

# Leadership Planning Framework

## A Leadership Planning Framework

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***This Leadership Planning Framework is useful for defining an organization's rationale and work, a data governance or stewardship charter, and the common purpose for any group that wants to work together to achieve something.***

In any organization, project, or group, it is leadership that primarily determines success or failure. The leader establishes direction, sets goals and objectives, assures that plans are in place for people to be successful, and continually communicates with all stakeholders.

The greatest leaders are idealistic but that does not prevent them from setting realistic goals that can be achieved and demonstrating the way to achieve those goals

While the majority of leadership comes from the formally designated leaders of the involved organizations or projects, anyone can be a leader, and groups of leaders working together for the benefit of the enterprise are a powerful force for success.

Leadership can be defined and discussed by the types of concerns that comprise excellence in leadership:

- Planning - these are the core planning items such as goals and principles

- Environment - these are the items that affect how work is done
- Roles and Responsibilities - these are the items that assure that everyone knows how they are expected to participate.

These three areas can be thought of as an adaptation of the traditional manager's roles of planning, controlling, and organizing.

First, there is planning, for without planning, there is no sense of direction, and that is the focus of this paper.

## Leaders

### ◆ Leaders

- ▶ Set Direction through Planning
- ▶ Determine Players and their Roles and Responsibilities
- ▶ Create and nurture the environment for success

*A leader needs to know where they are going and why they are leading, and how to communicate that to others.*

*This framework provides for that planning and communication.*

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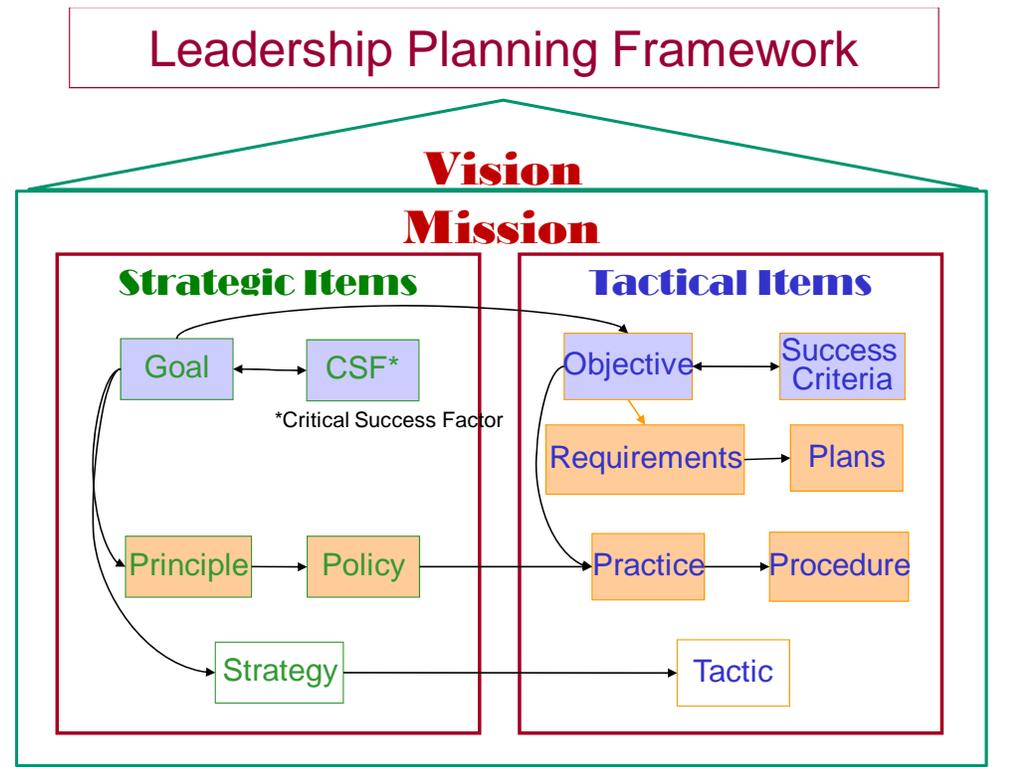
Leadership is really all about who we are and what we believe and how we solve problems and build a better world in the context of our work. Based on these, we set goals and communicate plans to our organizations to articulate what needs to be accomplished.

The following are core leadership items

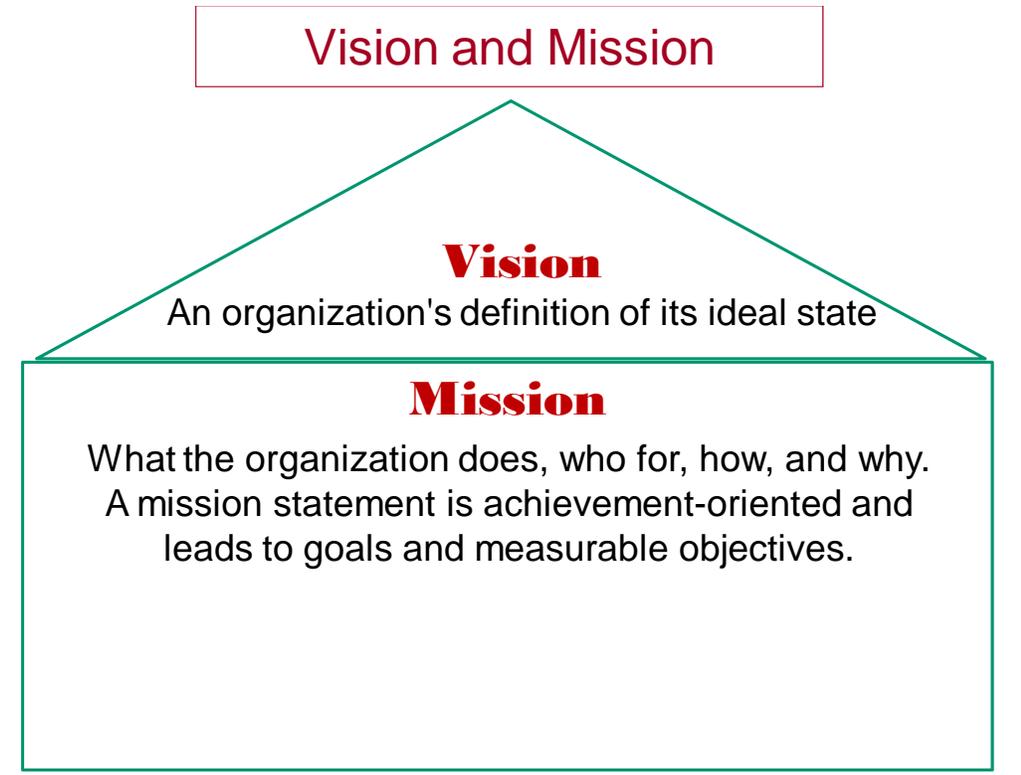
1. Vision
2. Mission
3. Goals

4. Critical Success Factors (CSFs)
5. Objectives
6. Success Criteria
7. Strategy
8. Tactic
9. Requirements
10. Plans
11. Principles
12. Policies
13. Practices
14. Procedures

These items are visually depicted in the diagram below, and in the following sections, the meaning and relationships of these will be explained.



## 1 & 2. Vision and Mission



Vision and Mission statements are most appropriate for formal organizations. They can also be used to state the ideals and purpose of any group or of an individual.

A **Vision** statement is an organization's definition of its ideal state. It is idealistic and inspirational to stakeholders and a call to action for the organization.

A **Mission** statement defines what the organization does, who for, how, and why. It is achievement-oriented and leads to goals and measurable objectives. It provides a guide to decision-making and strategy and conveys the values of the organization.

Observe some following examples of Vision and Mission for major companies:

**Example Vision statements:**

- Walt Disney Company: "to make people happy".
- Toyota: "Contributing to the development of a prosperous society through the manufacture of automobiles".
- Nike: "To bring inspiration and innovation to every athlete in the World."

- GE: "We bring good things to life."
- Apple: "To make a contribution to the world by making tools for the mind that advance humankind."
- Microsoft: "Create experiences that combine the magic of software with the power of Internet services across a world of devices."

***Example Mission statements:***

- Walt Disney Company: "The mission of The Walt Disney Company is to be one of the world's leading producers and providers of entertainment and information. Using our portfolio of brands to differentiate our content, services and consumer products, we seek to develop the most creative, innovative and profitable entertainment experiences and related products in the world."
- Dow Chemical Company Mission: To constantly improve what is essential to human progress by mastering science and technology.
- Express Scripts is a company dedicated to making the use of prescription drugs safer and more affordable for plan sponsors and over 50 million members and their families.
- Ford Motor Company: We are a global family with a proud heritage passionately committed to providing personal mobility for people around the world.
- The Guardian Life Insurance Company : Our purpose is to enrich the lives of people we touch. By providing highest performing financial products and services that reduce risk and increase assets, we help individuals and employers fulfill their responsibilities and build better tomorrows. Our culture is based on an unwavering belief in integrity and fair dealings, treating our clients and each other with dignity and respect... We meet the needs of the markets we serve... We strive for excellence... We take prudent risks and work together to assure our success and profitability in the future... We work hard to enhance continuously our reputation for accessibility, professionalism, performance, and the depth and quality of our long-term consultative relationships with clients... We endeavor to be valued as an industry leader in client satisfaction, sales growth, product performance, financial strength and profitability.
- Microsoft: At Microsoft, we work to help people and businesses throughout the world realize their full potential. This is our mission. Everything we do reflects this mission and the values that make it possible

### 3 & 4. Strategic vs. Tactical Items

## Strategic vs. Tactical Items

### Strategic Items

Strategic items establish where we are going and why.

### Tactical Items

Tactical items establish how we are going to get there.

*Strategic items are enterprise-wide.*

*Tactical items can be parochial or enterprise-wide and need to support the strategic items.*

*Strategic items are longer term.*

*Tactical items are shorter term.*

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Beyond the foundation of Vision and Mission, the planning items are classified as strategic versus tactical items.

**Strategic items** say "this is where we are going and why". Strategic items should be enterprise-wide and for the longer term. They support the vision and mission of the organization. They may change over time as previous items have been achieved or as new opportunities arise.

**Tactical items** say "and this is how we are going to get there". Tactical items can be for the group or for the enterprise, and they are shorter term. Tactical items support the strategic items and may be specific to a time-frame or smaller group.

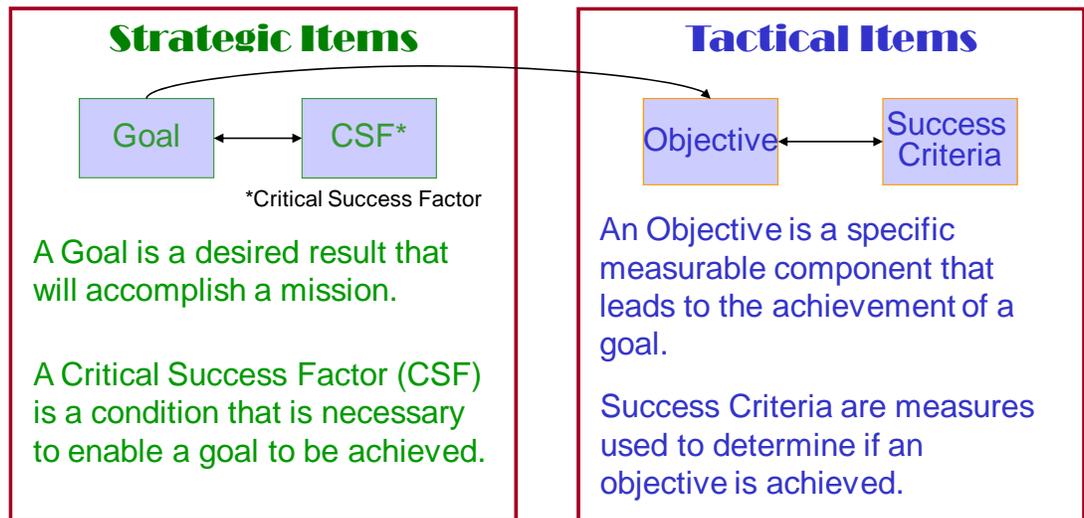
With these in mind, the specific strategic and tactical items can be considered and their relationships explored.

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## 5 & 6. Goals and Critical Success Factors (CSFs)

## 7 & 8. Objectives and Success Criteria

# Goals, Critical Success Factors, Objectives, Success Criteria



These items provide for the specific activities that focus and drive the organization or group to accomplishments that support the vision and mission and meet the organization's needs.

**Goals** are established to accomplish a mission of an organization. They are high level and motivational, and help the group to focus on setting objectives (see below)

*Examples* – reduce expenses; improve revenue; lose weight (!)

**Critical Success Factors** (CSFs). These are conditions that are necessary to enable the achievement of a goal. The goals are used to determine the CSFs and the CSFs constrain the achievement of goals.

*Examples* – ability to modify pricing, establishing motivation.

Goals are strategic items that lead to the establishment of the tactical Objectives, as shown above in the framework. Objectives have Success Criteria used to measure the success of an objective.

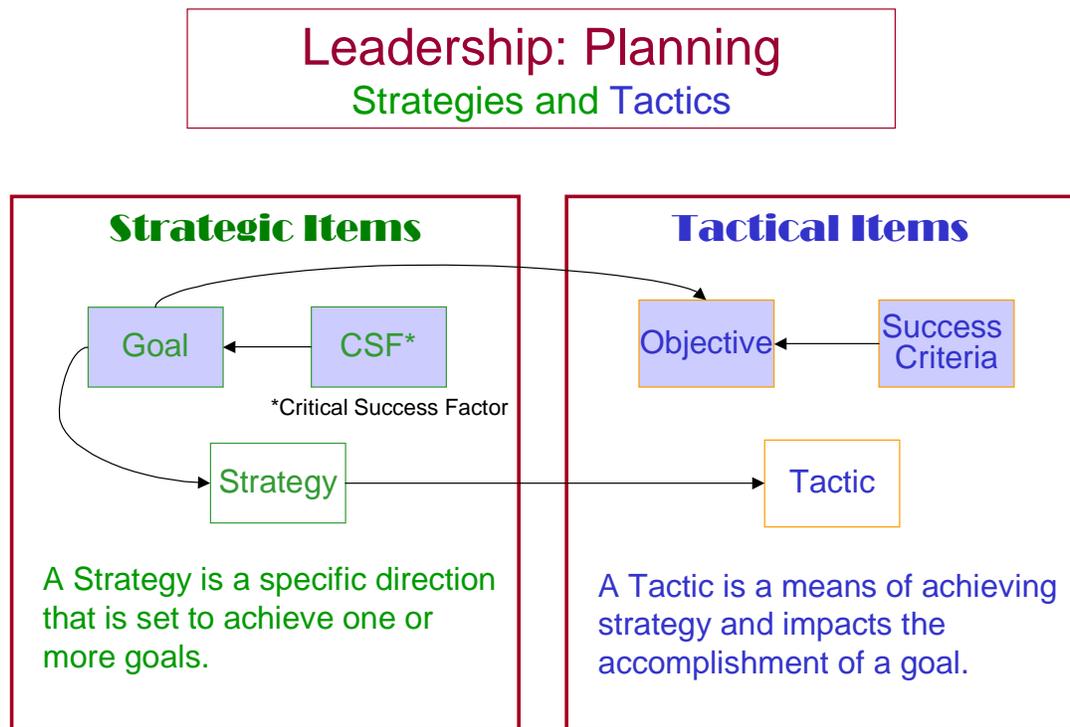
**Objectives** are specific, measurable, attainable items that lead to the achievement of a goal. An objective is time-dependent, organizationally aligned, and has assigned accountabilities.

*Examples* – reduce expenses for x by y% by this December; obtain 50 new customers for z product by this June; lose 5 pounds by this March.

**Success Criteria** are the measurable determinants for meeting Objectives. The objectives are used to determine the success criteria, and the success criteria constrain the achievement of objectives.

*Examples* – expenses can be no greater than 50k; new customers cannot include former customers and must generate more than 5k revenue this year; weight loss verified from January 1 to March 31 with same scale (!).

## 9 & 10. Strategy and Tactic



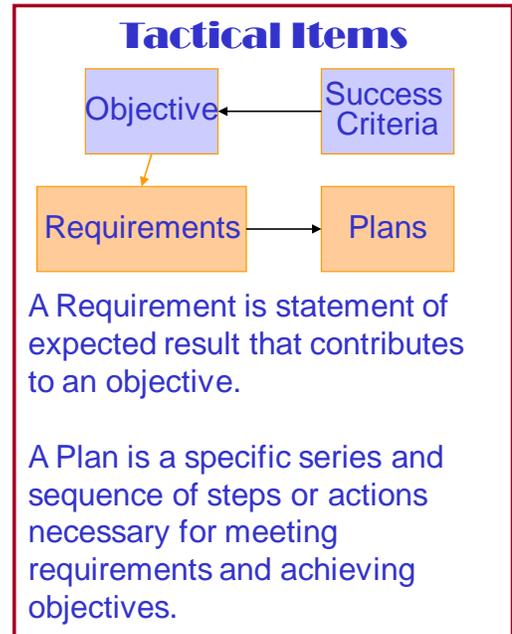
To accomplish goals and objectives, specific strategies and tactics are established as depicted below.

A **Strategy** is a specific direction that is set to achieve one or more goals, and the

**Tactics** for achieving the strategy outline how we plan to support the strategy and achieve the goals. If goals are not being achieved, we may change our tactics only or change both strategy and tactics to achieve the goals.

## 11 & 12: Requirements and Plans

### Requirements and Plans



Two additional tactical planning items are Requirements and Plans. These are specific items related to specific objectives and are appropriately formulated in the context of a specific project.

A **Requirement** is a statement of an expected result that contributes to an objective.

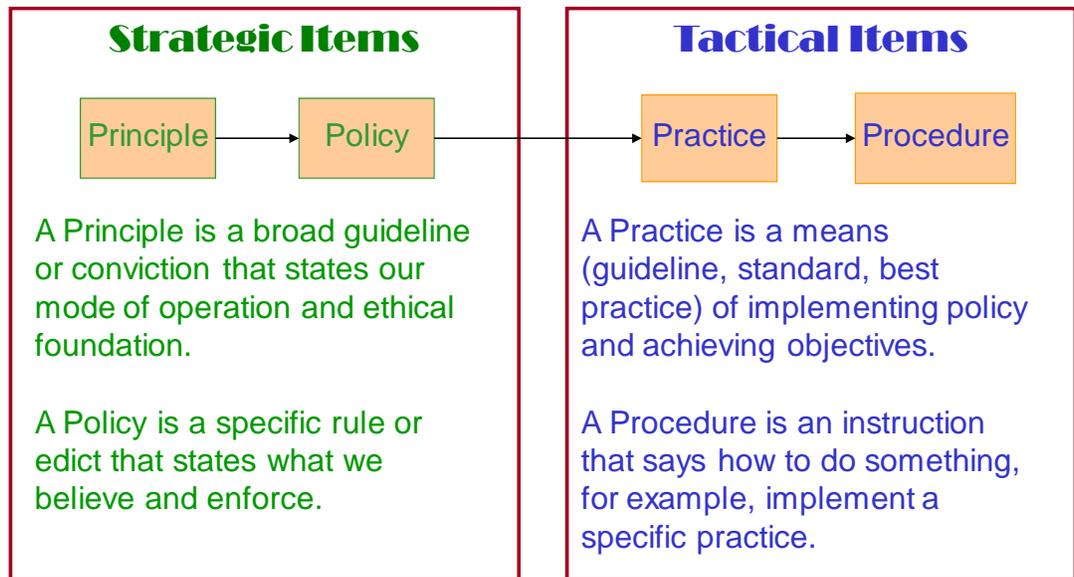
A **Plan** is a specific series and sequence of steps or actions necessary for meeting requirements and achieving objectives.

## 13, 14, 15, 16: The "4 Ps" (Principles, Policies, Practices, Procedures)

The consistent and timeless base of our leadership planning is:

- What we believe (Principles) and the
- Rules that we set (Policies). These are used to determine the
- Practices and Procedures (the "how") we implement and that may be updated and changed over time. These are defined as follows and visually depicted below.

### Principles, Policies, Practices, Procedures: *The 4Ps*



A **Principle** is a broad guideline or conviction that states our mode of operation and ethical foundation. It states the values that underlie the Vision and Mission of the organization.

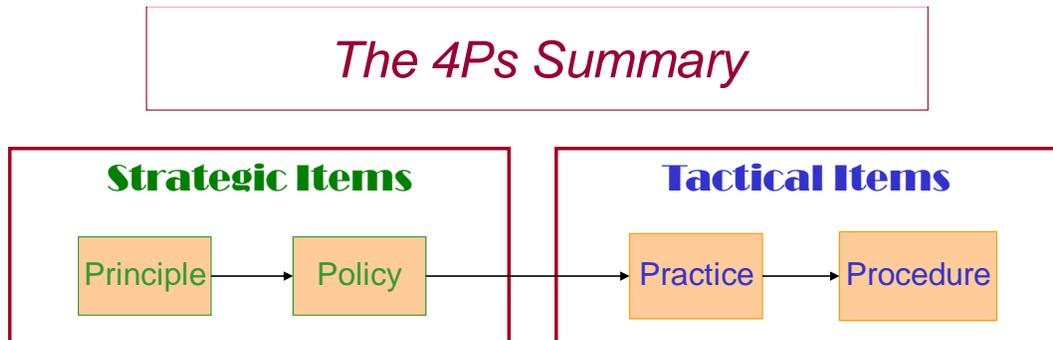
A **Policy** is a specific rule or edict that states what we believe and enforce. It sets the behavioral expectations for the organization or group.

A **Practice** is a means (guideline, standard, best practice) of implementing policy and achieving objectives.

A **Procedure** is an instruction that says how to do something, for example, implements a specific practice

Principles and Policies are strategic items; Practices and Procedures are tactical items.

Together, these work as follows:



These are called “The 4 P’s” The context for these is as follows:

*Because we have certain principles, we set certain policies, and because we have these policies, we define practices that we apply using procedures.*

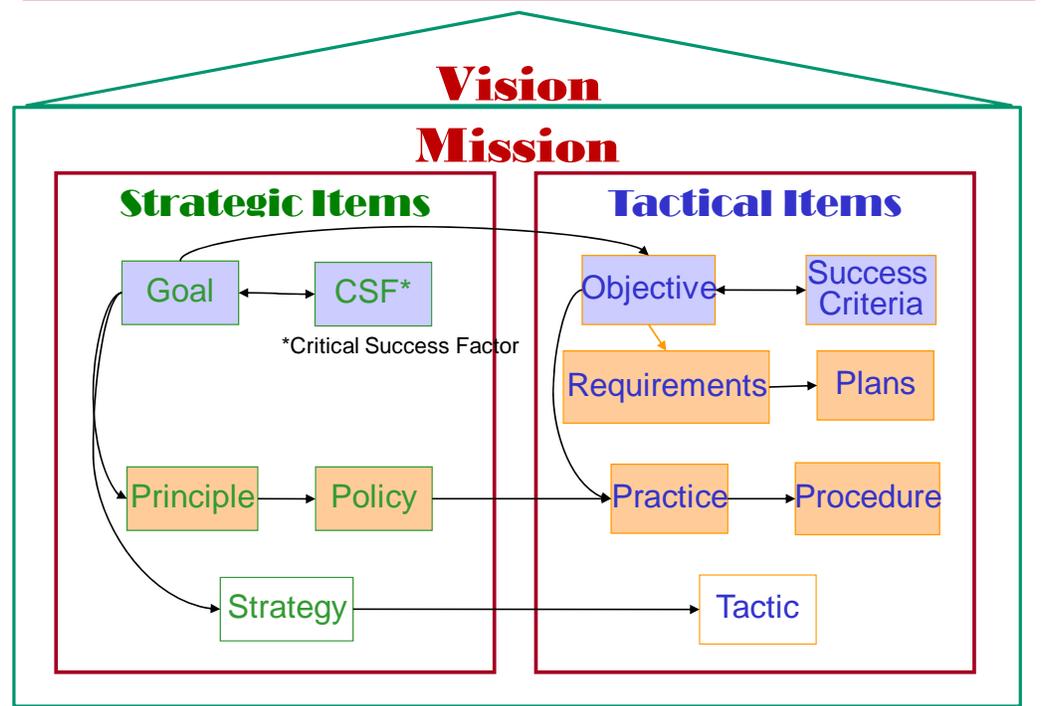
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## Leadership Planning Framework Summary

The complete picture of all the planning items is shown below and demonstrates all the relationships among all the items:

- The Vision and Mission of an organization leads to the establishment of goals.
- Goals lead to the establishment of strategy and principles.
- Goals also lead to the establishment of Objectives.
- Goals have Critical Success Factors
- Objectives have Success Criteria
- Objectives lead to Requirements and Practices

### Leadership Planning Framework Summary



## Leadership Planning Framework

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