

STATE OF THE ART REPORT

REINVENTING STRATEGIC PLANNING TO DELIVER CUSTOMER VALUE

The Top 12 Common Mistakes

Most Organizations Make

Using
"The Systems Thinking Approach®"

A GLOBAL ALLIANCE OF MASTER CONSULTANTS AND TRAINERS



STEVE HAINES

Founder & CEO:

- Haines Centre for Strategic Management®
- Systems Thinking Press®

Founded in 1990 • Offices in Over 20 Countries

STEVE

is a:

- “CEO—Entrepreneur—Global Strategist”
and
 - “A Facilitator—Systems Thinker—Prolific Author”
(of 16+ books)
- A graduate of the US NAVAL ACADEMY’s
Legendary Leadership Class of 1968

This Report is the result of a blend of three fundamental sources:

1. The Strategic IQ Audits that the Haines Centre does
2. Our Interpretation and Translation of Others Best Practices Research (We do not do original research ourselves-rarely paid for)
3. Our consulting practices around the world in over 20 countries



What do these #s represent as the “Natural Way the World Works”?

26	13	12	10
4	3	2	

THESE ARE THE UNIVERSAL ORGANIZING FRAMEWORKS OF OUR LIVES!!!

**“EVERYTHING IS SIMPLE, YOU SEE
BUT
YOU JUST HAVE TO SEE IT”**

KEYS:

1. Ask the #1 Systems Question: Clarity of Purpose/Goal?
2. One piece of paper documents
3. Rule of 3

CLARITY AND SIMPLICITY = SUCCESS

1. Strategic Plan and Document itself
2. The focus on Goals (Different Names)
3. The Continuity of the process-year after year
4. An Annual Review and Update of the Document
5. The focus on Mission, Vision and Core Values
6. A detailed list of Annual Actions that underlie the Goals
7. The extensive use of Measures/Metrics-especially financial
8. A highly committed Strategic Planning staff

YET, WHY DO ABOUT 75% OF ALL MAJOR CHANGES FAIL??

These Strengths are “Necessary but not Sufficient for Success”

**A SINGLE AND ONE TIME INTERVENTION
WILL NOT CHANGE MUCH OF ANYTHING
EXCEPT FOR**

ANOTHER SHORT TERM FIX

**REAL CHANGE REQUIRES
MULTIPLE STRATEGIES
FOCUSED
ON CLEAR OUTCOMES**

OD Practitioner, May 2007

THE 21ST CENTURY MACRO BEST PRACTICE:

**NEW
APPROACH
NEEDED**

THINK DIFFERENTLY—THINK STRATEGICALLY

Use The Systems Thinking Approach®

LOOK FOR SYSTEMS SOLUTIONS TO SYSTEMS PROBLEMS

(Not Analytic & Piecemeal Solutions to Systems Problems)

CLARITY AND SIMPLICITY = SUCCESS

(Simplicity Wins the Game Every Time)

THIS IS WHAT THIS STATE OF THE ART REPORT IS ALL ABOUT

(So Do Not Take These Best Practices Separately)



Is it:

- An event?
- A process?
- A change in our roles?
- A change in the way we run the business day-to-day?

What's your belief? Why?

**PRACTICE
#1**

“Begin with the end in mind”—Stephen Covey

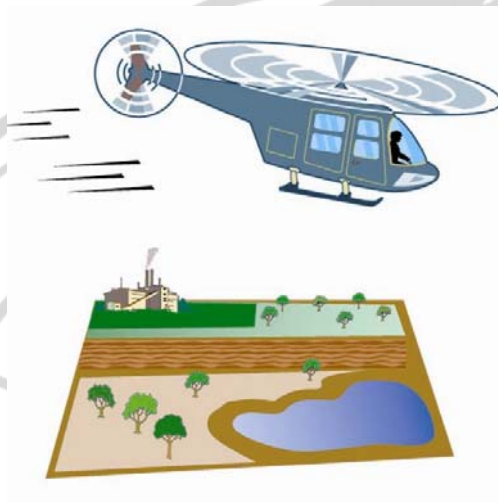
FAILURE TO CLARIFY THE FUTURE
AND YOUR
DESIRED OUTCOMES FIRST

Problems that are created by our current level of thinking can't be solved by that same level of thinking.

—Albert Einstein

So ...if we generally use analytical thinking, we now need real “Systems Thinking” to resolve our issues.

—Stephen G. Haines



Take a Helicopter View of Life!

How you think

Is how you plan

Is how you act

And that

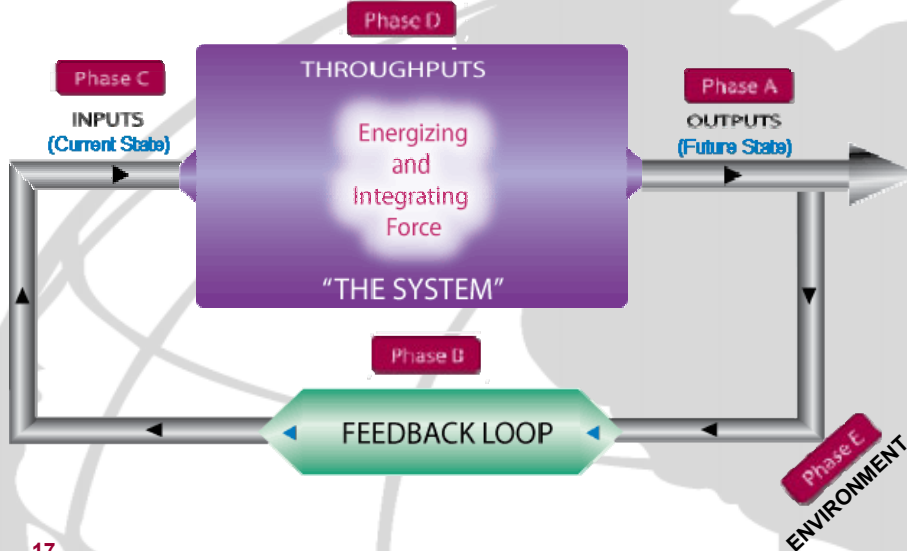
Determines the results you get in work and life

A SYSTEM :

**IS A SET OF PARTS OR COMPONENTS
THAT WORK TOGETHER
FOR THE OVERALL OBJECTIVES
OF THE WHOLE**

HOW WOULD YOU DRAW A SYSTEM—ANY SYSTEM????

The Best, Most Holistic, Integrated, Organizing Framework There is!



17

© 2009 - All Rights Reserved

Give people the conceptual tools –
The integrated frameworks – models
to organize their evidence
– their experience – their learnings

18

© 2009 - All Rights Reserved

Otherwise,
adults do **NOT** learn best
by doing things

The **BEST** conceptual, integrated ORGANIZING FRAMEWORK

that exists is

The Systems Thinking Approach®

because

"It is the natural way the world works"

– The world is composed of living/human systems

FATHER OF SYSTEMS THINKING—LUDWIG von BERTALANFFY

1954-Society of General Systems Research—Three Nobel Prize Winners
+LvB

Ken Boulding (Economics)—Anatol Rapoport (Math)—Ralph Gerard
(Physiology)

Margaret Mead—Buckminster Fuller—James G. Miller

Abraham Maslow—Erik Erikson—Jean Piaget

Peter Drucker—Edward Deming—Russell Ackoff—Thomas Kuhn

Jay Forrester—Dick Beckhard—Steven Covey

Peter Senge—Margaret Wheatley—Barry Oshry—Steve Haines

**PRACTICE
#2**

MOS: "MORE OF THE SAME" = INSANITY

Due to lack of understanding of
a

Yearly Strategic Management System and Cycle

THE ABCs OF STRATEGIC CHANGE MANAGEMENT

STRATEGIC PLANNING HAS BEEN REINVENTED:

IT IS NOW STRATEGIC CHANGE MANAGEMENT—FOUR COMPONENTS:

1. Planning
2. People
3. Leadership
4. Change

To Deliver Customer Value

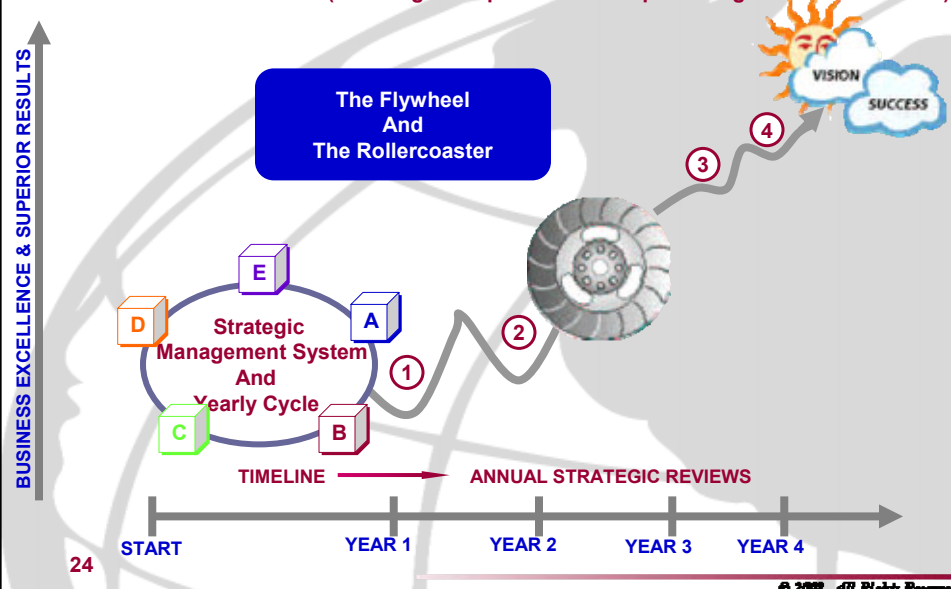
SO...

Strategic Change Management is the new way—A yearly cycle
on
How to **ACHIEVE Business Excellence & Superior Results**

ANNUAL STRATEGIC REVIEW (AND UPDATE)

Within a Strategic Management System and Yearly Cycle

(Planning – People – Leadership – Change – Customer Value)



**PRACTICE
#3**

PHASE E: FUTURE ENVIRONMENTAL SCANNING
(Versus SWOT of Today)

“SKEPTIC” FRAMEWORK IS THE NEW STANDARD

“The future is shaped
by those who see the possibilities
before they become obvious”

Straits Times

STATE OF THE ART BEST PRACTICES IN STRATEGIC PLANNING

There are 12 State of the Art Best Practices Research in all.
We welcome you to pursue these further through:

1. Attend our Reinventing Strategic Planning Webinar available 24/7
2. Attend our Reinventing Strategic Planning 2 ½ day Public Workshop
3. Have us conduct an Executive Briefing for your Management Team
4. Have us conduct an in-house Strategic Planning Workshop
5. Have us do Strategic Planning for your organization or unit.

THANK YOU
FOR YOUR INTEREST

Stephen Haines

Founder and CEO

Haines Centre for Strategic Management