

OPTIMISING THE PLANNING PROCESS

PLANNING THAT ADDS VALUE

with Charlene Harvey



—
“Plans are
nothing;
planning is
everything”

Dwight D. Eisenhower

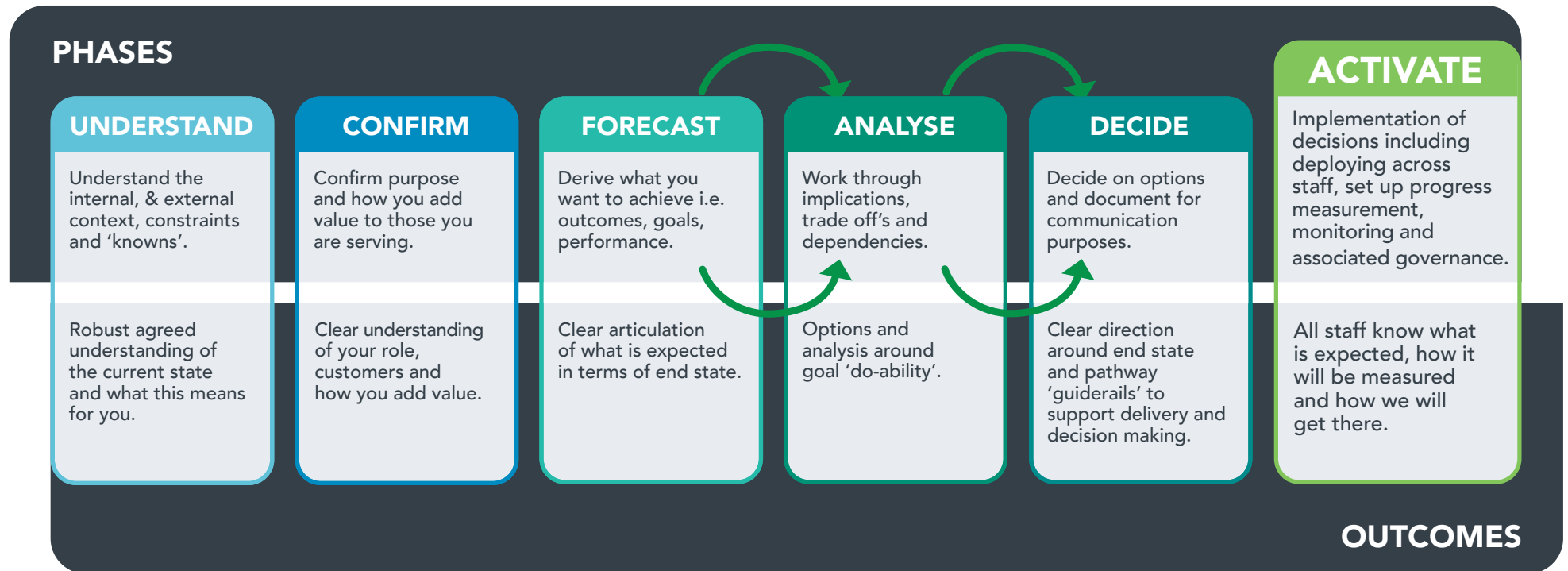


COMMON CHALLENGES

- Prioritisation or competing priorities
- Getting buy-in or engagement throughout the end to end process
- Time required
- Proving the value of it
- Shifting goal posts, unforeseen events or constant change
- Lack of insight – whether that is front line or strategic insight (*long term*)
- Shifting goal posts or unforeseen change



HIGH LEVEL PLANNING PROCESS



HIGH LEVEL PLANNING PROCESS

#1 UNDERSTAND

PHASES

Understand the internal, & external context, constraints and 'knowns'.

KEY QUESTIONS

- What are your key constraints (across time frame in question)?
- What are your current and future anticipated challenges, issues, risks?
- What are your key commitments? (ministerial legislative, specific budget funding).

OUTCOMES

A robust and agreed understanding of the current state and what this means for you.

HIGH LEVEL PLANNING PROCESS

#2 CONFIRM

PHASES

Confirm purpose and how you add value to those you are serving.

KEY QUESTIONS

- What is your core purpose?
- Who are your customers and what do they require from you?
- How do you provide value to them?

OUTCOMES

Clear understanding of your role, customers and how you add value.

HIGH LEVEL PLANNING PROCESS

#3 FORECAST

PHASES

Derive what you want to achieve i.e. outcomes, goals, performance.

KEY QUESTIONS

- What does the end state (for the time period) look like?
- What are the outcomes/ goals your are seeking to achieve?
- What does 'good' look like?
- What evidence so we have to add more detail to our outcomes and understand our future?

OUTCOMES

Clear articulation of what is expected in terms of end state.

HIGH LEVEL PLANNING PROCESS

#4 ANALYSE

PHASES

Work through implications, trade-off's and dependencies.

KEY QUESTIONS

- Given the end state what are the key impacts and trade off's that are required?
- What are the outstanding clarifications and expectations that are required to support decision makers successfully achieve the end state?

OUTCOMES

Options and analysis around goal 'do-ability'.

HIGH LEVEL PLANNING PROCESS

#5 DECIDE

PHASES

Decide on options and document discussion for communication purposes.

KEY QUESTIONS

- Given the impacts, and trade off's identified, are you willing to commit and confirm both the end state and 'guidelines'?
- Does the document tell a compelling story for others to effectively implement?

OUTCOMES

Clear direction around end state and pathway 'guidrails' to support delivery and decision making.

HIGH LEVEL PLANNING PROCESS

#6 ACTIVATE

PHASES

Implementation of decisions including deploying across staff, set up progress measurement, monitoring and associated governance.

KEY QUESTIONS

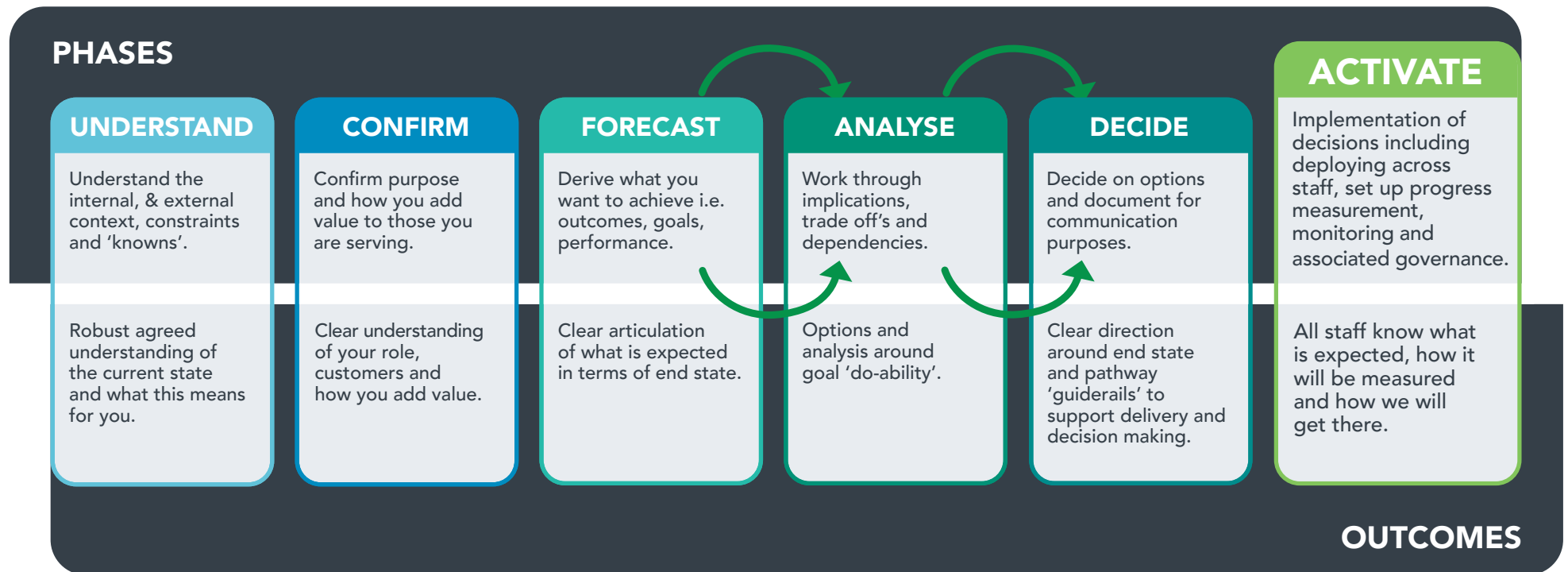
- How are we ensuring all staff understand the direction, the actions required to get there and their role in implementation?
- How are we measuring progress?
- Who are we reporting progress, deviations any changes to the plan to?
- How are we keeping abreast of our planning assumptions?

OUTCOMES

All staff know what is expected, how it will be measured and how we will get there.



DESIGN OF THE PLANNING PROCESS



- stakeholders
- evidence to support
- time, headspace and capability to support

A GOOD STRATEGIC PLAN STARTS WITH A CONVERSATION

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