

# EXECUTIVE STRATEGIC PLANNING



The focus of “Why are we in Business” is to be on both customers and the company’s reason for being in business. The “short- and long-term objectives” question gets at the internal payoffs.

## VISION

The Vision Statement is a long-term look at the company’s overriding purpose and aspiration. It will usually remain stable over multiple planning periods. It is often what becomes the public statement in the organization’s lobby, brochures, etc. Keeping the potential uses for the Vision Statement and its intended audiences in mind when writing it will help the composing process.

## VALUES

Values help develop the internal “rules of the road” for behavior in the organization. Values are to be those things that are inviolable; if behavior is known not to comply with the value being espoused, either the value should not be included on the list or immediate action should be taken to remedy the noncompliance.

## MISSION STATEMENT

The Mission translates the vision into specifics. Part of the discussion in the development of the mission is the audience to whom it is to be communicated. As a general rule it is desirable to share the mission with all employees so they can help achieve it. There are situations; however, where a key element in the mission must be kept “close to the vest.” The group needs to decide what’s to be communicated, how, when, and to whom.

## CRITICAL GOAL CATEGORIES

Critical Goal Categories (CGC’s) must pass 2 tests, they must be individually necessary, and together sufficient, to achieve the mission. The biggest “watch-out” is for the group to try to present S.M.A.R.T. goals as CGC’s. When stated properly, the CGC’s provide an opportunity for a variety of goals to fulfill them. For example, a CGC of sales activity might be fulfilled by a goal of 50 cold calls per week, or 2 networking functions per week, or 25 pre-approach letters sent per week, etc.

If the group comes up with more than 8 CGC’s, it’s almost guaranteed that some are subsets of others (goals rather than categories)

## DASHBOARD

The Dashboard is an excellent tool to show key measurements in each of 5 key areas to be viewed as indicators of future success. The intent of the dashboard is not to review history; rather to predict future results. Thus, if the numbers don’t look the way the organization wants them to look course corrections can be made before the impact becomes too great.

## RECAP

The process is customized and tailored to achieve the measurable outcomes set by each specific client.

- Business Planning Schematic
- External Assessment
- Mission Statement
- Sales Plan
- Internal Appraisal
- Critical Goal Categories
- Vision and Values
- S.L.O.T. Analysis
- Market Plan
- Dashboard Development
- Basic Foundation and Business Philosophy

**DESTINATION SUCCESS**  
*“A map for living out your dreams”*

**Time-Masters**  
1149 Dolphin Plaza  
Hwy 315 Wilkes-Barre Pa. 18702  
570-208-1170  
[www.timemastersnepa.com](http://www.timemastersnepa.com)