

Strategic Planning for Your People

Tractus Strategic Partners

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Office of Children's Services

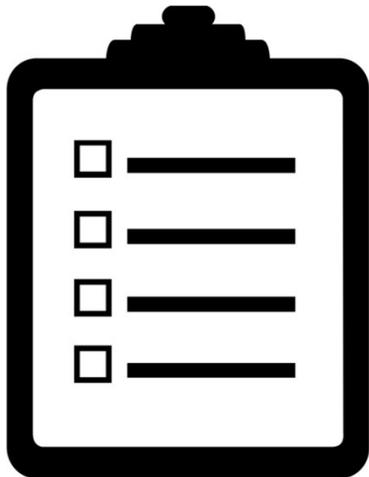
Community Policy & Management Teams

November 1, 2022

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TODAY'S OVERVIEW



Introductions and overview

Part 1: What is strategic planning?

Part 2: How do you plan strategically?

Part 3: Why is strategic planning so hard?

Summary and wrap-up

YOUR TRAINERS



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Quick Activity 1:

Your team is required to do a strategic planning process...

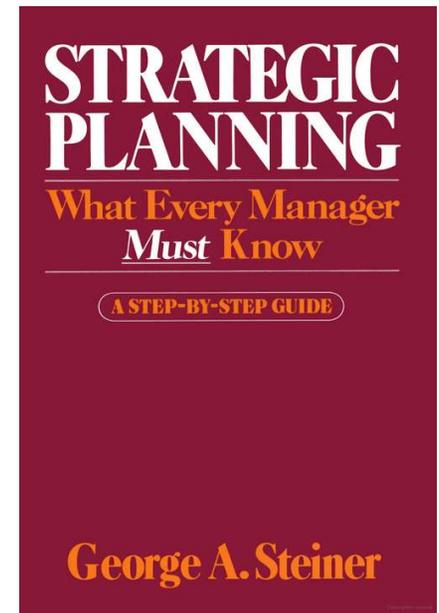
How do you go about it? What does the process look like?

WHAT IS “STRATEGIC PLANNING”?*

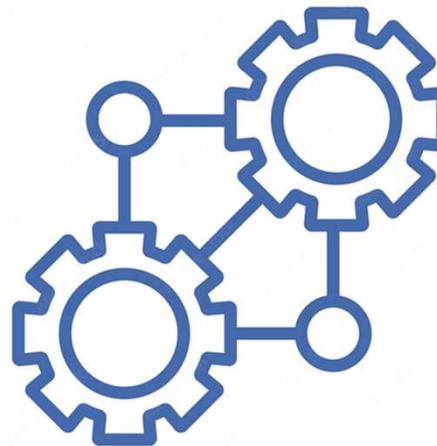
*And why should we care?

STRATEGIC PLANNING...

- Deals with the futurity of current decisions
- Is three things in one:
 - A process
 - A philosophy
 - A set of interrelated plans



WHY DO WE NEED A STRATEGIC PLAN?



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STRATEGIC PLANNING DOES NOT Do:

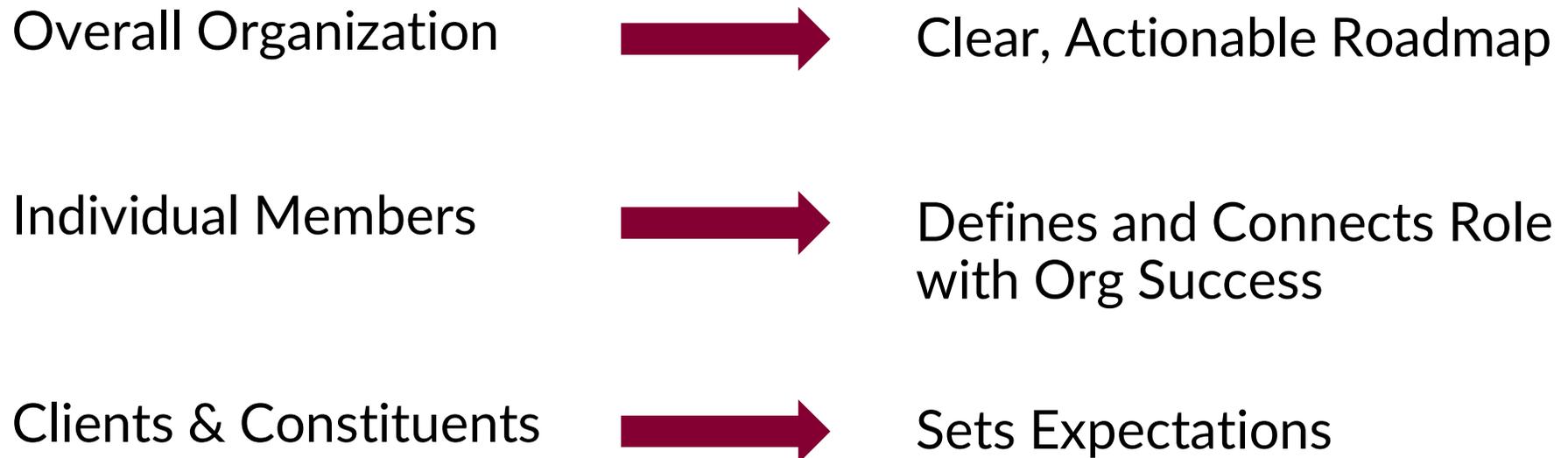
- Build on one idea or goal
- Represent one individual's expectations or opinions
- Create a plan that is all things to all people
- Use jargon, acronyms, insider language

STRATEGIC PLAN ALIGNMENT



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STRATEGIC PLANNING BENEFITS



Quick Activity 2:

What are the specific tools, resources, and tactics you would use to create a strategic plan?

HOW DO YOU PLAN “STRATEGICALLY”?

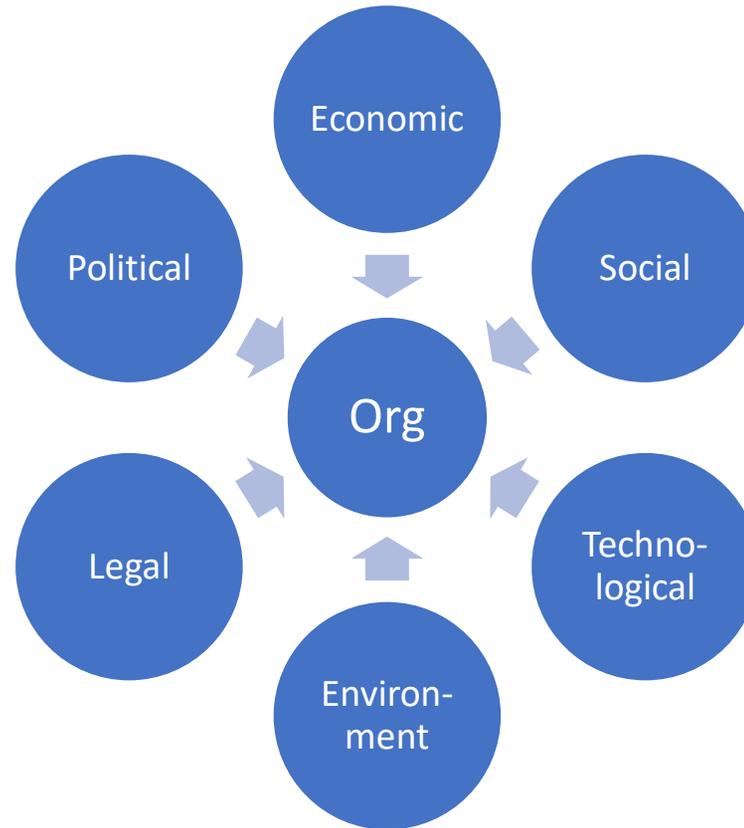
ANALYSES:

SWOT-TOWS



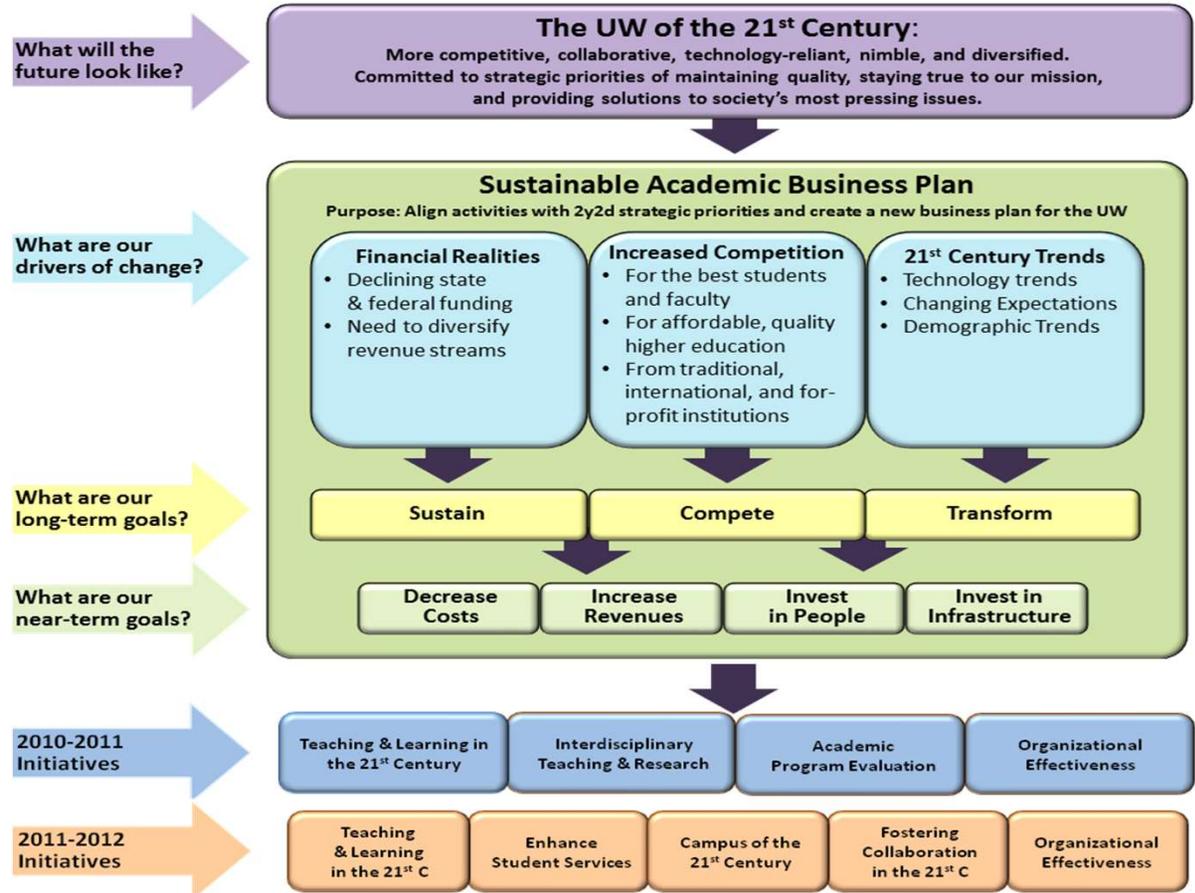
ANALYSES:

PESTEL ANALYSIS



ANALYSES:

PROCESS MAPPING

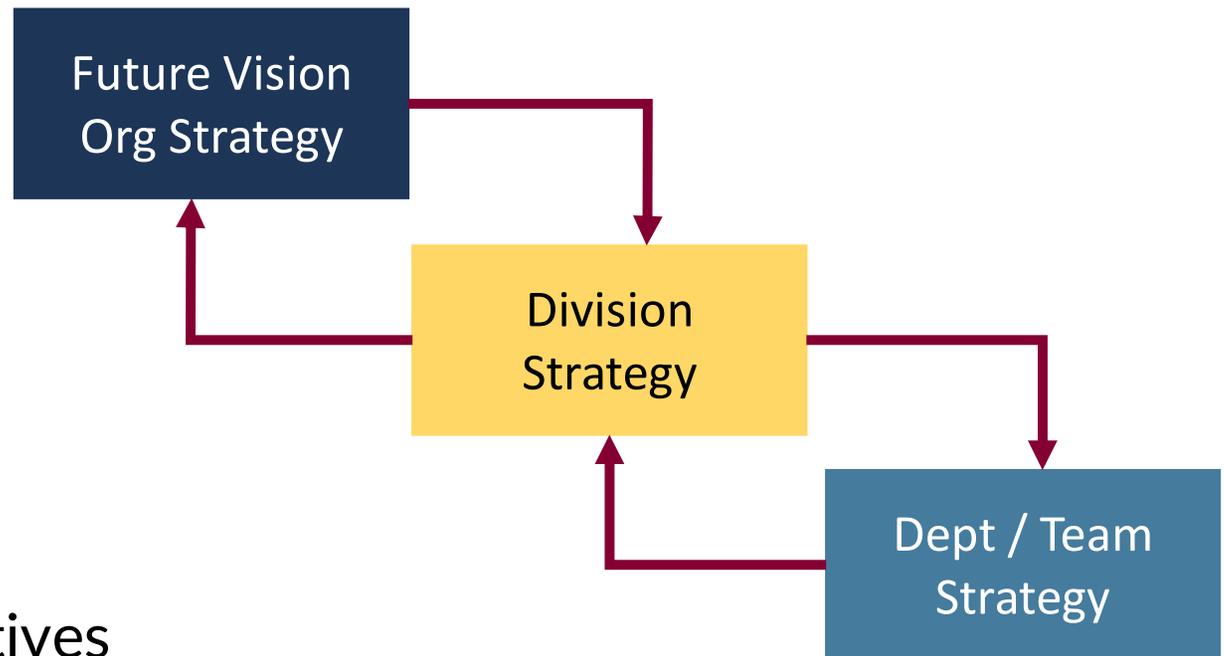


STRATEGIC OBJECTIVES

1. Strategic Goals

2. Tactical Objectives

3. Operational Objectives



S.M.A.R.T. GOALS



STRATEGIC PLANNING RESOURCES

Anything and anyone that contributes to goal achievement

4 Ds:

- **D**etermine resource needs
- **D**escribe current capabilities
- **D**ecide on executive plan and key milestones
- **D**ispose gaps and mitigation tactics

SUMMARY OF PART 1 & 2

What is strategic planning?

- Process of preparing for the future by making intentional decisions today
- Tracks progress
- Links mission, vision, values with decisions and strategy
- Provides clear, actionable roadmap
- Connects individual roles with org success
- Establishes expectations / justification

How do you plan strategically?

- Tools – SWOT-TOWS; PESTEL; Process Mapping
- Strategic Objectives
- SMART goals
- Resources

QUICK ACTIVITY 3:

The Scenario:

After a long brainstorming session, your team members are reviewing to set priorities for the new strategic plan.

Questions to Consider:

- Which ideas should be included, and why?
- Which ideas should be tabled, and why?
- How will you communicate the priorities throughout the organization?

IDEAS FROM BRAINSTORMING SESSION:

- Protect children from abuse and neglect
- Move towards more family-based placements
- Create a statewide standardized process for soliciting and sharing feedback from parent representatives
- Achieve 90% of parent representatives with lived experience navigating the child-serving systems by FY 2024
- Improve family functioning
- Better incentives for parent representatives
- Decrease scores on the Child Strengths Domain of the CANS
- Increase engagement with community members through collaborative programming
- Incorporate a CQI mindset into job requirements and performance evaluations
- Decisions based on data

WHY IS STRATEGIC PLANNING SO HARD?

BREAKDOWNS IN EXECUTION

- “One and Done” mentality
- Daily tasks take priority
- Belief that it is senior leadership’s responsibility



ADDRESSING BREAKDOWNS



Ongoing
Process



Set Aside
Time



Incorporate
Multiple
Viewpoints

EASIER SAID THAN DONE

- Goals should be clear and specific
- “Brand” your process
- Create – and maintain – user-friendly tools to:
 - Track progress
 - Identify challenges / barriers
- Balance practical with aspirational

KEY TAKEAWAYS

- Strategic planning is **critical**
- Effective strategic planning requires input from **throughout** the organization
- The strategic plan is a **living document**
- Strategic planning requires an **ongoing commitment**
- **Every member** of the organization contributes to its overall success

QUESTIONS / DISCUSSION



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