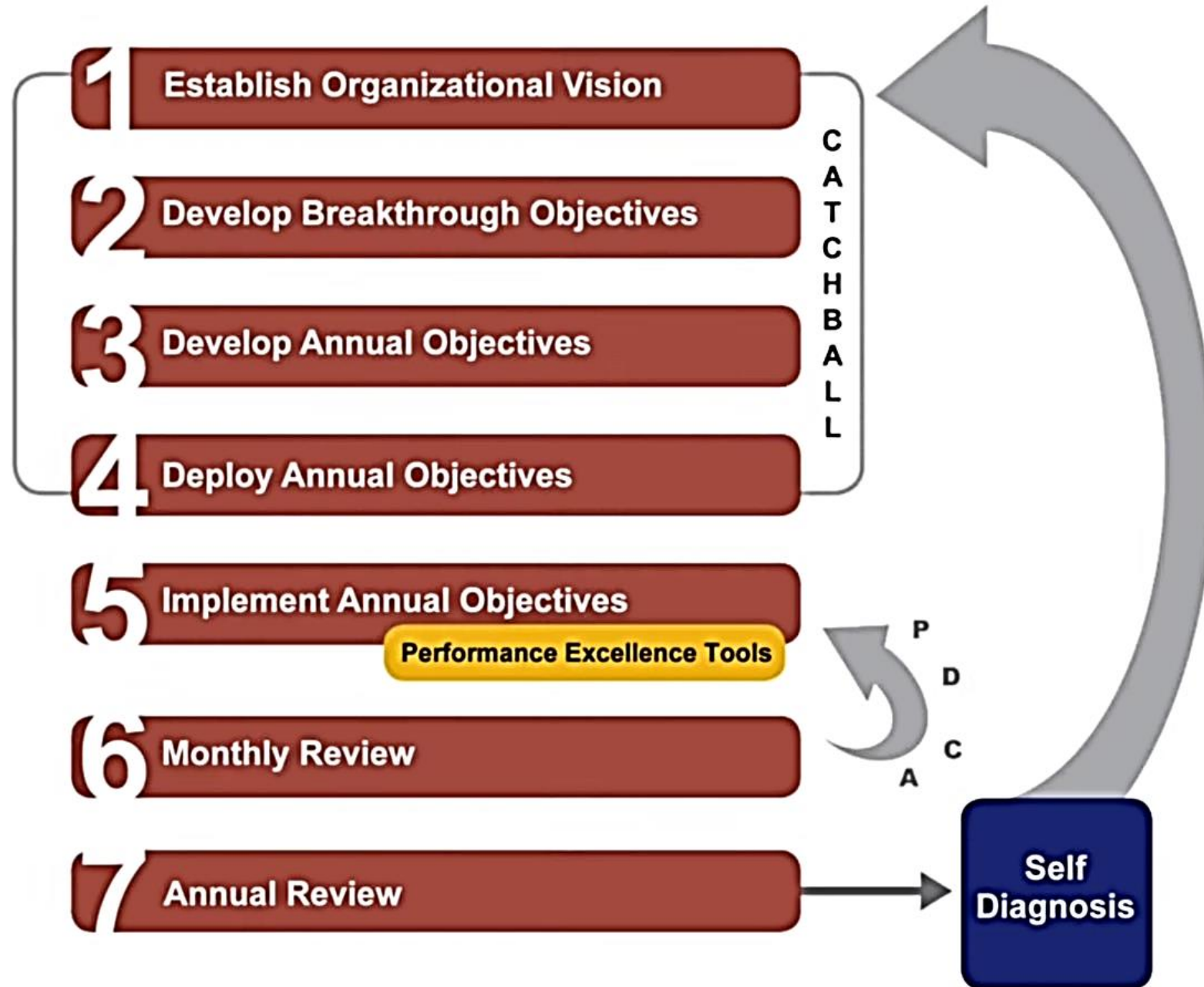


You Need a
Strategy
Because it...





➤ Execution of Strategic Plan



Some Strategic Planning Tools...





Harvard Business School → HBS Online → Online Business Certificate Courses → Strategy

Strategy

Develop the global perspective, quantitative background, and creative problem-solving skills to take your strategy from formulation to execution.

90%

Are more self-assured at work

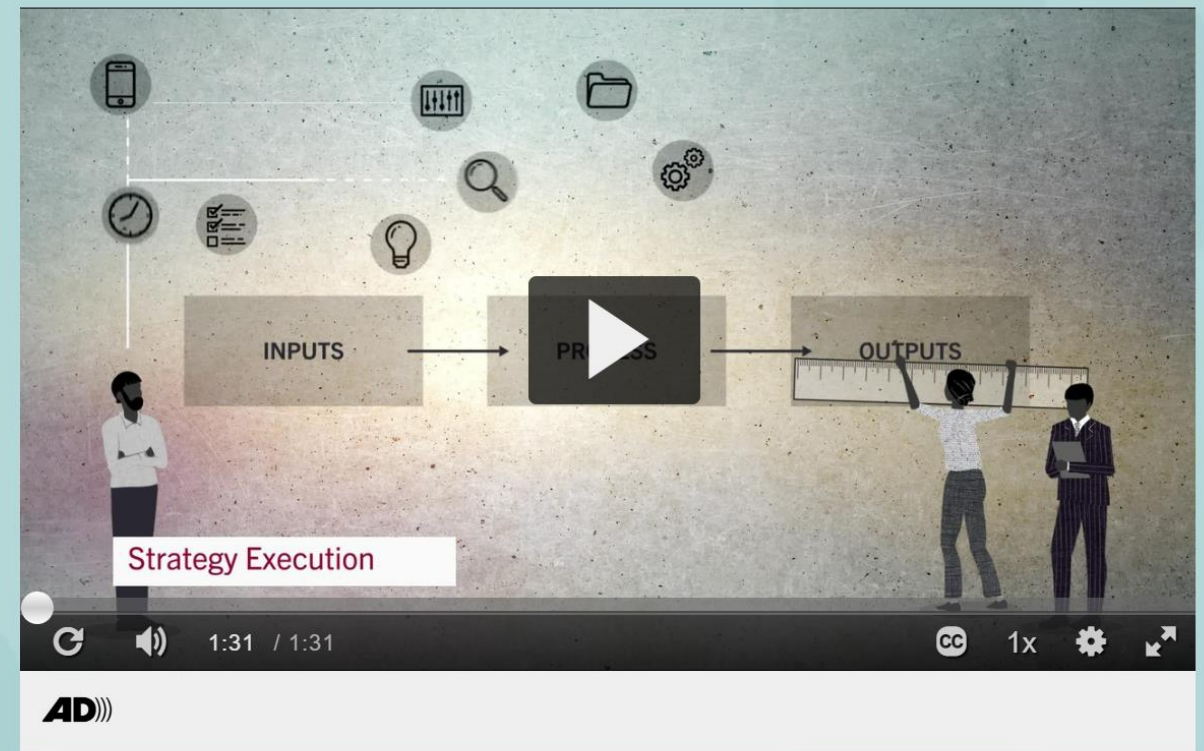
10X

Return on investment with an average \$17,000 salary increase

87%

Acquired new skills that were immediately applicable

Source: 2022 surveys and course data





Disruptive Strategy

Professors Rory McDonald & Clayton Christensen

Strengthen your capacity to create winning strategies and bring innovations to market by discovering customer jobs to be done and aligning your business's resources, processes, and profit formula.

6 weeks, 5 hrs/week

Apply by July 15

\$1,750

Certificate



Business Strategy

Professor Felix Oberholzer-Gee

Formulate strategies to give your organization a competitive advantage, using a proven framework that creates value for customers, employees, and suppliers.

7 weeks, 5-6 hrs/week

Apply by July 1

\$1,850

Certificate



Strategy Execution

Professor Robert Simons

Gain the tools, skills, and frameworks to successfully implement strategy within your organization.

8 weeks, 5-8 hrs/week

Apply by July 8

\$1,850

Certificate





Sustainable Business Strategy

Professor Rebecca Henderson

Become a purpose-driven leader by learning how to influence key stakeholders and integrate values into your work to catalyze system-level change.

3 weeks, 7-9 hrs/week

Apply by June 3

\$1,750

Certificate



Global Business

Professor Forest Reinhardt

Gain the knowledge you need to thrive in today's interconnected, global economy.

4 weeks, 6-8 hrs/week

Apply by May 28

\$1,750

Certificate



Economics for Managers

Professor Bharat Anand

See the world through the lens of economics and gain the knowledge and skills to craft successful business strategy.

8 weeks, 6-8 hrs/week

Apply by September 9

\$1,850

Certificate





WHAT YOU EARN



Suchi Srinivasan

has successfully completed the
Harvard Business School Online Certificate Program

DISRUPTIVE STRATEGY

This certificate program provides a grounding in market disruption
theory to enable strategic planning for innovation and growth.

BOSTON, MASSACHUSETTS, SEPTEMBER 7, 2022

RORY MCQUINN
Dean of Harvard Business School Online
Harvard Business School



CERTIFICATE OF COMPLETION



Jess Lee

has earned a

CERTIFICATE OF SPECIALIZATION IN STRATEGY

based on the successful completion of
three courses in strategy.

BOSTON, MASSACHUSETTS, SEPTEMBER 7, 2022

LUIS M. VELOSO
George C. Baker Professor
Senior Associate Dean, Harvard Business School Online
Harvard Business School



CERTIFICATE OF SPECIALIZATION



Kristoff Schroeder

has successfully completed the
New Leaders curriculum and has earned

THE CREDENTIAL OF LEADERSHIP, IMPACT, AND MANAGEMENT IN BUSINESS

a 12-month program that includes a capstone project and coursework in

LEADERSHIP | STRATEGY | FINANCE

DYNAMIC TEAMING | LEADING IN THE DIGITAL WORLD | PERSONAL BRANDING

BOSTON, MASSACHUSETTS, JANUARY 25, 2023

AMY C. EDMONDSON
Norman W. McMillan Professor of Leadership and Management
Harvard Business School

