

Strategic Challenges, Strategic Objectives, “Setting the Table”

VCAT Meeting

14Dec2005

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Best Practices – Strategic Planning

2. *How do organizations implement their strategic plan? For example:*
 - a. *How do managers respond to personnel whose skills no longer match the new strategic direction of the organization?*
 - b. *Are there other opportunities, as opposed to in-house research, for NIST to best achieve its mission (e.g., partnerships and contracts)?*

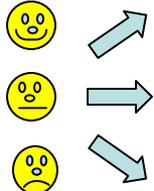
Strategic Challenges -> Strategic Objectives

- **Pressures** exerting a decisive influence on the probability of success
- Frequently driven by:
 - Future collaborative environment
 - Competitive position
- Relate to customer or market needs & expectations
- Can be:
 - Technological, financial, societal
- Can be internal:
 - Capabilities and human & other resources
- Organization's **aims & responses** addressing needed changes, improvements, competitiveness issues and identified advantages
- State what an organization must achieve to ensure long-term sustainability
- Set the direction and guide resources allocations and redistributions

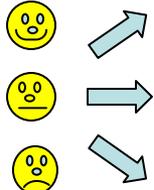
Strategic Challenges -> examples

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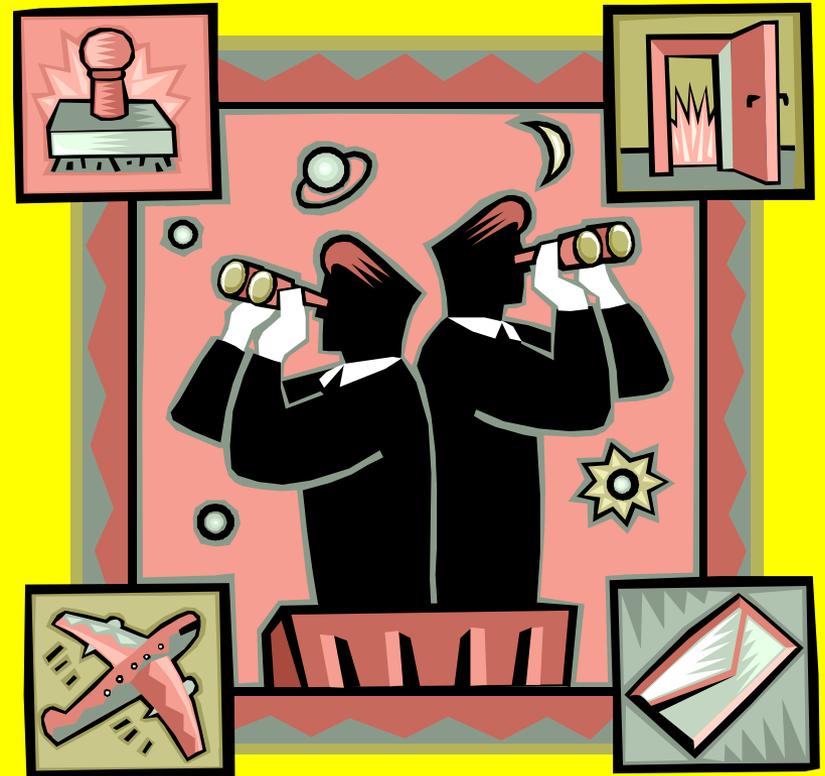
Example – Planning Grid

Strategic Challenge	Strategic Objective	Is there a process? (yes/no)	Key Metric(s) of Success	Trend 
<ul style="list-style-type: none"> • Are there other opportunities than in-house to achieve our mission? 	<ul style="list-style-type: none"> • What is our response to this, our aim? 	<ul style="list-style-type: none"> • No, not yet, this is a Work-In-Progress 	<ul style="list-style-type: none"> • What is the most important key measure of success for the strategic objective? 	<p>What is our judgment of the trend here over the past few years?</p> 

Example – Planning Grid

Strategic Challenge	Strategic Objective	Is there a process? (yes/no)	Key Metric(s) of Success	Trend 
<ul style="list-style-type: none"> • How do managers respond to personnel whose skills do not match organizational needs? 	<ul style="list-style-type: none"> • What is our response to this, our aim? 	<ul style="list-style-type: none"> • Yes, but: Processes in place, but are not capable today 	<ul style="list-style-type: none"> • What is the most important key measure of success for the strategic objective? 	<p>All key indicators flat over 4-yr period</p> 

What
You
Measure
Is
What
You
Manage



So, we must address how to measure progress on our Strategic Objectives; i.e., what are the key metrics for each?

WYMIWYM

Where do “Goals” fit in?

- **Goals**

- future conditions (time defined) or performance levels that one intends to attain
- may (should) be quantitative
- may refer to a “stretch goal” requiring a breakthrough
- Action Plans are then developed for each Goal.

- **Levels**

- refers to numerical information that places or positions an organization’s results and performance on a meaningful measurement scale.

Where are trying to go?
What does it take to get there?
Milestones along the way?

2010

Long Term



2005

Interim Goals provide a trajectory (short-term) that plots the course toward the “end-in-mind”. Goals should consider competitive and comparative performance levels.

Example: Strategy Development and Deployment Model

