


Does your strategy really drive your institution?


 19 November 2009 | Steve Bailey

What do we mean by 'strategy'?

Strategy

1. the art of war
2. the management of an army in a campaign
3. a plan of action or policy in business or politics etc

- The Oxford English Dictionary




What do we mean by 'strategic planning'?

Strategic Planning

Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and people.

- Wikipedia

http://en.wikipedia.org/wiki/Strategy_implementation



In essence...

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Defining your objectives

Ensuring your decisions & actions help realise them

Knowing if and when you achieve them



A strategic framework

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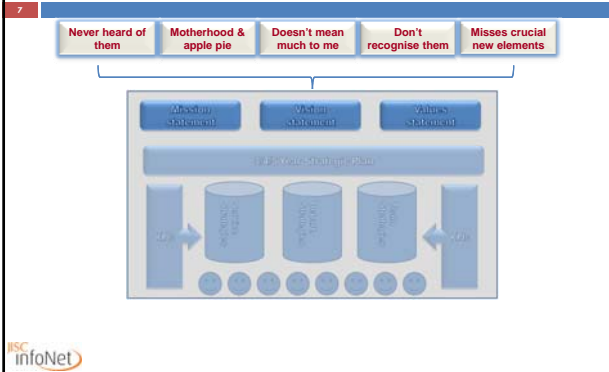


The theory/reality gap

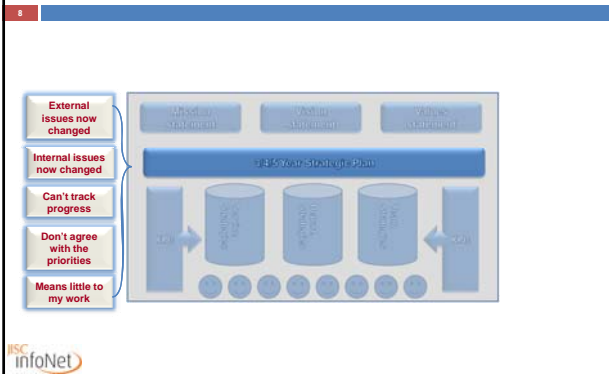
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What problems and issues can occur which can muddy the waters and decrease the chances of success?

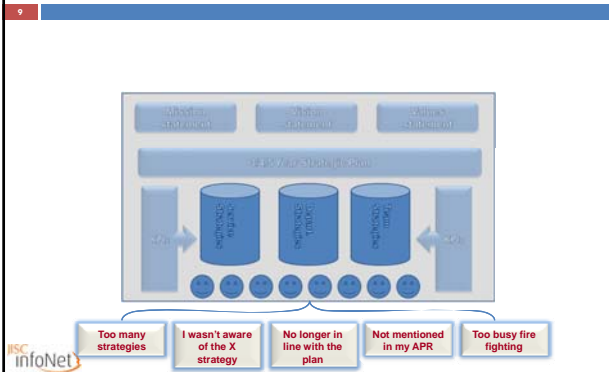
Common problems



Common problems



Common problems



Common problems

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We measure what we can not what we should
 Takes too long to gather data
 I want the answers to different questions
 What do all these statistics really mean?
 So something is 'Red', so what?

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Recurring themes/underlying issues

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Lack of responsiveness	Words, not deeds	Lack of staff engagement	Lack of coordination
External issues now changed	Motherhood & apple pie	Never heard of them	Misses crucial new elements
Internal issues now changed	Too many strategies	Doesn't mean much to me	I want the answers to different questions
No longer in line with the plan	We measure what we can not what we should	Don't recognise them	
Too busy fire fighting	What do all these statistics really mean?	Don't agree with the priorities	
Takes too long to gather data	So something is 'Red', so what?	Means little to my work	
		Not mentioned in my APR	

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Addressing these underlying issues

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- The new Strategy infoKit
- Launched today!
- Culmination of a 2 year project
- Funded by JISC Organisational Support Committee

www.jiscinfonet.ac.uk/infokits/strategy

JISC infoNet

The Strategy infokit

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Strategic Planning

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Mission, Vision, Values

Identifying your Mission, Vision and Values

The importance of concepts over terminology

What is a mission statement?

The characteristics of a good mission statement

How to identify and agree your mission statement

What is a vision statement?

Why do you need a vision statement?

What makes a good vision statement?

How far ahead should you look?

How to identify your vision

The value of values

Defining your values

Consultation

Making your strategies work for you

Key themes

- o What makes a good mission/vision/ value statement?
- o Exemplars from within & without the sector
- o Consultation, consultation, consultation

Environment scanning

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Environment Scanning

Introduction

Advantages

Considering the bigger picture

Current strategic challenges

Assessing risk

Assessing your institution's 'Fitness for purpose'

Techniques

The need for effective information management

Assessing the quality of leadership and management

Summary

Key themes

- o Enabling a 4-way view of your institution
- o Identifying 'strategic challenges'
- o The importance of effective information management

Strategic Activity



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Managing Strategic Activity

- Introduction
- What are we actually trying to achieve?
- Coordination
 - Creating a strategic framework
 - The role of KPIs
 - The benefits of KPIs
 - Aligning operational activity with strategic objectives
- Realisation
 - Enabling Change
 - Engagement and communication
 - Establishing a productive strategic conversation

Key themes

- How to mesh planning with action
- Measuring progress
- From planning to P3M...
- (Yet more) consultation



Monitoring



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Monitoring

- Introduction
- Monitoring Progress
 - Approaches to Analysis
 - Monitoring Direction
 - Monitoring Health
 - A Monitoring Checklist
 - Conclusion

Key themes

- A constant task
- Are we still heading in the right direction?
- Are we getting their the best way we can?
- How well are we doing?




The 'strategic conversation'

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The 'strategic conversation'

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Vice-Chancellor's Blog
Vice-Chancellor blogs first online discussion about current issues and opportunities of the University.

Google Docs

What do you think of the proposed new Mission Statement?
 Love it Like it Don't like it Loathe it

How would you like to change it?

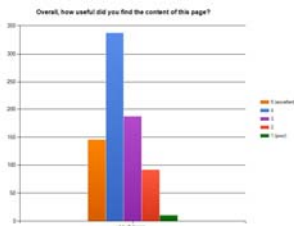
Rate each of the proposed Vision Statements according to your preference

	Favourite		Least Favourite
Statement A	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Statement B	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Statement C	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Welcome to the infoNet Team Wiki
This wiki has been set up to facilitate collaborative working on various resources.

The review process

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Overall, how useful did you find the content of this page?

Usefulness	Count
Very Useful	100
Useful	300
Not Useful	150
Very Not Useful	50
Not Answered	10

"I hope that the material, when fully launched, will be used extensively in the sector"

Next steps

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- o JISC-funded pilot activity (Jan-July 2010)
- o Work with the LFHE to incorporate into their *Preparing for Senior Strategic Leadership* programme
- o Actively seeking examples
- o Linkage with other materials

Name

Email Address

Relevant Section of infoNet

- Mission, Vision, Values
- Environment Scanning
- Managing Strategic Activity
- Monitoring

Description of example

Other strategic initiatives

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- o Flexible Service Delivery
(www.jiscinfonet.ac.uk/flexible-service-delivery)
- o Curriculum Design and Delivery
(www.jiscinfonet.ac.uk/curriculum)
- o Business and Community Engagement (BCE)
(www.jiscinfonet.ac.uk/bce)



Thoughts, comments and questions?

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