

## **HOW TO SET YOUR ORGANISATIONAL STRATEGIES**

### **What is this paper about?**

The Organisational Strategies paper will help you analyse your current performance against your strategic objectives, rank the importance of the “gap” between current position and desired position, then provide you with strategies to bridge the gap.

Your Vision, Mission and Values Statement, your Strategic Objectives, and your Organisational Strategies make up your Strategic Plan.

We recommend that you complete this paper after you have a clear Vision, Mission and Values Statement and clearly quantified Strategic Goals and Objectives.

### **Why do I need Organisational Strategies?**

Organisational Strategies answer the question “How do I get there?” after you have answered the question “Where do I want to be?” (Vision, Mission and Values) and “How do I know when I get there?” (Strategic Goals and Objectives).

In setting strategies (the broad steps to take in line with your vision and objectives) you will be prioritising the detailed tasks that the organisation must take on a day-to-day basis.

This allows for detailed action steps to be taken during day-to-day operations or in Operational Planning.

Specific strategies should be set for each Objective.

You can simply write out a list of “things to do” from your Objectives, but have you taken into account all the factors?

Firstly, in setting useful and directive strategies you need to consider how far your current performance is from the objectives. Understanding this “gap”, you then need to see how critical the gap is and prioritise strategies accordingly.

Secondly, you need to conduct a “SWOT” Analysis on your organisation. This analysis of your Strengths, Weaknesses, Opportunities and Threats will generate strategies that can be prioritised accordingly.

Organisational Strategies arising from these two exercises will ensure that your strategies are:-

- Aligned to the achievement of the Vision, Mission and Values;
- Deals with the gaps between current reality and desired objective;
- Builds up existing strengths;
- Repairs existing weaknesses;

- Explores opportunities as they come up;
- Defend against external threats as they arise;
- Prioritised so that the most important are dealt with first.

## **Review Strategic Objectives**

1. Please write your Strategic Objectives in order of priority.

<b><u>Strategic Objectives</u></b>	<b><u>Priority (1=highest, then 2, 3 and so on)</u></b>
<b><u>Short Term</u></b>	
<b>Medium Term</b>	
<b>Long Term</b>	

2. Rate these Strategic Objectives in accordance with how well you perform currently. For example if one of the Strategic Objectives is “To increase net assets by 10% every year”, rate how well you are doing this now on a scale of 1 (Not Very Well) to 10 (Very Well).

<b><u>Strategic Objectives (from above)</u></b>	<b><u>1=Not Very Well 10=Very Well</u></b>
	1 2 3 4 5 6 7 8 9 10
	1 2 3 4 5 6 7 8 9 10
	1 2 3 4 5 6 7 8 9 10
	1 2 3 4 5 6 7 8 9 10
	1 2 3 4 5 6 7 8 9 10
	1 2 3 4 5 6 7 8 9 10
	1 2 3 4 5 6 7 8 9 10
	1 2 3 4 5 6 7 8 9 10
	1 2 3 4 5 6 7 8 9 10
	1 2 3 4 5 6 7 8 9 10
	1 2 3 4 5 6 7 8 9 10
	1 2 3 4 5 6 7 8 9 10

3. Now rate these same Strategic Objectives as to how well you should do them by the end of your planning and change timeframe (where 1 is Not Very Well and 10 is Very Well).

<b><u>Strategic Objectives (from above)</u></b>	<b><u>1=Not Very Well 10=Very Well</u></b>
	1 2 3 4 5 6 7 8 9 10
	1 2 3 4 5 6 7 8 9 10
	1 2 3 4 5 6 7 8 9 10
	1 2 3 4 5 6 7 8 9 10
	1 2 3 4 5 6 7 8 9 10
	1 2 3 4 5 6 7 8 9 10
	1 2 3 4 5 6 7 8 9 10
	1 2 3 4 5 6 7 8 9 10
	1 2 3 4 5 6 7 8 9 10
	1 2 3 4 5 6 7 8 9 10
	1 2 3 4 5 6 7 8 9 10
	1 2 3 4 5 6 7 8 9 10

### **Measurement of the Gap to achieving Strategic Objectives**

Compare the last two tables and identify the strategies with the largest “gaps”.

Review the Gap. Are those Strategic Objectives with very large gaps critical? If so, Strategies to achieve them should be priority.

### **Strategies to Close the Gap**

Set specific Strategies for all Objectives to answer the question, “How are we going to achieve the Objective?”

So, for example, if the Objective is “to increase sales by 20% per annum”, some strategies to achieve this may include:-

- Increase marketing and advertising to the target market
- Increase Prices by 20% per annum, increase volume sales by 20% per annum, or a combination of both
- Provide better after-sales service so customers come back more frequently
- Etc.

Complete the form on the next page.

**OBJECTIVES TO STRATEGIES WORKSHEET**

<u>Objectives (From above)</u>	<u>Strategies</u>

## **Review of Your Organisational Strategies**

You should review your Organisational Strategies using the SMART model as well as an overall review for alignment to your Vision, Mission and Values.

Review each Organisational Strategy as follows.

Firstly, use the SMART Model,

Specific – Is the statement “Specific”. Does it refer to only one specific issue? Is it worded specifically and not in an ambiguous way?

Measurable – Does the statement contain “Measurable” elements? Is it stated in quantitative terms like how many units, how much, what percentage?

Achievable – Is the statement “Achievable”? It may be challenging but is it based on reality?

Result – Is the statement “Result-Oriented”? Does it talk about a result, rather than an activity to be performed?

Timed – Does the statement provide “Timed” deadlines and appropriate responsibilities?

Secondly, is the achievement of the Strategy a step towards the achievement of a Strategic Objective and so a step towards the Vision, Mission and Values?