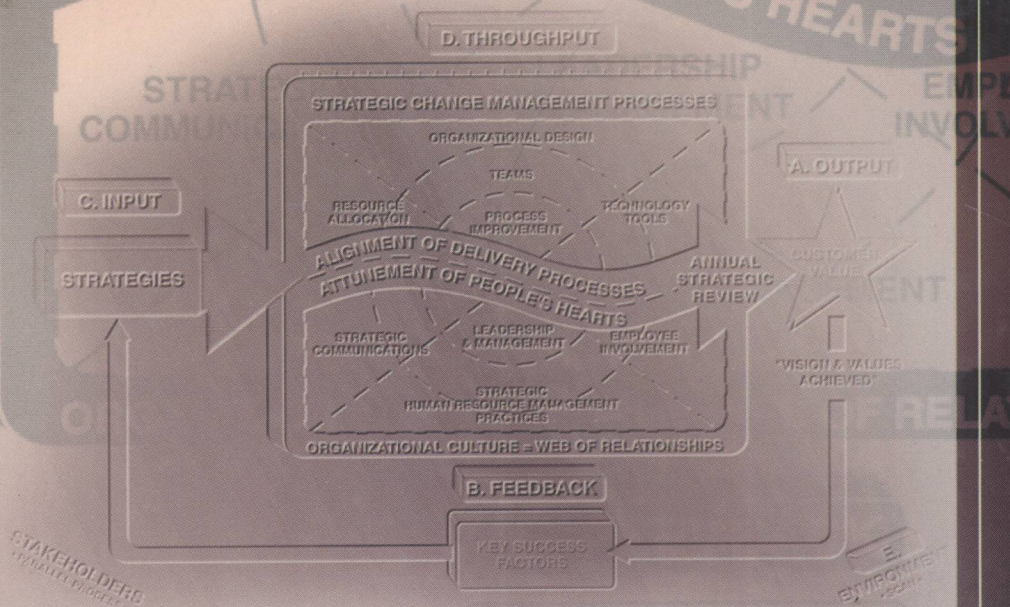


THE SYSTEMS THINKING APPROACH TO STRATEGIC PLANNING AND MANAGEMENT



Stephen G. Haines

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TO STRATEGIC PLANNING AND MANAGEMENT



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**THE SYSTEMS
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PLANNING AND
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Preface

Welcome to *The Systems Thinking ApproachSM to Strategic Planning and Management* — our revolutionary new approach to designing, building, and sustaining customer-focused high performance learning organizations that can thrive in the dynamically changing 21st century.

In the mid-1990s, I was at the annual conference of what was then the International Planning Forum in New York City. The Planning Forum, as many of you know, was the premier association in western society focused on improving the practice of **Strategic Management** (strategic planning and strategic change **management**). While this book claims to have “reinvented” strategic planning, I had wondered if that claim was just so much hype. However, after attending this conference, I was more convinced than ever that we have actually invented a new paradigm for managing strategically. You can’t separate planning from management, as it is the first function of management; thus our first premise is that *planning and change are the primary responsibility of senior management*.

Unfortunately, this “state-of-the-art” conference featured numerous well-known concurrent session speakers, each armed with 35-mm color slides, big screens, darkened rooms, and the latest jargon piece of strategic management. **BORING!**

Typically, when the lights were raised at the end of one hour of one-way, passive communications, and questions were finally invited, it was too late. People rarely had much to ask about or comment on. Instead, many had left the sessions prior to this late attempt by the speakers to be “participative” and meet their “customers” needs.

I thought by 1999 that this old way of thinking about strategic planning was gone along with the Planning Forum (now struggling as the Strategic Leadership Forum). However, 3 months ago I was invited to meet with the CEO and Executive VP of a medium-size, yet well-known company to discuss how I could help them with strategic planning. It took me all of 5 minutes to uncover the fact that they had been spending many days and hours defining their current state (the old SWOT [strengths, weaknesses, opportunities, threats] assessment). However, they were unhappy with their process, so I quickly pointed out that they had no future-oriented vision (or purpose/goals). You’d have thought I discovered the atom, such was their immediate recognition of what they had been doing wrong.

Sadly, this old way of planning by starting with today and extrapolating forward is still alive and well today. Part of my reason for writing this book is to help stamp out this outmoded way of planning, which no longer works in today’s dynamic world. Instead, our research found three main premises that form the foundation for this book and our consulting practices, using these same materials.

Our first main premise is that there is no “Holy Grail” to be found in strategic management, only an understanding that *planning and change are the responsibility*

of senior management. In fact, it is now their *primary* job in today's world of constant change. Excellent organizations don't just have a budgeting cycle each year; they have a "strategic management" cycle led by senior management as they work *on* the organization, rather than just *in* the organization. As planning is just the first function of management, and strategic planning is just the highest order of planning and the purview of senior management, then every company has three basic goals:

1. Develop strategic and operational plans.
2. Ensure their successful implementation and change.
3. Build and sustain high performance over the long term.

Our second main premise to planning and implementation is a basic truism that *people support what they help create*, thus requiring extensive interactions, dialogue, debate, facilitation, and participation with all the key organizational stakeholders (and especially customers).

Our third main premise in writing this book and in our consulting practice with CEOs is the need for a *systems methodology and structure* in which to build the planning and change management process. Hence, our Systems Thinking Approach to Strategic Management explained in Chapter 3. And our number one systems question is "What is your purpose, goal, end product or even, in planning terms, Vision." Needless to say, that medium-size company mentioned earlier now has reinvented its strategic planning process with our help. They are well on the way to effective implementation of some badly needed and long delayed strategies as a way to achieve their new vision.

Unfortunately, we continue to find conferences, books, and companies similar in many ways to those described above. The same has been true in our extensive literature research of 14 different and popular strategic planning models. We continue to see that every one of the popular planning models in use is an analytic solution to a systems problem.

You see, organizations *are* systems, no matter how good or how poorly they function. Peter Senge and his book, *The Fifth Discipline* was right. His fifth discipline is systems thinking — and as a Western business society we have yet to understand, embrace, and develop skills in this type of thinking.

While the awareness of systems thinking is growing, it seems hard to grasp the basic concepts and specific tools, according to Linkage, Inc. conference planner Robin Pedrelli. She is leading the development of the first independent Systems Thinking Conference in response to constant and growing feedback about the problems with systems thinking. This is not surprising to me, since most of us were brought up and educated in scientific (analytic) disciplines such as engineering (myself), law, accounting, computers, medicine, etc.

Out of 14 models we researched to come up with our Ten Step Reinventing Strategic Management (Planning and Change) Model, there were four key steps no one else had addressed: our Parallel Process, our Plan-to-Implement step, our In-Depth Change Management step, and our Annual Strategic Review and Update.

In addition, only 4 models had a beginning "educating and organizing" step we call "Plan-to-Plan," and only 2 out of 14 had a measurement step (our Step 3, Key

Success Factors). Worse yet, only 4 of 14 tied strategic planning to business unit planning and only 7 of 14 further tied it to annual planning and budgets.

Again, these other popular models are analytic approaches to the systems problem of getting the entire organization to link and function together synergistically in support of the customer. And we wonder why Henry Minzberg, one of the most respected professors in the field of strategic management, published a book in 1994 on *The Rise and Fall of Strategic Planning*.

Even worse, Minzberg also later published a brilliant critique of ten schools of strategic planning entitled *Strategy Safari*. I say “even worse” because when the most astute person in the strategic management field never even mentions systems thinking or our approach as one of the ten, he shows himself to be bound by the world of traditional analytic thinking (not systems thinking). He even says that “we are blind people and strategy formulation is our elephant” from the old story of ten people touching different parts of the elephant in order to identify it and coming to ten different answers, all of which were wrong.

His only concession to systems thinking in the book is that “the field of strategic management may itself be moving toward synthesis” vs. these ten different views. This book is, of course, all about the synthesis of these ten models (and more) within the framework of systems thinking.

My experiences and my observations of this field have clearly shown why planners are an endangered species, while at the same time, the amount of strategic planning in companies is increasing dramatically. Planners and their theories are obsolete.

The increasing rate of change in the business world has caused a corresponding increase in the rate of strategic planning as CEOs try to figure out ways to survive and thrive in this uncertain environment. However, too much of strategic planning has been inadequate, causing what we term the “SPOTS syndrome”: Strategic Plans On Top Shelves ... gathering dust! We have reinvented the field of strategic planning into Strategic Management (Planning and Change) using our copyrighted Systems Thinking ApproachSM in this book.

Further, this is a book about carefully researched “best practices,” not only of a successful process on “how to” do strategic planning and strategic change, but also of the selection of successful strategies that give companies a competitive advantage over the long term.

Yes, there are some right answers — just not singular, analytic ones — in today’s global, integrated, ever-changing world. We predict that systems thinking will become the norm sometime in the first decade of the 21st century.

About the Author

*CEO, Strategist, and Entrepreneur ...
Facilitator, Systems Thinker, and Author*

Stephen G. Haines represents a new breed of strategic planning expert: one who places equal importance on both the vision, strategies, and *content* of strategic planning, as well as the *process* of strategic planning and change management. He has worked not only as a strategist from a CEO and senior line management perspective, but also as a change management process expert at the most senior level.

Steve has over 30 years of international and senior executive experience leading planning and change efforts in a wide variety of private and public applications:

- As a senior corporate executive for over 20 years in the areas of managing turnarounds and high-growth changes in organizations.
- As a member of eight top management teams — both in the U.S. and internationally — with corporate responsibilities for all aspects of organization functioning, including planning, operations, marketing, PR and communications, finance, HR, training, and facilities.
- As chief planning executive and strategist for two major U.S. corporations.
- As part-owner and president of University Associates Consulting & Training Services, a well-known and widely respected international firm specializing in strategic planning, change management, and experiential learning, as well as training and development.
- As an entrepreneur, president, and founder of the Centre for Strategic Management, an alliance of experienced professionals who share a strong business orientation that incorporates humanistic values and systems thinking, with ten offices in North America and eight internationally.
- As an external strategic planning consultant applying the lessons, frameworks, and theories learned from the leading practitioners of the recent past:
 1. Michael Kami, Chief Planning Executive at IBM and Xerox
 2. Russell Ackoff, professor (and Renaissance Man), at University of Pennsylvania
 3. J. William Pfeiffer, Founder and President of University Associates
 4. Henry Migliore, Dean of the Business School for 17 years at Oral Roberts University.
- As a 1968 engineering graduate of the U.S. Naval Academy, a Department of Defense Human Goals Institute graduate, Navy jet pilot, shipboard officer, and naval advisor in Vietnam.

He is also a prolific author, having written and published seven previous books. Combining those books with his eight tool kits and reference guides and six executive briefing booklets at the Centre, Steve has over 7000 pages in print. He has also taught over 60 different seminars, served on a number of boards, including chairman of the board for a credit union, and is in demand as a keynote speaker on CEO and board of directors issues.

Acknowledgments

Any time a book is written, there are many people involved in its production. In this case, there are two groups of people to acknowledge who have had no involvement in the actual writing of this book, but who have been instrumental in its formulation.

First, I would like to acknowledge all of my partners at the Centre for Strategic Management who have also used this Systems Thinking Approach over the last 10 years. They have helped to refine this book over and over again as they struggled to learn and perfect their consulting practices.

Specifically, my Canadian Managing Partner, Jim McKinlay of Canmore, Alberta, was the first person willing to try out my radically different ideas on Strategic Management (Planning and Change). At the time, Jim was Staff Development Director for the Province of Saskatchewan and was willing to pilot this process. He soon became my partner and has been involved with the evolution and refinement of this reinventing model ever since.

In the U.S., my partner, Charlie Hoffman of Tucson, Arizona, has been deeply introspective regarding our work and model over the past few years. As a result, many of the latest and best new ideas in the book are a result of the discussions we have had while working with Sundt Corp. of Tucson and Giant Industries of Phoenix. However, since “transparency” is part of the Centre’s values, I must admit that most of these good ideas actually showed up about 10 P.M. in a hotel’s hot tub while discussing the events of the day.

Secondly, I would like to thank my many strategic planning clients over the past 10 years who have shown a tremendous willingness to experiment with infinite variations in planning and change — to boldly go where no man has gone before — thus teaching me far more than can possibly be measured. Their practical planning and implementation of solutions to problems that we grappled with together were the genesis for the many, many linkages in our systems thinking approach to strategic management. We also jointly discovered most of our “Fail-Safe Mechanisms for Implementation Success” that are detailed throughout this book. They have helped to make this the most practical, common-sense “how-to” book on strategic planning and strategic change management possible.

Lastly, my wife Jayne, the love of my life since high school, has been so supportive and helpful in so many ways and in so many roles that it is hard for me to put it into words. Without her, not only would this book not have been written, cleaned up, and properly edited, but I would also be lost in my work and in my life.

Stephen G. Haines

Introduction

REVOLUTIONARY CHANGE

Business as usual just won't cut it anymore.

When we try to imagine what business will be like in the new millennium, it seems that the only constant we can count on is change. When we consider the fluctuating, competitive global markets and governments, telecommunications and the Internet, high-technology industries continuing their exponential gains, recessionary cost-cutting, shorter life cycles for products and services juxtaposed with higher consumer quality and service expectations — revolutionary change, in fact, *is* our new daily reality.

These revolutionary changes present us with business challenges that test our creativity and endurance. What business and organizational strategies can we come up with that will help us respond to these challenges? Will it be possible to lead and manage our way through these turbulent times to future successes? Most importantly, can we determine what the right answers are for us and then adjust along the best path to follow amid this revolution?

PAST PRACTICES/FUTURE SUCCESSES

One thing is certain today. “Business as usual” really *won't* cut it anymore. It won't cut it in private industry anywhere, or in government, the military, or any not-for-profit. In these tumultuous times it is tempting to look for answers among solutions that worked for us in the past. Tempting, but perhaps not wise.

The best advice we've heard recently is what Jack Welch, the CEO and Chairman of General Electric, is reputed to have said, “If you are still doing things now the same way you did them five years ago, you are probably doing something wrong.”

Applying past practices to current problems will only confuse our need for a future direction or innovative strategies. It is impractical to expect any *single trend* from today's popular lineup — such as value-chain-management, the learning organization, knowledge management, best value, empowerment, service management, cost-competitive, benchmarking, or the balanced scorecard — to act as a general cure-all. There is a continuous stream of books available on every conceivable type of management topic, each one focusing on a different topic, slant, fad, or trend. With each of these trends, it's easy to believe that we've found salvation, when in truth we're only adding to the confusion. Searching for a universal solution just isn't realistic.

During my 30 years of active participation in organizations, I have observed a growing dissatisfaction with the way organizations are managed and led. Playing a

variety of executive roles in a diverse range of public and private institutions has convinced me that *there is no one best solution* to the issues that confront organizations today. I believe, however, that there are “right answers” available to us. If it is truly our desire to build and lead a customer-focused, high-performance learning organization in our future, we must completely rethink, reinvent, and replan the way we position, define, and run our businesses.

Throughout my years of work, I have often found strategic plans falling victim to the dreaded SPOTS (Strategic Plans on Top Shelves ... gathering dust) syndrome. Even where de facto strategic plans already exist, I have found that they are often based on simplistic premises, such as purely financial or quality considerations, with no provision for other, complementary and necessary strategies, activities, and implementation of change.

If we tried to sail a boat the way we run organizations, the boats would all sink. Boats have to have “*watertight integrity*.” In contrast, for many reasons, organizations don’t have an integrated fit, synergy, and commitment to the overall vision. Think about this. Why do CEOs allow this to happen?

Given the current state of global, revolutionary change, planning is needed more than ever before. So is the strategic change aspect of following up, tracking, adjusting, and correcting the plan, which begins to become obsolete soon after the ink is dry. Unfortunately, it seems we have abandoned disciplined thinking, planning, and the difficult job of strategic change for the empty rhetoric of vision or value statements along with short-term communications and training as the way to achieve results.

In short, while the number of planners has dwindled drastically, strategic management (planning and change) is increasing dramatically. Without a multilevel, disciplined, systems approach, however, the “plan” is not worth much more than the paper it’s printed on.

MY REASONS FOR WRITING THIS BOOK

My reasons for writing this book grew out of my conviction that these observations are part of a continuing pattern, not just isolated events. Mintzberg’s recent book continues to substantiate my views. Prior to developing the Reinventing Strategic Management (Planning and Change) Model that serves as the basis for this book, I observed and participated in a wide variety of planning processes. In addition to this, I researched and analyzed 14 other planning models and 13 more change models that are well known and currently in use throughout North America. However, each one presented only a piecemeal solution to the multilevel need of focusing on the customer from an organization-wide, strategic perspective in our rapidly changing environment.

It became clear to me over time that there were actually three “seemingly simple elements” that failed to appear in most strategic planning processes. As a result, these plans rarely got off the ground. I say “seemingly” simple because, while these elements are easy to pinpoint, in retrospect they actually embrace a complex body of thought and action.

**SEEMINGLY SIMPLE ELEMENT #1: *PLANNING AND CHANGE ARE
THE PRIMARY RESPONSIBILITY OF
MANAGEMENT AND LEADERSHIP***

The first seemingly simple element suggests that planning in today's organization is often not viewed as an inherent part of top management's leading or managing role. In fact, the actual planning process often dwindles to nothing more than an activity to be completed quickly, so executives can get back to their real job of managing.

Worse, they abdicate planning to that endangered species — planners — who are then expected to write a doctoral-sized thesis that is then destined for SPOTS. Or, even worse, they listen to organization development consultants who convince them that they simply need a clear and shared vision and values for the organization to self-organize.

This failure to see planning and change now as the primary responsibility of the senior management and leadership has caused us to lose sight of the three common-sense goals in every effective strategic planning and strategic change management process. These three goals are needed by virtually every organization everywhere, and in every sector and country.

So, Mr. and Ms. CEO, below is your set of yearly goals. For you HR executives looking for the core competencies of your organization, strategic management (the competencies of understanding and achieving these three goals) is the number one core competency of every organization.

Goal #1: Develop the strategic and annual plans and documents.

Goal #2: Ensure their successful rollout, implementation, and change.

Goal #3: Build and sustain high performance over the long term.

Most plans that fail do so because there is no provision or focus on Goal #2 (implementation and change) from the beginning of the planning process. Instead, the plan with all its associated documents is seen as an end in itself. In most traditional approaches to strategic planning, planners and CEOs tend to minimize the number of strategic changes and paradigm shifts that will need to be made as the strategic plan is implemented. Thus, they neglect to insert fail-safe mechanisms and structures for successful strategic change management into each step of the strategic management process itself.

Thus, the Right Answer #1 (and our number one absolute for success) is that it is essential to set up an organized *strategic change leadership steering committee* to guide the successful implementation of the strategic plan (Goal #2). To combat this, our Reinventing Strategic Management Model was developed with 44 change management structures and fail-safe mechanisms incorporated throughout the strategic management process. We have our clients to thank for these fail-safe mechanisms as they have consistently worked with us to develop these structures and systems that guarantee success.

SEEMINGLY SIMPLE ELEMENT #2: *PEOPLE SUPPORT WHAT THEY HELP*

CREATE

It is critical for successful strategic planning and change management implementation that a complete, committed “*buy-in*” be obtained from the collective leadership of the organization, as well as from all key stakeholders responsible for implementing the plan. Beyond that, the important issue of maintaining the “*stay-in*” of all those key stakeholders will be a later issue. “*Stay-in*” is even more crucial over the long term, due to the natural property of all living systems to run down and die over time (i.e., entropy).

We all know that the traditional boss–subordinate relationships prevalent in most organizations 20 years ago have pretty much disappeared. In today’s successful organizations, employees are seeking more learning, growth, and empowerment. This requires more of a leader–follower relationship. It introduces a nonfear-based, more proactive or voluntary aspect into the work environment. This in turn raises motivation, productivity, and trust.

Employees today demand participation and respect within the organization, especially (but not only) white collar workers. People need to know that their ideas count, that they have some say in decisions that will affect them, and that they are empowered to use their minds and their ideas. Without this involvement, even the best provisions for implementation of the organizational plan will fall by the wayside. The NIH (Not Invented Here) syndrome wins again. In other words, people naturally want input into decisions that affect them prior to the decision being finalized.

Bringing all the collective leadership and key stakeholders into the development and implementation of a strategic plan presents one of the first tough choices you will face as you think through this process. This is where you must engineer success, up front, prior to beginning the planning process. In selecting who will comprise your core strategic planning team, it is normally important to keep the size of the team to six to eight individuals. From a group dynamics viewpoint, this is the ideal size to do productive planning work although our experience shows it is possible to double this number up to 15 and still be productive in planning.

However, there are still many more individuals throughout the organization and its environment who will be the key stakeholders in implementing the plan — namely, middle managers, frontline employees, customers, vendors, etc. The problem then becomes, how do you get buy-in and commitment from all the key stakeholders who did not participate in creating the plan? This dilemma is usually handled very differently in public and private organizations; however, neither group has been particularly successful.

In the public sector, with its need for openness and public consultation, the conventional response is that the leadership delegates the planning to task forces in the name of participation. The frequent result, however, is that senior leadership actually ends up abdicating their responsibilities; i.e., there is no sense of ownership by the collective leadership. The result is barely a SPOTS syndrome, and fulfills only part of Goal #1 (creating the document).

The private sector, with its competitive and confidential leanings, is just the opposite. The number of people involved in any planning or decision-making process

is usually so small that there is no ownership or understanding of the plan outside of a few select executives. As in the public sector, this breeds lack of commitment to a plan in which most of the organizational members had no participation. These examples point out, again and again, why the seemingly simple element of getting committed buy-in of key stakeholders, along with a critical mass for change from everyone involved, is really quite complex.

This Reinventing Strategic Planning Model uses what I call a “Parallel Process” to address this issue. This Parallel Process identifies the specific key stakeholders and collective leadership that can either block or assist effective implementation. In Chapter 6 we will deal with this fact and the tough choices involved in the Parallel Process.

In sum, this leads us to Right Answer #2 in Reinventing Strategic Management (Planning and Change), the development of professional management and leadership skills and practices in order to involve and empower employees in pursuit of your mission. This critical, but often-overlooked element is business’ *only* true competitive advantage over the long term.

SEEMINGLY SIMPLE ELEMENT #3: *THE SYSTEMS THINKING* *APPROACHSM*

*Problems that are created by our current level
of thinking can't be solved by that same
level of thinking.*

-Albert Einstein

The third seemingly simple element is one that embraces a common-sense way of looking at the organization as a whole *system*.

System (sis'tem) n. a set of components that work together for the overall objective of the whole. (From the General Systems Theory (GST) developed during the study of biology in the 1940s through the 1970s.)

By definition, the piecemeal approach of solving only one problem at a time, then moving on to the next, cannot succeed in our interactive, living systems world. However, most of the 14 other planning models I researched had the following worn-out analytical approach to planning:

1. Analyze today's issues as our starting point
2. Problem-solve those issues
3. Conduct long-range forecasting and planning by projecting into the future.

In my experience, this methodical approach produces plans that are unveiled and then sit collecting dust and are never looked at again.

Though this “one-foot-in-front-of-the-other” approach may have worked in a relatively constant environment, it won't work in today's ever-changing business environment. Rather, we must make a fundamental shift to systems thinking, where

our focus is consistently on outcomes and adjusting the relationships among the parts as necessary to keep on track.

This focusing on the outcomes compels us to practice what I call “*backwards thinking*.” In backwards thinking, we focus on what we perceive as the ideal future vision and outcomes for our organization and then think backward to our present state. We then look for ways to bridge the gap between the two.

Or, as Stephen Covey says, “We must begin with the end in mind.” Only then can we determine how to fit all our activities together into an integrated and aligned system of managing strategically (i.e., a strategic management system). This is a fundamental building block for achieving your ideal future vision as a customer-focused, high-performance, learning organization.

This systems thinking, in essence, equals the third building block or Right Answer: focusing on outcomes and serving the customer. It’s just common sense that the primary outcome and reason for existence of any organization is serving the customer.

We have incorporated each of these three seemingly simple elements into the Reinventing Strategic Management (Planning and Change) model. To summarize:

1. Planning and change are *the* primary function of management and leadership. A strategic management structure and system is needed for this to become a reality.
2. People support what they helped create through skilled management and leadership practices to ensure committed buy-in from all key stakeholders.
3. The use of systems — or backwards — thinking is required to become outcome- and customer-focused.

This has led to a number of interesting outcomes. The first outcome is that the strategic planning process ceases to be an activity or duty that is soon forgotten. Instead, planning becomes a normal part of leading and managing daily organizational work life from a strategic, integrated systems perspective. And, after the strategic planning (Goal #1) is completed and implementation (Goal #2) has occurred, the results have been both measurable and dramatic. This is especially true for our clients beginning in their second year of implementation once Goal #3 (Annual Strategic Review) is executed, which keeps up the pace of change and deals with the ongoing emergent strategies Mintzberg articulates.

Lastly, I’ve discovered that, when organizations center their approach to strategic management around these three seemingly simple elements, they achieve the flexibility to fit their plans to virtually any organizational application, public or private, large or small, professional, or even personal.

THE ABCs OF THIS SYSTEMS THINKING APPROACH

At first glance, the idea of reinventing the way we plan, lead, and manage our organizations on a day-to-day basis seems to be a formidable one. To prevent us from straying too far from this fundamental systems framework, it is critical to put the strategic planning and change management process into simple, memorable

language. It was for this reason I developed concrete phases to frame any strategic planning that falls into General Systems Theory (GST) and its systems thinking—what I refer to as the “ABCs” of strategic management (actually, A, B, C, D, and E):

- **Phase A — Output:** Creating Your Ideal Future. This is the magnet that pulls you toward the future, toward focusing on your desired outcomes and envisioning the year 2010 as if it were today.
- **Phase B — Feedback Loop:** Measurements of Success. Creating quantifiable outcome measures of success: How will you measure the success of Phase A on a year-to-year basis? What are your measurable goals?
- **Phase C — Input into Action:** Converting Strategies to Operations. Developing the strategies you need to close the gap between today’s status and your desired future vision (with the specific actions and priorities necessary to support them).
- **Phase D — Throughput/Actions:** Successful systems. Putting your plans into motion as well as tracking, monitoring, and adjusting as necessary.
- **Phase E — Environmental Scanning:** Observing and acting on the environmental changes. Ensure that there are no external barriers to success.

Again, these phases and crucial landmarks from General Systems Theory may seem obvious and simple, but they are a fundamentally different paradigm and way of thinking. By following these phases as initial points of departure for systems thinking and planning, you can create:

1. A comprehensive strategic plan for a large organization.
2. A quick, but meaningful plan for smaller organizations.
3. A large organization’s definitive plan for a specific business unit, division, department, or project.
4. A strategic plan for an entrepreneurial or family-owned business.
5. A strategic life plan for yourself or your family.

In fact, I have worked with individuals and families (including my own) who have successfully applied these same phases to building a strategic life plan for their personal life goals. (A complimentary sample copy is available by writing to the Centre for Strategic Management®, 1420 Monitor Road, San Diego, CA 92110-1545; telephone, (619) 275-6528; fax, (619) 275-0324; or E-mail, csmintl@san.rr.com.)

The results of our centre’s work within diverse public and private organizations all across North America have proven that you can navigate the turbulent organizational waters successfully. With a common-sense planning and change management system in place, you will not only survive, but also thrive in the new millennium. Yes, it will require patience and persistence. It can be accomplished, however, with great satisfaction, pride, and financial rewards.