

How to implement strategic



The strategic planning how-to question strikes at the heart of how to make change of any kind happen in your organization. Start by answering why your organization might want to embark on a strategic planning process. Want to be one of the organizations, in which employees understand the mission and goals? They enjoy a 29 percent greater return than other firms. This seems like a good reason to start strategic planning to me. How about you?

■ **Keys to Strategic Planning Success**
 ■ These are the keys to effective strategic planning for your business.

■ **Full and active executive support,**
 ■ **Effective communication,**
 ■ **Employee involvement,**

Thorough organizational planning and competitive analysis, and Widespread perceived need for the strategic planning.

If you are implementing your strategic planning in an organizational environment that is already employee-oriented, with a high level of trust, you start the strategic planning process with a huge plus. An additional plus is an organization that already thinks strategically.

Unfortunately, the implementation of strategic planning most frequently occurs as an organization moves from being traditionally reactionary to strategic. So, often, learning to think strategically is part of the strategic planning learning curve.

Full and Active Executive Support for Successful Strategic Planning

Successful strategic planning requires a large commitment from executives and senior managers, whether the strategic planning is occurring in a department or in a complete organization. Executives must lead, support, follow-up, and live the results of the strategic planning process. Or, the strategic planning process will fail. It's as simple as that.

Without the full commitment of the organization's senior executives, don't even start strategic planning. Participants will feel fooled and misled. A vision statement and a mission statement, along with this year's goals, filed, unimplemented in a cabinet or

computer, is a serious source of negativity and poor employee morale.

Senior leaders can do the following to create a successful strategic planning process.

Establish a clear vision for the strategic planning process. Paint a picture of where the organization will end up and the anticipated outcomes. Make certain the picture is one of reality and not what people "wish" would occur. Make sure key employees know "why" the organization is changing.

Appoint an executive champion or leader who "owns" the strategic planning process and makes certain other senior managers, as well as other appropriate people in the organization, are involved.

Executive support in strategic planning is critical to its success. Executives must lead, support, follow-up, and live the results of the strategic planning process. These are additional ways executive leaders can support the strategic planning process. See the first part of this article for more ways that leaders can support the strategic planning process.

Pay attention to the planning occurring. Ask how things are going. Focus on progress and barriers for change management. One of the worst possible scenarios is to have the leaders ignore the process. Sponsor portions of the planning or the strategic planning process, as an involved participant, to increase active involvement and interaction with other organization members.

If personal or managerial actions or behaviors require change for the vision statement, mission statement, values, and goals to take hold in the organization, "model" the new behaviors and actions. (Senior managers must walk the talk.)

Establish a structure which will support the move to a more strategically thinking and acting organization. This may take the form of a Steering Committee, Leadership Group, Core Planning Team or Guiding Coalition.

Change the measurement systems, reward, and recognition systems to measure and reward the accomplishment of the new expectations established through the strategic planning process.

Develop a within your to communicate, reinforce, and provide a structure that supports the articulation and accomplishment of the strategic planning goals.

While every person in your organization cannot make their voice heard on every issue within the strategic planning, you must solicit and act upon feedback from other members of the organization. Integral in the strategic planning process must be the commitment of each executive to discuss the process and the plans with staff members. Too often, I have experienced executives holding information closely and consolidating their own dysfunctional power within the organization at the expense of other company employees feeling - and acting - excluded. (And then they ask: how can I get my staff to "buy-in" to these new expectations?)

Recognize the human element inherent in any change - the change from reactionary to strategic thinking is a huge leap. People have different needs and different ways of reacting to change. They need .

If training is part of the strategic plan, senior leaders must participate in the training that other organization members attend, but, even more importantly, they must exhibit their "learning" from the sessions, readings, interactions, tapes, books or research.

Lastly, and of immense significance, be honest and worthy of trust. Throughout the strategic planning process, treat people with the same respect you expect from them. And you will enjoy the 29 percent greater return than non-strategic planning companies, predicted earlier. With your vision statement, mission statement, values, strategies, goals, and action plans developed and shared, you'll all win, both personally and professionally.

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Great opportunity to join the Premier Financial Institution of the Country

Central Bank of Sri Lanka

Established under the Monetary Law Act No. 58 of 1949, the Central Bank is the premier financial institution in the country. The Central Bank is now looking for a qualified and experienced individual to be appointed as a Maintenance & Project Engineer (Electrical). This position is highly demanding and open for those who are able to commit themselves to long working hours and willing to work under pressure in a team environment.

Post of Maintenance and Project Engineer (Electrical)

1. Required minimum Qualifications

B.Sc. Electrical Engineering Degree preferably with 1st Class or 2nd Class from a recognized university and

A Charter in Electrical Engineering with Corporate membership from one of the following Institutions;

- Institution of Engineers, Sri Lanka
- Institution of Electrical Engineers, London

Minimum of 5 years experience after graduation in the capacity of an electrical/maintenance engineer covering the electrical power distribution system design, installation and maintenance related to automated heavy industry/plant and machinery or high-rise buildings with particular experience in parallelly operated high capacity generators and Programmable Logic Controllers (PLCs).

2. Additional Qualifications:

- Operation and maintenance of building management systems, integrated security surveillance system, fire alarm, fire detection and fire hydrant system and PABX and communication systems.
- Maintenance of air condition systems.

3. Age: Below 40 years as at 25th October 2010.

4. Remuneration: The gross monthly remuneration would be over Rs. 100,000/-

5. Other Benefits: Special allowance of two months salary, EPF and ETF, Medical Facilities, Loan Facilities, Training Opportunities

Selection Procedure

One or more interviews

(Depending on the number of applications, candidates will be shortlisted on the basis of a written examination)

Applications

Applications in the prescribed form should be sent by registered post to reach the undersigned on or before **25th October 2010**.

The prescribed application form could be obtained from the undersigned at the address given below by sending a self-addressed stamped envelope (9" X 4" in size). Application forms could also be downloaded from the Central Bank website <http://www.cbsl.gov.lk>

Any application not meeting the required qualifications or received after the deadline will be rejected without any notice. Applicants, who do not possess the required qualifications as at the closing date, will not be eligible to apply. Any form of canvassing will be a disqualification.

Director – Human Resources
Central Bank of Sri Lanka, No. 30, Janadhipathi Mawatha,
P. O. Box 590, Colombo 01.
Telephone : 2477330 Fax : 2477715



Work for work's sake is not

WHENEVER I go to the fridge and open the door I've usually forgotten why I went there in the first place. I know I want to extract something from it but have no idea what. I'm 52. And Kevin Rudd wants me and a few million other Australians of my generation to work until we are 67. God help us.

I'm relatively fit, I don't dribble and I scrub up all right in a suit, but my days are punctuated by involuntary groans whenever I rise from my chair or sink into the settee. Where did they come from? I don't know. I hadn't expected this to happen. And I didn't expect my body to start wearing out. The accumulation of years of sporting injuries, tumbling off ladders while doing up the house, falling up the stairs after Friday night drinks with workmates, and the dull coccyx ache from decades of being welded to an office swivel chair have taken their toll.

What state will I be in 15 years? What's the PM going to do? Dispatch the district nurse to the home of every vague-minded, bone-sore sexagenarian to administer a few non-rebatable lines of coke to inject some much needed giddy-up before we all hobble off to work of a morning?



And I've been lucky. I've mostly worked in office jobs where the physical toll is not too great, the mental burden manageable and the work enjoyable, even fulfilling. But I come from a family of coal miners, dockworkers, labourers and factory fodder, people who aged before their time, who got injured or killed in workplace accidents, or crawled home at night after another bout of overtime never wanting to make another plastic widget in their lives.

This is not to say that working in a flour mill as my grandfather did is not satisfying at some point, but in the end it did his head and his lungs in, and it became work for work's sake, work to make ends meet.

Times may have moved on - better working conditions, for example - but there are still many people who want the daily grind to end sooner than later and not just those whose have rotten jobs - and let's face it, there are some really rotten jobs out there.

(I worked in an abattoir for a while and, curiously enough, I quite enjoyed it. But I knew it was only temporary, especially after I watched a slaughterman being stretched out of the works after being fatally gored by a disgruntled bovine. The cow's time there proved to be temporary as well, although its early retirement was expected.)

The Federal Government's proposals to lift the formal retirement age and make people work longer before they can get access to a government pension has a whiffy arrogance about it that assumes everyone can, or wants to, work until they don't know what a refrigerator is, never mind what's in it; that everyone wants keep slogging away because they've got an HR department that hasn't downsized them yet; that they are happy to continue hacking at the coalface because they haven't yet lost heart or been defeated by hard labour, office politics or thwarted ambition.