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1.0 Introduction

What is strategic planning?



Strategic planning is the process of defining an organization’s vision and identifying its goals and objectives. Strategic planning typically represents mid- to long-term goals.

An organization’s goals and objectives are the foundation for planning; therefore, a strategic plan must include objectives. For example, the objective of the OABP organization is to increase customer satisfaction from mid quartile to top quartile by June 2023.

The product of OABP strategic planning is a strategic plan which is contained in a strategy document. It deals with key external risks including mitigations against community, security, joint venture, and regulatory compliance approvals. It also looks at local contractor capacity and capability, schedule, and timelines. The OABP strategy plan has been reviewed and shared with team members and various external stakeholders – WFRM, PUM, etc.

2.0 Strategy Execution

OABP strategy execution defines how decision-making, and execution align with the strategic focus of OABP in the wider P&E organization.

The OABP strategy is live and is going to be a continuous process with a multi-directional flow of information, and interdependencies that would not end with the commencement of execution. The OABP strategy would be optimized and refreshed from time to time.

OABP strategy execution will not be one-directional. OABP strategy execution would be a collaborative process, requiring focus, attention, commitment, diligence, discipline, and iteration to succeed. The OABP strategy execution would aim to operate well cross-functionally.

OABP strategy execution would be broken down into four stages, namely strategy definition, strategy deployment, strategy execution and strategy optimization.

2.1 Strategy Definition

OABP vision is to ‘offer customers the best brownfield project delivery experience’ while the mission is very simple – customer first. This vision and mission statements must be clearly communicated to every member of the OABP organization.

The OABP strategy will be broken down into two areas - business strategy, and functional strategy.

2.1.1 Business Strategy

The OABP business strategy would be exploring the following areas:

Where is the OABP primary area of focus?

Why will OABP internal and external customers benefit from this focus?

Is OABP unique in our value proposition?

Can we position OABP to overcome current challenges and competitive difficulties and sustain competitive advantages.

2.1.2 Functional Strategy

The OABP functional strategy shall be established on the business strategy. The various departmental/functional leaders within OABP shall determine the key decisions for their functions based on their needs and desires. However, it is of vital importance that the departmental/functional leaders do not allow inefficiency and are able to bridge the functional strategy to the business strategy. The individual departments must align their strategies and create a culture of communication, collaboration, and cooperation.

2.2 Strategy Deployment

OABP leaders must know exactly what the strategy of the organization is. The strategy must also be understood by managers and team members. This would ensure alignment across the various departments and functions in the OABP organization.

During deployment, OABP teams and individuals will receive direction from the organization leaders who create business strategy. Organizations can create a clear set of values, however, if this strategy can't be effectively deployed, it does not do the business any good.

OABP is looking to only define a strategy but practically deploy the strategy. OABP aims to be an organization with a well-defined strategy, deeply embedded in the teams. OABP's identity shall be unique and special. The organization shall be well led to stick to a strategy.

OABP shall be mindful of the resources required to be deployed to implement the defined strategy. It shall not just be a winning strategy; the resources required to deploy and execute the strategy shall be justified and provided. The focus on planning demands that OABP handles the responsibility of resources (budget, time allocation, and personnel hiring) diligently. This is critical to executing a successful strategy.

OABP would be creating timelines around decision-making. Some important questions to consider include but not limited to:

1. What do the teams do now? Why and check on importance versus urgency?
2. What can wait for later? What is the priority and what should wait for later?

The answer to these questions would help OABP leverage its strengths and understand the business imperatives and must wins.

OABP leadership will communicate to the team how targets and goals demonstrate the effectiveness of the OABP strategy. Team members shall be enlightened on the difference between operational effectiveness and operational efficiency. Speed, quality, and efficiency will not be confused with OABP strategy. However, these outcomes would be expected as results of the well-executed strategy.

2.3 Strategy Execution

Effective strategy execution seeks to align everyone at each level of OABP with the organizational strategy. Information about the strategy flows freely within the teams, departments, and functions.

OABP team members need a two-way connection with strategy. The strategy must be connected to their work, and their work must be connected to the strategy. The OABP strategy shall align people and processes and influence the organization's culture. The OABP strategy execution shall focus on the right strategic goals.

OABP leaders shall not only on top-to-bottom alignment, but also cross-functional alignment. The narrow focus on vertical alignment shall be avoided and follow through with teams' alignment across functions.

Strategy and communication sessions shall be held with all OABP team members where the following building blocks for effective strategy execution shall be discussed and reviewed with a strong focus on scalability.

1. Communication: OABP leadership shall clearly communicate the organizational strategy, and team leads shall communicate the plan for efficient and effective execution.
2. Delegation: OABP leadership shall ensure clarity on delegation and authority with the intent to eliminate ambiguity in decision-making.
3. Rewards and recognition: OABP leadership shall put in place a system for rewarding performance and strong collaboration.
4. Organizational structures: OABP leadership shall build flexibility and ease of access into teams' operations.

OABP leadership shall ensure that the right people are executing the right strategy i.e., putting round pegs in round holes, and that the organizational strategy is closely monitored and linked

2.4 Strategy Optimization

Strategy optimization is where OABP seeks to make a good strategy become a great strategy by creating a link between her strategy, plans, and performance.

OABP would thrive in strategy optimization through critical thinking and asking the right questions:

1. How does communication flow through the OABP organization?
2. Where are the grey (not very clear) areas in OABP strategy implementation and execution?
3. How can OABP minimize the waste of our resources?

2.5 Strategy Execution Gap

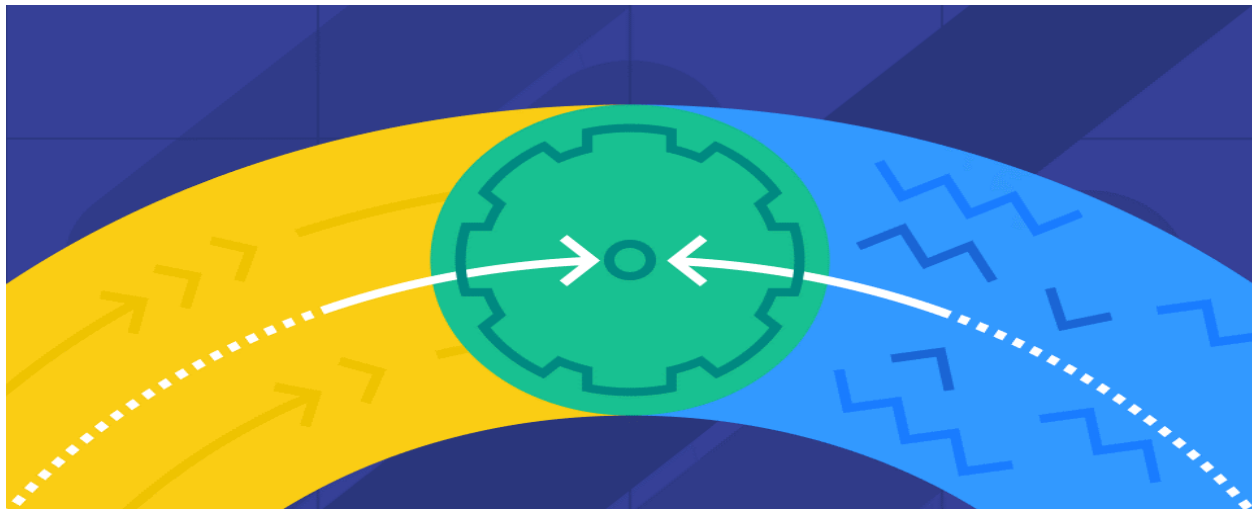
'Failing to plan is planning to fail'. OABP shall invest time to set direction, articulate her vision, and transcribe it into specific, measurable, achievable, realistic and time bound goals, objectives and milestones.

My research has shown that teams who fail to close the strategy execution gap often have to deal with the following situations:

- Strategy not aligned with organizational vision and values
- Too many conflicting priorities
- Inadequate resource allocating
- Poor employee engagement resulting in misaligned
- Lack of creativity and innovation
- Poor customer satisfaction due to change fatigue

OABP put plans in place to close the strategy execution gap. Specifically, OABP would:

1. Align execution to strategy. Translate strategies into concrete actions and monitor closely.
2. Share priorities widely within the teams and functions. If everything is a priority, then nothing is a priority.
3. Measure outcomes, not activities. What gets measured, gets managed. Evaluate and reward performance and success.
4. Make progress or lack of progress visible. Identify the resources and support required.
5. Pursue corrective actions quickly and rigorously. Assign roles, responsibilities, and deadlines.
6. Embrace a growth and can-do mindset. Invest in people. Teach it, reinforce it with rewards, then measure it with surveys/customer feedback. Work the plan-do-check-action-close loop.



3.0 Importance of Strategic Planning

Without strategic planning, businesses will fail. To be a successful organization, OABP will set a plan with goals, and target dates and know where she is heading.

For OABP, strategic planning is all about knowing the current state of the organization, see what is important, how to get the desired results, how to avoid pitfalls, and be sure to ignore the non-value adding noise.

Below are some of the reasons why strategic planning is important and how to implement it.

3.1 OABP Path to Excellence

- The first part of OABP strategic plan is the organization's business plan, outlining the vision statement, mission statement, goals, and budgets.

- OABP shall make time to evaluate her business on an ongoing basis and make adjustments as required. The evaluation would help OABP to determine how well she is adhering to the strategic plan.
- OABP shall Communicate the strategic plan to all team members so that everyone is on the same page including new recruits and working towards the same goals.
- OABP will carry out periodic reviews to highlight strengths and weaknesses. This would enable the teams continue what is going on well, improve on what is not going on well and eliminate blockers to growth and performance.
- OABP will implement a Goal-Based Planning Methodology. OABP will set goals and targets for the teams and map out the steps and supports needed to meet those goals and achieve the targets.
- OABP will follow up implementation of the strategic plan to compare the plan with actual results. When required, the plan will be tweaked to account for changes in the organizational business plan. This will help ensure that the right policies and procedures continue to be implemented. OABP will intentionally move her business in the right direction.



4.0 Advantages of Strategic Planning



OABP must understand and focus on strategic planning to achieve sustainable competitive advantage.

1. To facilitate communication, collaboration, and cooperation between OABP functional managers to achieve synergy between different parts of the organization. OABP strategic planning will take away competition among managers and team leads.
2. To identify strategic goals and strategic intent. OABP will search for the best strategic fit.
3. To reduce resistance to change. OABP leadership will be well informed of strategic changes in the organization and be carried along in the future planned changes and minimize ambiguity and uncertainty. This will help to reduce resistance to change.
4. To improve resource allocation. OABP will need to move people from one team to another. This will be done more efficiently when the moves and changes are aligned with the OABP strategic objectives.
5. Sustainable competitive advantage. OABP will plan strategically to achieve sustainable competitive advantage.

5.0 People Development in Strategic Planning



As part of strategic planning, people need to be positioned to do what they're good at for the growth of the organization. OABP will develop people to acquire the required skills, competencies and mindset needed for continuous improvement as people are an asset to the organization.

OABP will lead people to have clear, challenging goals to which all team members will be committed. Team members will feel trust and each of them must act out of their professional judgment to achieve success. OABP will look forward to achieving great results with high positive energy, find the right person for the task, minimize power game, smoothen processes, reduce bureaucracy, develop leaders as coaches and ensure easy adoption and focus on short, medium, and long-term planning.

There are several weaknesses in an organization that can hinder achievement of team targets. OABP will adopt microlevel people principles and ensure the following:

- Avoid doing work that lacks planning, checking, and learning.
- Have a clear direction to waste elimination
- Clarity around who is responsible for what targets and improvement areas
- Have a sense of optimism in the teams
- Get regular corrective feedback
- Grow interest, motivation, and enthusiasm
- Create a systematic pattern of working, understand the direction and challenge, grasp the current plan, establish, and iterate toward the targets

- Passionate about vision of success
- Follow a disciplined process
- Be patient, firm and fair
- Provide support to frontline workers
- Reward holistically, and make work visible
- Respect for people by fully investing in their learning and development through structured coaching

6.0 Personal Application



As I step into the OABP leadership role, I'll give attention to strategic planning and priority to people development. Specifically,

1. **Empower:** I'll explore ways to make the team stronger and more confident. Every team member shall be empowered, using their influence and talents to do their jobs and deliver outstanding business results. A key aspect of empowerment will be delegation of responsibilities with adequate

supervision and guidance for improved performance. Team members will be encouraged to on their weaknesses and contribute positively to the growth of OABP.

2. **Reward:** I'll give team members due recognition for their delivery and achievements. Some of the rewards will be tangible – money, a specific amount will be given as bonus directly related to the performance and achievement of physical milestones while other rewards will be intangible – vouchers, prizes, plaques, to be awarded at annually for exceptional performance.

3. **Motivate:** I'll be driving a strongly motivated organization. The team will feel determined to deliver scopes and business goals and be enthusiastic about doing it. I'll challenge the team to develop their talents and take charge of their own learning. I'll be very patient to listen to team members and address their concerns on an ongoing basis.

4. **Improve:** It is my desire to make OABP a better organization than I'll meet it. I'll enhance the value or quality OABP contribution to the wider business. OABP shall be respected and be regarded as a partner of first choice where the customer is king and always takes priority. OABP will be strategic, improve HOTT (Hands on Tool Time) and maximize productivity. OABP shall no longer be regarded as an organizational that is always missing targets and deadlines. Things shall get better.

5. **Develop:** I'll prioritize staff development as a strategic lever for improved performance. This will be deliberate, intentional and elaborate to bring out the capabilities of team members and build capacity.

6. **Educate:** I'll consciously provide and drive staff training, information sharing and staff mental and moral development. I'll lead OABP to become the envy of other teams. There will be a glaring display of strategic planning and the outcomes shall be loud and clear.



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