

How to implement strategic planning

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.

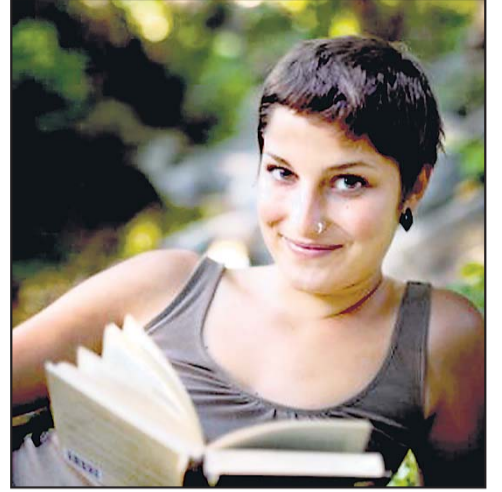
Executive support in strategic planning is critical to its success. Executives must lead, support, follow-up, and live the results of the strategic planning process. These are additional ways executive leaders can support the strategic planning process. See the first part of this article for more ways 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 behaviours require change for the vision statement, mission statement, values, and goals to take hold in the organization, "model" the new behaviours 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 you 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. humanresources.about.com



SRI LANKA NAVY IS LOOKING FOR ENERGETIC MEDICAL AND DENTAL OFFICERS FOR REGULAR & VOLUNTEER NAVAL FORCE

DIRECT ENTRY MEDICAL/DENTAL OFFICERS: REGULAR, SHORT SERVICE & VOLUNTEER FORCE

Designation	Rank	Monthly Salary Scale (Preliminary Grade)	Qualification
Medical Officer	Surgeon Lieutenant	Rs. 57,000.00 (Approx.)	MBBS with full SLMC registration
Dental Officer	Surgeon Lieutenant	Rs. 57,000.00 (Approx.)	BDS with full SLMC registration

STUDENT ENTRY MEDICAL/DENTAL OFFICERS - REGULAR NAVAL FORCE

Designation	Rank	Monthly Salary Scale	Qualification
Dental Officer	Midshipman	Rs. 35,400.00 (Approx.)	Completion of 2nd BDS
Medical/Dental Officer	A/sub Lieutenant	Rs. 37,000.00 (Approx.)	Completion of 3rd MBBS/Final BDS part - I and studying in the final year
Dental Officer	Sub Lieutenant	Rs. 43,300.00 (Approx.)	BDS Completed
Medical Officer	Sub Lieutenant	Rs. 43,300.00 (Approx.)	Completed final MBBS or equivalent (Foreign graduate should pass ACT-16 Examination)

* In addition to the salary, extra duty and 1/20 payment as per Health Ministry will also be paid.
* Rent allowances will be paid for married officers

ELIGIBILITY

- Citizen of Sri Lanka (Male / Female)
- Student Entry - Unmarried
- Age below 35 years
- Minimum
 - * Height : Male - 5'6" Female - 5'3"
 - * Weight : Male - 115 lbs Female 90 lbs
 - * Chest : Male - 32"
- Visual accuracy 6/6 up to 6/12 corrected by spectacles to 6/6.
- Colour vision STD II

* However physical standards and age may be waived at the discretion of the Commander of the Navy

CAREER DEVELOPMENT

Sri Lanka Navy encourages young Medical/Dental officers to follow post-graduate courses both locally and abroad. The core specialities include Diving & Hyperbaric Medicine and Trauma care. Opportunities for foreign exposure in areas of Marine, Military, Preventive medicine and fleet exercises have been afforded to serving officers.

SPECIMEN APPLICATION

- Full Name
- Post Applied
- Postal address, email address and Telephone numbers
- Gender
- Date of Birth
- Age (As at closing date) DD..... MM.....YY.....
- Height..... Chest.....Weight.....
- Marital status
- Electorate and number
- National Identity Card Number
- Nearest Police Station
- Schools Attended
- Educational qualifications
- Sport achievements
- Extra curricular activities
- Professional qualifications
- Previous employment if any and reason for termination
- Present employment with address of employer
- Previous service in Armed Forces if any

I hereby certify that the details furnished above are true and correct.

Date Signature of Applicant

Closing Date :01st November 2010.



SRI LANKA NAVY

Application to be addressed to

Senior Staff Officer(Recruitment)
Navy Headquarters P:O Box 593 Colombo.
Tel. No 0114632222

web : www.navy.lk

APPLY WITH CERTIFICATE COPIES OF

- Birth Certificate
- Educational Certificates
- School Leaving Certificate
- Sport certificates
- Certificates of Extra Curricular Activities
- Certificates of Professional Qualifications
- Grama Niladhari Certificate
- Two Character Certificates obtained within 06 months prior to closing date
- Certificates of Degree with full registration of SLMC

* Medical Dental students to submit a certificate from their respective universities about their year of studies

For further classification contact :

♦ Director General Health Services / Senior Staff Officer (Health Services) Sri Lanka Navy (Tel: 011-2424878/011-2431628 & 011- 4632554)

♦ Director Naval Dental Services - Sri Lanka Navy (Tel: 011-2422025 & 011-4632591)

Motivation and solving office conflicts

THE CONSCIENTIOUS and well-meaning owner of a small business cannot seem to get his work force motivated, despite a good benefits package and pleasant working environment. "I am coming to the conclusion that it doesn't pay to be nice to people," he says. "Maybe if I fired a few of them I'd get better results."

The supervisor of a 100-employee division of a large company says his employee are demoralized; he wants to know ways to increase their motivation.

An office manager is stunned to find out that two of her best employee told another supervisor she did not like them. "They are both top performers, and I can never remember being dissatisfied with them in any way," she says. "What's happening?"

These managers are discovering that managing means managing people. In the course of consulting and column writing I have found the two major problem areas for managers are how to motivate and how to reduce conflict.

Take the owner who is contemplating firing some of his employee. It is not that he is doing something wrong by giving them a handsome benefits package and good working conditions. He is just not doing enough. If you are in his situation you should ask yourself these questions: Do your employee participate in decision making? Do they have promotion opportunities? Do they think you have made promises you have not fulfilled? Do you reward them for initiative and superior performance?

People will work for money, but except in extreme circumstances,



they resist working for money alone. They also want recognition, security and opportunity. There is, accordingly, a simple solution for the supervisor of those 100 demoralized employees: Tell them "thank you."

It is human nature to like praise and to be motivated to work for it. I often tell my clients, "Do you want to make \$1,000 in five minutes? Go and give an employee a word of praise. His work rate will increase, his motivational level will rise, and he will pass along his good mood to others."

And you must be aware that all the good work and good feeling you build up can be destroyed in ways you little expect. Take the supervisor who was amazed to find out that her two best employee thought she disliked them.

It can happen like this: The manager is worried about a procurement problem. Frank, the employee, passes the manager in the corridor and greets her with a smile. The manager, engrossed in her problem, looks up briefly and mumbles a reply. Frank's mood drops. He wonders why she is angry with him, what he did,

whether he is doing a good job.

The next day, the procurement problem takes a turn for the worse. Frank tries again. This time the manager does not even respond. Frank's worst fears are confirmed. And the manager does not even realize it.

Why does this happen?

Employee are constantly gauging their job security and their employer's satisfaction with their performance by the expression they see on the manager's face.

OFFICE CONFLICT at its worst is caused by a deliberate trouble-maker. Here is a typical case:

"I work with a manager who constantly criticizes me and the other managers. He likes to show my boss how knowledgeable he is and how he is the only guy who can 'get anything done around here.' The boss laps it up, and the two of them have lengthy conferences discussing all the employee. This guy is bent on climbing to the top over our bodies. What should we do?"

These professional conflict makers create morale problems, credibility problems and eventual productivity problems. They can be cunning and vicious, but they flourish only where the boss is a willing participant.

Professional conflict makers devote so much of their energies to criticizing others' performances that their own tasks are neglected. You can find subtle ways of pointing that out to their superiors.

Worth noting is that professional conflict makers rarely confine their volleys to employee. Their highly critical appraisals usually include disparaging remarks about the boss and his management style.