James A Robertson and Associates
Effective Strategic Business Solutions

Strategy
What is it?
How to develop actionable plans

Live On-line Presentation
(Webinar)
15 February 2013

Dr James Robertson PrEng
The ERP Doctor

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James@JamesARobertson.com
Who is James Robertson?

1. Civil Engineer
2. Grounding in economics
3. Military strategic training
4. Strategic implementation of business computer systems for over thirty years – create sustainable competitive advantage
5. Consulting and facilitating with regard to strategy and strategic solutions for over twenty years
6. Engineering approach to strategic analysis and planning
7. Pioneered methods that work in practice
Agenda
Strategy – what is it and how to develop actionable plans

1. What IS strategy really?

2. Strategy defined in one sentence that everyone understands

3. How to define the strategic environment?

4. How to measure strategic performance

5. Driving strategic performance through to measurable and actionable plans

6. Driving strategic performance through to Key Performance Indicators

7. Summing up
Agenda
Strategy – what is it and how to develop actionable plans

1. What IS strategy really?
What is strategy?

Strategy – Doing the right things

Professor Malcolm McDonald – http://www.malcolm-mcdonald.com/
The time dependency of strategy

The time dependency of strategy

Not an objective

Today

+ n Years

Objective

Professor Malcolm McDonald -- http://www.malcolm-mcdonald.com/
The time dependency of strategy

Strategic plan -- the path to competitive advantage

A realistic trajectory of continuous improvement within business constraints

Professor Malcolm McDonald
The time dependency of strategy from good to GREAT

“From Good to Great” by Jim Collins page 24
Some vital considerations in designing and implementing strategic plans

1. Context to the presentation that follows

2. Vital principles that must be understood in order to develop and implement strategic plans that work

3. Consolidated view based on more than three decades of strategic experience
An ENGINEERING approach to strategy
Engineers do NOT design bridges to stand up
They design bridges NOT to fall down
Some harsh facts

1. Seventy percent of I.T. investments fail TOTALLY

2. "19 out of 20 ERP implementations “do not deliver what was promised”

3. Seventy percent of BPM investments fail

4. Ninety percent of strategic plans fail

How does one prevent failure? and thereby achieve SUCCESS?
What is NOT an engineering approach?
1. What IS strategy really?

2. Strategy defined in one sentence that everyone understands
What IS Strategy?

The Essence of WHY the Organization exists and HOW it THRIVES

1. Virtually NEVER changes
2. Intuited
3. Discovered NOT invented
Three alternative ERP value scenarios
Unlocking the TRUE potential of ERP
100 / 1,000 x the norm ???

Relative strategic value measured in terms of business competitiveness, growth and profitability

1. Current industry norm for process based “Best Practice”

2. Strategic precision configuration with CEO Executive Custody

3. Strategic customization With CEO Custody

This is the ONLY valid scenario but it seldom occurs
Case Study: **Strategic** Engineered Precision Configuration WITH Clever Customization to support the ESSENCE

- Stalled ERP implementation
- CEO bought into “ERP as a **strategic** resource” based on my approach
- Highly structured **strategic** Product Class taxonomy
- Clever software to add products and maintain high quality master data
- Projects module
- Brand Management expense taxonomy
- Clever software to create a project for every brand line with these expense heads
- Direct integration with General Ledger
- Comprehensive Brand Project Management and reporting to Principals in Europe
- New account → increased turnover 25% could do something competitors could NOT do

Dramatic improvements in competitiveness, growth and profitability are the ONLY valid arbiters of the success of an ERP implementation or a strategic plan
Pulse Measurement

1. Concise diagnostic intervention – 1 to 10 days

2. Starts with strategic executive interviews – understand the Essence of the Business and how it Thrives and Critical Concerns

3. Drill down to systems

4. +/- 7 bullet point findings, weighted

5. +/- 7 recommended actions, weighted

6. Findings frequently so obvious and so practical client can continue unaided

7. Strategic advisory and / or project leadership to implement recommendations
Analysis of consolidated findings

The Critical Factors for Information Technology Investment Success

Information Technology in Strategic and Competitive Management

Efficiency

Tactics

Doing Things Right

Die Fast

Die Slowly

Survive

Thrive

Effectiveness

Strategy

Doing The Right Things

James Robertson
Factors causing strategy implementation failure

1. Mythology, hype & tradition -- 30%
2. Lack of executive custody, inappropriate governance and policies -- 19%
3. Lack of strategic architecture, alignment, etc -- 16%
4. Lack of information and poor documentation -- 14%
5. Soft issues and change impacts -- 12%
6. Lack of an engineering approach, lack of precision, etc -- 6%
7. Technology issues -- 3%
Top down (CEO led) versus bottom up design

Top Down – Strategy Focused

Bottom Up – Process Focused
Process obsession example versus STRATEGIC design

- Big brand ERP, big brand implementer
  - Project stalled and restarted
  - Running for three years and NO DELIVERABLE!!!
  - Thick files of process documentation
  - “Swimlanes”, “User stories”, “Flow charts”
  - You name it they had it
  - Except a deliverable

i.e. Process a complete waste of time and money and caused massive delays!
The brutal truth

- Real processes are much more diverse and more complex than most people realize
  - probably at least seven creditors processes
- Processes are seldom if ever defined in most businesses
- We hack it with the way the people we hire do it
- Process is only relevant IF all the rest of the business is highly optimized
- Process is an **EXECUTIVE DESIGN OUTPUT NOT an input**
- There is NO SUCH THING as the Strategic process

→ Provide quality information on which to base quality decisions – one really good strategic decision could repay the entire investment!
→ One really BAD decision can destroy the business
Factors for strategy implementation success

1. Executive custody, strategic solution architect, accountability -- 22%
2. Effective change facilitation -- 20%
3. Strategic architecture, alignment, etc -- 19%
4. Data engineering and configuration -- 17%
   Information and documentation
5. Engineering approach, design against failure, precision, etc -- 14%
6. Business integration, training, processes, CBT -- 6%
7. Technology -- 2%
THE CORE OBJECTIVE -- DIFFERENTIATION
Create Competitive Advantage

THE CHALLENGE FOR BUSINESS

*Getting the right information, to the right people, at the right time and in the right place in order to make the right decision!*

A major requirement for business information systems
1. Creating and delivering value to customers
2. Differentiating from competitors
3. Motivating and leading personnel
4. Meeting and exceeding owner expectations
5. Building exceptional partnerships with suppliers
6. Integrating and optimizing the business
7. **Day to day operational efficiency and effectiveness**
The engineering approach

A. Meticulous design detail
B. Meticulous planning detail and costing
C. Multi-disciplinary teams and specialists
D. High professional standards and legal accountability
E. Cross checking and double checking of all important details
F. Physical world metaphor and impact analysis
G. Engineers know the limitations of their expertise and when to call in specialists
Agenda
Strategy – what is it and how to develop actionable plans

1. What IS strategy really?

2. Strategy defined in one sentence that everyone understands

3. How to define the strategic environment?
1. Core economic driver

2. Core human resource driver

3. Core market differentiator / value proposition / sales or marketing method

4. Core customer / market / user

5. Core asset / product / natural resource / size / growth

6. Core technology / capability / know-how / distribution

7. Essential reason the organisation exists (generally NOT profit)

8. Core values

Analysis of the strategic environment

4. EXTERNAL STRATEGIC ENV
   Horizon, medium term, short term, immediate incl threats, opp’s, etc

5. INTERNAL STRATEGIC ENV
   Strengths, weaknesses, Operation, Systems, Managers, Staff, Workers

5n Systems
   Manual, mechanical, computerized, etc

1. OWNER CSF'S
   Core Strategic Objectives
   Maximize value creation, minimize value destruction

CORE STRATEGIC PARAMETERS
   Strategy and strategic drivers, also what NOT done

2. MARKET AND PRODUCT FACT
   MAF, CSF, product fact, Market portfolio, etc
   Countered by alienators

3. SUPPLIER FACTORS
   Supplier relationship and other supplier factors

6. STRAT CAPABILITY
   (The Solution Map)
   Ess Q's, realisation (value), StratProc, Crit Fct Success
   Mgmt of failure factors, etc

7. CORPORATE STRATEGIC GOVERNANCE
BENEFICIAL BUSINESS IMPACT
WHAT SHOULD A SOLUTION DELIVER?

1. Start with a concise problem statement
   - Required business performance
   - REAL problem
   - NO PROBLEM, NO PROJECT

2. Support the business in terms of one or more of:
   - increased competitiveness
   - increased market share
   - increased turnover
   - increased profit margins
   - increased earnings
   - increased shareholder value

What are the components of an I.T. solution required to deliver this?
Developing a robust strategic design

1. Critical issues analysis -- at ANY level -- what is REALLY important
2. Gap analysis
3. Design / mapping -- how the solution fits together -- weights
4. Governance framework
5. Action plan
6. Project plan
7. Outcome tracking, performance measurement and incentives -- journey management
8. Continuous Improvement
Determining the ESSENCE of the business and how it thrives

1. Experienced strategic facilitator

2. Interview each executive one on one starting with the CEO

3. “Please will you tell me the essence of your business and how it thrives – what differentiates you from your competition?”

4. Listen carefully

5. Take lots of notes

6. After completing the interviews synthesize ALL the views to arrive at a SINGLE SENTENCE amplified as necessary with further detail

7. If an executive differs with the CEO then, unless the CEO has just arrived, the CEO’s view must prevail, particularly if the CEO is the founder or has been there for many years

8. New executives can be FAR off the mark
**Strategic Snapshots – StratSnap**

1. One focus question = one Snapshot
2. Constantly narrowing focus to the 20% of issues that will deliver 80% of the value
3. Brainstorm
4. Synthesize Critical Factors -- seven
5. Weight – relative importance
6. Score – performance – historic, current, forecast, objective
7. Weighted Gap
8. Feeds StratGap© gap analysis method
9. Feeds Strategic Action Plan
10. Feeds the Strategic Project Plan
11. Feeds implementation
Relative contribution to a successful strategic analysis and design outcome

1. Tool (2%)
2. Facilitator and Facilitation Technique (3%)
3. Method (4%)
4. Focus Question (14%)
5. Delegate Group Representivity (17%)
6. Mandate (20%)
7. Sponsor and leadership (40%)

All are required for a successful outcome but without the last three factors the first four cannot deliver a valuable result.
Examples of Focus Questions →
Right thing / Essence orientated questions

1. Critical Concerns with regard to the strategic direction of YOUR organization
2. Critical Drivers of ...
3. Owner / Shareholder Critical Success Factors – why they have invested
4. Market Attractiveness Factors – the markets we WANT to do business with
5. Customer Critical Success factors – why customers buy from us in preference to our competitors
6. Critical Threats
7. Critical Business Information System (ERP) measurements and services
8. etc
Brainstorm

1. List all thoughts regarding the focus question
2. No discussion
3. There are no wrong answers
4. All thoughts, no matter how outrageous they may seem
5. Everything that might possibly have a bearing
**Brainstorm**

**Detail Factor Brainstorming**

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<td>83</td>
<td>Mail box full cannot answer</td>
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<td>84</td>
<td>Not a lot of emails -- 80 it is full</td>
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<td>85</td>
<td>Clean the box first, do not have time</td>
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<td>86</td>
<td>Do not want to clean because lot of things want to keep</td>
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<td>87</td>
<td>Cannot clean now</td>
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<td>Out of the country for a week and somebody has sent SMB and then stuck</td>
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<td>Can only keep 2 weeks email</td>
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<td>I save mine on my C drive move all emails into</td>
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<td>What if your hard disk crashes</td>
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<td>Unreasonable and impractical limitations</td>
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<td>93</td>
<td>Business unfriendly standards</td>
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<td>People start working outside -- then so slo, office to office then so slow got to police</td>
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<td>95</td>
<td>Is that the way you want to work -- it is hell of schlep</td>
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<td>Like to get out IT is better guidance regarding choice of equipment and life of</td>
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<td>97</td>
<td>Should a computer lat me three years, five years, what am i doing to shorten its life</td>
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<td>Should we keep on original software</td>
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<td>99</td>
<td>What is our policy of users</td>
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<td>100</td>
<td>Harry uses all the time has to be all the time</td>
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<td>101</td>
<td>Guy in the field only picks up email once every three weeks</td>
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<td>104</td>
<td>Computer gets slower and slower, defrag</td>
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<td>105</td>
<td>Every time you log on to the server Microsoft downloads some gogga machine</td>
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<tr>
<td>106</td>
<td>Blowing into a balloon</td>
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<td>107</td>
<td>What i think</td>
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Most “Strategic Plans” are merely brainstorm lists
What ARE “Critical Factors?"

TO TRAVEL 1,000 KILOMETERS FROM HERE BY MOTOR CAR TO A SPECIFIC DESTINATION YOU NEED:

1. Car (own, rent, taxi, etc)
2. Driver
3. Petrol / Money for Petrol
4. Car in working order (engine works, tyres, etc)
5. Map or directions to get there
6. Experienced driver, roadworthy car
7. Nice comfortable car, airconditioning, make, etc

FIVE (5) ARE CRITICAL, TWO ARE NOT!
Why SEVEN factors?

1. Close to 80:20 (86:14) but have found that in practice seven works better than five or six

2. Presentations - for ease of understanding, between five and ten slices on a pie chart are optimum - average - 7.5

3. The average person can manage seven plus or minus two abstract concepts simultaneously

4. The average person can manage seven plus or minus two direct reports
Weight determination

1. Refer to the ranking in allocating the weights - if when weighting you revise the ranking that is fine

2. Total of weights for all seven factors must equal 100%

3. Spread weights to reflect relative importance

4. All seven factors are important but some are more important than others
# Critical Factors weighted

## FACTOR WEIGHTING

### Client: IT

**Session:** 2 Critical Success Factors for IT Performance

**Focus Question:** What are the factors that will cause us to be really satisfied if fulfilled and really dissatisfied if NOT fulfilled?

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<td>11</td>
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<td>Support we need -- support WITHOUT EXCUSES -- we want</td>
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<td>EFFECTIVE REMOTE SUPPORT:</td>
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<td>Hardware and printer support for remote sites</td>
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<td>Two way communication -- guys to sites, regional offices,</td>
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<td>INFRASTRUCTURE PERFORMANCE, RELIABILITY AND CONNECTIVITY:</td>
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<td>Understand things like life of computers, streamlining, support</td>
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Weights are generally ALL OVER the place.
The reality of different perspectives

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<td>OPERATIONS / PRODUCTION: everything that is necessary to ensure that courses and events are planned</td>
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<td>HUMAN RESOURCES: Human resources management and development includes effective support and development</td>
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TOTAL | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 2.57 | 7.0 | 30.4 |

StratSnap® Strategic SnapShot Tool

0 0 0 0 0 0 0 0 0 0 0 0
The reality of different perspectives

Everyone sees the problem and the solution differently.
Highlighting priority conflict
Senior business analyst out of touch with the business

<table>
<thead>
<tr>
<th>No</th>
<th>Factor</th>
<th>PI</th>
<th>IH</th>
<th>TW</th>
<th>CE</th>
<th>DN</th>
<th>DH</th>
<th>HJ</th>
<th>LS</th>
<th>RU</th>
<th>YM</th>
<th>HD</th>
<th>Avg</th>
<th>Adj</th>
<th>Max</th>
<th>Min</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>RISK AND DOWNSIDE CONTAINMENT: Risk management, key person risks, loss of data risks are</td>
<td>19</td>
<td>10</td>
<td>11</td>
<td>15</td>
<td>25</td>
<td>10</td>
<td>20</td>
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<td>19</td>
<td>30</td>
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<tr>
<td>2.2</td>
<td>HIGH VALUE SUSTAINABLE SYSTEMS: Pannar Seed System unstable, concern regarding ability to support</td>
<td>25</td>
<td>50</td>
<td>20</td>
<td>40</td>
<td>35</td>
<td>30</td>
<td>5</td>
<td>15</td>
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<td>20</td>
<td>25</td>
<td>25</td>
<td>50</td>
<td>5</td>
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<tr>
<td>2.3</td>
<td>ENGAGEMENT: Engagement with the business. Inform business of new</td>
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<td>6</td>
<td>13</td>
<td>10</td>
<td>8</td>
<td>22</td>
<td>15</td>
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<td>5</td>
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<td>13</td>
<td>20</td>
<td>22</td>
<td>5</td>
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<tr>
<td>2.4</td>
<td>SUPPLIERS / PARTNERS: Reliability of service providers across the spectrum -- hardware</td>
<td>2</td>
<td>8</td>
<td>15</td>
<td>2</td>
<td>4</td>
<td>0</td>
<td>5</td>
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<td>10</td>
<td>6</td>
<td>2</td>
<td>15</td>
<td>0</td>
</tr>
<tr>
<td>2.5</td>
<td>STRATEGIC CAPABILITY: Limited strategic capability as a result of excess maintenance</td>
<td>17</td>
<td>4</td>
<td>8</td>
<td>3</td>
<td>11</td>
<td>3</td>
<td>3</td>
<td>8</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>7</td>
<td>17</td>
<td>17</td>
<td>3</td>
</tr>
<tr>
<td>2.6</td>
<td>STAFFING AND SKILLS: Need for skills development -- business, financial, service</td>
<td>14</td>
<td>15</td>
<td>19</td>
<td>25</td>
<td>10</td>
<td>20</td>
<td>40</td>
<td>20</td>
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<td>15</td>
<td>20</td>
<td>14</td>
<td>40</td>
<td>10</td>
</tr>
<tr>
<td>2.7</td>
<td>HARD TECHNOLOGY: Ensure stable and reliable connectivity to computer. Reps do most</td>
<td>3</td>
<td>7</td>
<td>14</td>
<td>5</td>
<td>7</td>
<td>15</td>
<td>12</td>
<td>10</td>
<td>15</td>
<td>22</td>
<td>10</td>
<td>11</td>
<td>3</td>
<td>22</td>
<td>3</td>
</tr>
</tbody>
</table>

| TOTAL | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 20  | 5.145 |
Summing up the weights -- uncertainty

Very wide range of opinions
LOW alignment

Intermediate range of opinions
MODERATE alignment
# Governance Matrix – weighted priorities

<table>
<thead>
<tr>
<th>INFORMATION TECHNOLOGY FUNCTIONAL KPA'S</th>
<th>PAITECS HOT SPOTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRATEGIC ALIGNMENT</td>
<td>Weight 23%</td>
</tr>
<tr>
<td></td>
<td>PAITECS A 3.9% B 2.5% C 1.5% D 2.8% E 5.3% F 2.8% G 4.1%</td>
</tr>
<tr>
<td>SERVICE LEVELS</td>
<td>Weight 15%</td>
</tr>
<tr>
<td></td>
<td>PAITECS A 2.6% B 1.7% C 1.1% D 1.8% E 3.5% F 1.8% G 2.7%</td>
</tr>
<tr>
<td>EXECUTIVE CUSTODY</td>
<td>Weight 13%</td>
</tr>
<tr>
<td></td>
<td>PAITECS A 2.2% B 1.4% C 0.9% D 1.6% E 3.0% F 1.6% G 2.3%</td>
</tr>
<tr>
<td>FINANCES</td>
<td>Weight 9%</td>
</tr>
<tr>
<td></td>
<td>PAITECS A 1.5% B 1.0% C 0.5% D 1.1% E 2.1% F 1.1% G 1.6%</td>
</tr>
<tr>
<td>TECHNOLOGY</td>
<td>Weight 8%</td>
</tr>
<tr>
<td></td>
<td>PAITECS A 1.4% B 0.9% C 0.5% D 1.0% E 1.8% F 1.0% G 1.4%</td>
</tr>
<tr>
<td>STAFF</td>
<td>Weight 15%</td>
</tr>
<tr>
<td></td>
<td>PAITECS A 2.6% B 1.7% C 1.1% D 1.8% E 3.5% F 1.8% G 2.7%</td>
</tr>
<tr>
<td>PLANNING AND EXECUTION</td>
<td>Weight 17%</td>
</tr>
<tr>
<td></td>
<td>PAITECS A 2.0% B 1.9% C 1.2% D 2.0% E 3.9% F 2.0% G 3.4%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PAITEC'S GOALS</th>
<th>PUBLIC PURPOSE</th>
<th>AFRICA-FOCUS</th>
<th>IMPLANTN NETWKG</th>
<th>TRANSFORMATION</th>
<th>EXCELLENCE</th>
<th>CAPACITY BUILDING</th>
<th>SUSTAINABILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weight</td>
<td>100%</td>
<td>17%</td>
<td>11%</td>
<td>7%</td>
<td>12%</td>
<td>23%</td>
<td>12%</td>
</tr>
</tbody>
</table>
Agenda
Strategy – what is it and how to develop actionable plans

1. What IS strategy really?
2. Strategy defined in one sentence that everyone understands
3. How to define the strategic environment?
4. How to measure strategic performance
Scores and words to scores

<table>
<thead>
<tr>
<th>Score</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>Abysmal - could not be worse anywhere in the world</td>
</tr>
<tr>
<td>1</td>
<td>Extremely weak</td>
</tr>
<tr>
<td>2</td>
<td>Very weak</td>
</tr>
<tr>
<td>3</td>
<td>Weak</td>
</tr>
<tr>
<td>4</td>
<td>Mediocre</td>
</tr>
<tr>
<td>5</td>
<td>Average - could be better / could be worse</td>
</tr>
<tr>
<td>6</td>
<td>Acceptable</td>
</tr>
<tr>
<td>7</td>
<td>Strong</td>
</tr>
<tr>
<td>8</td>
<td>Very strong</td>
</tr>
<tr>
<td>9</td>
<td>Extremely strong</td>
</tr>
<tr>
<td>10</td>
<td>Exceptional - could not be better anywhere in the world</td>
</tr>
</tbody>
</table>

- Eleven (11) point scale gives space for nuances
- Mid point for neutrality
- Zero is important to negate a point if required
- Most people have experience with zero to 10
- Global reference minimizes different perspectives
Scoring – practical considerations

0 = Abysmal - could not be worse anywhere in the world
1 = Extremely weak
2 = Very weak
3 = Weak
4 = Mediocre
5 = Average - could be better / could be worse
6 = Acceptable
7 = Strong
8 = Very strong
9 = Extremely strong
10 = Exceptional - could not be better anywhere in the world

Decimal values (fractions) such as "4.7" can be used if required
The Mount Everest phenomenon versus YOUR local hill

Mount Everest -- highest mountain in the world

Northcliff Johannesburg

Bowling Green -- absolutely FLAT -- ZERO SLOPE
The challenge of personnel with different experiential backgrounds
Confusing factual analysis
Stretching of worldviews
NOT that easy
3. **Equal** to CURRENT if you think that there will be **NO** material change in the planning period

4. **Less** than current if you think that the situation is **deteriorating** with no sign of other actions likely to give rise to improvement

5. **Greater** than current if you think that the situation is **improving** as a result of other actions

0 = Could not be worse
10 = Could not be better
Score variability
29 delegates is a VERY large group
5 to 10 is optimal – views of the mountain

46% difference
massive difference of opinion
OR
major experiential difference
Typical Strategic Trajectory
Ho-hum with room for improvement
Strategic trajectory
Improving off a low base but want much more
Strategic trajectory
Something is seriously wrong!
Unweighted gap
Priorities ALL look similar

UNWEIGHTED OBJECTIVE vs CURRENT vs FORECAST SCORE

SCORE
10.00
9.00
8.00
7.00
6.00
5.00
4.00
3.00
2.00
1.00
0.00
SUPPORT AND SOLUTIONS WITHOUT EXCUSES
EFFECTIVE REMOTE SUPPORT
COMMUNICATION
INFRASTRUCTURE PERFORMANCE, RELIABILITY AND CONNECTIVITY
BUSINESS APPROPRIATE ADVICE
TRAINING
BUSINESS APPROPRIATE STANDARDS AND POLICIES

CURRENT
Forecast
Objective
Weighted gap
Two factors stand out

WEIGHTED OBJECTIVE vs CURRENT

Critical Gaps

CRITICAL FACTORS

SCORE

WEIGHTED Current
WEIGHTED Forecast
WEIGHTED Objective

SUPPORT AND SOLUTIONS WITHOUT EXCUSES
EFFECTIVE REMOTE SUPPORT
COMMUNICATION INFRASTRUCTURE PERFORMANCE, RELIABILITY AND CONNECTIVITY
BUSINESS APPROPRIATE ADVICE
TRAINING
BUSINESS APPROPRIATE STANDARDS AND POLICIES
Agenda
Strategy – what is it and how to develop actionable plans

1. What IS strategy really?
2. Strategy defined in one sentence that everyone understands
3. How to define the strategic environment?
4. How to measure strategic performance
5. Driving strategic performance through to measurable and actionable plans
Weighted gap
Gap analysis

1. What will be done?

2. How well are we doing it already?

3. Accountability

4. Timeline

**Objective**
Plan and Solution = outcome of analysis and design process

**Forecast**

**Today**
Projects and activities to close the gap MAY include I.T.

+ n Years
## Detailed planning

### Projects to Close the Gap

**SUMMING UP FOR INPUT TO STRATEGIC DESIGN AND STRATEGIC ACTION**

<table>
<thead>
<tr>
<th>No</th>
<th>Snapshot; Factor; Project</th>
<th>Short Name</th>
<th>Gap Contribution</th>
<th>How Well We Doing Now? (0 to 10)</th>
<th>Implementation Area (1 to 7)</th>
<th>Responsible Functional Area (1 to 7)</th>
<th>Deadline (Month &amp; Year)</th>
<th>Responsible Person (Initials)</th>
<th>Year 1</th>
<th>Year 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td><strong>CRITICAL SUCCESS FACTORS FOR IT PERFORMANCE</strong></td>
<td>3.1.1 AWARENESS OF IT STAFF WRT CUSTOMERS: Improve customer awareness -- client relationship training, refresher, drill in continually. Workshops and ongoing mentoring in the area of customer service for the team. Constantly review customer satisfaction and raise the bar. Educate and train IT staff to elevate them to a high level of awareness of customer satisfaction, service and communication.</td>
<td>AWARENESS OF IT STAFF WRT CUSTOMERS</td>
<td>17.8</td>
<td>2.0</td>
<td>0</td>
<td>1</td>
<td>Dec-10</td>
<td>Kay</td>
<td>x xxx xxx</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.1.2 HELP DESK AND RELATED: Improve the help desk processes. Get the help desk system set up and working effectively - enabling us to draw reports and establish -- performance measurements. Proper escalation to a contractor if we are unable to resolve a problem internally. New help desk system -- implemented and run appropriately -- way intended. Appropriate support call prioritization taking account of the nature of the problem (show stopper or not), seniority of person affected and criticality of desk affected. Finalize and implement the help desk protocols and processes with required levels of feedback and communication -- includes customer satisfaction ratings. Actively investigate all complaints and all sub-optimal response statistics, do not cause analysis and implement findings.</td>
<td>HELP DESK AND RELATED</td>
<td>22.3</td>
<td>3.3</td>
<td>3.3</td>
<td>carry over these items</td>
<td>0</td>
<td>Jan-00</td>
<td>0</td>
</tr>
</tbody>
</table>
Gap analysis

5. Resources (costs and constraints)

6. Risks

7. Customer impact

8. What value and how -- economics

Executive management is often the most serious constraint
-- ask the RIGHT questions
-- what is REALLY required?

Objective
Plan and Solution = outcome of analysis and design process

Projects and activities to close the gap
MAY include I.T.

Today

+ n Years

Forecast
Projects to Close the Gap
Summing up for Input to Strategic Design and S

Client: 
Session: 
Focus Question: What are the factors that will cause us to be really satisfied if full Score Question: How well are we accomplishing these objectives?

<table>
<thead>
<tr>
<th>No</th>
<th>SnapShot: Factor; Project</th>
<th>Resources (Manpower in Man Days)</th>
<th>Financial Resources</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Executive Mgmt</td>
<td>Senior Mgmt</td>
<td>Management</td>
</tr>
<tr>
<td>3</td>
<td>CRITICAL SUCCESS FACTORS FOR IT PERFORMANCE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1</td>
<td>SUPPORT AND SOLUTIONS WITHOUT EXCUSES:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1.1</td>
<td>AWARENESS OF IT STAFF WRT CUSTOMERS:</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Improve customer awareness - client relationship training, refresher, drill in continually. Workshops and ongoing mentoring in the area of customer service for the team. Constantly review customer satisfaction and raise the bar. Educate and train IT staff to stime them to a high level of awareness of customer satisfaction, service and communication</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.5.5</td>
<td>Train IT staff to understand the business -- boots in the mud orientation and socialization and alignment -- get the role of IT in support of the business aligned</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.00 1.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1.2</td>
<td>HELP DESK AND RELATED:</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Improve the help desk processes. Get the help desk system set up and working effectively -- enabling us to draw reports and establish -- performance measurements. Proper escalation to a contractor if we are unable to resolve a problem internally. New help desk system -- implemented and run appropriately -- way intended. Appropriate support cell prioritization taking account of the nature of the problem (show stopper or not), seniority of person affected and criticality of task affected. Finalize and implement the help desk protocols and processes with required levels of feedback and communication -- includes customer satisfaction ratings. Actively investigate all complaints and all sub-optimal response statistics, do root cause analysis and implement findings.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00</td>
<td></td>
<td></td>
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</table>
Executives – the critical constraint

### PROJECTS TO CLOSE THE GAP
**SUMMING UP FOR INPUT TO STRATEGIC DESIGN AND STRATEGY**

<table>
<thead>
<tr>
<th>No</th>
<th>Snapshot: Factor; Project</th>
<th>Resources (Manpower in Man Days)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Executive Mgmt</td>
</tr>
<tr>
<td></td>
<td></td>
<td>HI</td>
</tr>
<tr>
<td>3.7.1</td>
<td>Design and implement policies and procedures. Finalize and enforce policies and procedures. Identify and implement standards. Active directory policy to be up with policy documents -- e.g. passwords, etc. Implement SLA's internally and externally. LDAP integration where ever possible. Implement standards documentation. Passwords -- complexity, frequency of change, etc. Email storage and file size. Specification processes and standards -- development. Business requirements analysis process and standards</td>
<td>2.00</td>
</tr>
<tr>
<td>3.7.2</td>
<td>Policies to be reviewed annually when auditors have completed annual audit.</td>
<td>0.00</td>
</tr>
<tr>
<td>3.7.3</td>
<td>Learn more about ITIL and other international standards. Fulfill more of a research role -- what is out there and could benefit the business -- introduce them to it</td>
<td>0.00</td>
</tr>
<tr>
<td>3.7.4</td>
<td>Skillup and retain staff. Training on standards</td>
<td>0.00</td>
</tr>
<tr>
<td>3.7.5</td>
<td>Consultation with the business. Identify and enable the business to do what they need to do. Project determined business requirements</td>
<td>4.00</td>
</tr>
<tr>
<td>3.7.6</td>
<td>Communication. Change control, documents and regular meetings with the business</td>
<td>2.00</td>
</tr>
<tr>
<td>3.7.7</td>
<td>Policies must be readily available to all. Put up all of these procedures, policies and standards on the Intranet where the business can readily get hold of it.</td>
<td>0.00</td>
</tr>
</tbody>
</table>

**TOTALS**

<table>
<thead>
<tr>
<th>Executive Mgmt</th>
<th>Senior Mgmt</th>
<th>Management</th>
<th>Staff</th>
<th>Consultants &amp; Contractors</th>
<th>Capital Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>48.50</td>
<td>21.00</td>
<td>29.50</td>
<td>13.75</td>
<td>9.50</td>
<td>4.25</td>
</tr>
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</table>

Copyright: James A Robertson and Associates 1994
Takings thing further – strategic map
Multiple SnapShots©
Weights applied to the strategic map

<table>
<thead>
<tr>
<th>STRATEGIC ENVIRONMENTAL DRIVERS</th>
<th>Avg</th>
</tr>
</thead>
<tbody>
<tr>
<td>CRITICAL STRENGTHS</td>
<td>21.43</td>
</tr>
<tr>
<td>CRITICAL WEAKNESSES</td>
<td>32.14</td>
</tr>
<tr>
<td>CRITICAL OPPORTUNITIES</td>
<td>35.71</td>
</tr>
<tr>
<td>CRITICAL THREATS</td>
<td>10.71</td>
</tr>
<tr>
<td>TOTAL (100 %)</td>
<td>100</td>
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</table>

<table>
<thead>
<tr>
<th>CORE PLAN</th>
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<tbody>
<tr>
<td>CRITICAL GROWTH OBJECTIVES</td>
<td>45</td>
</tr>
<tr>
<td>CRITICAL ALIENATORS</td>
<td>55</td>
</tr>
<tr>
<td>TOTAL (100 %)</td>
<td>100</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GOVERNANCE MATRIX</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>WHAT WE DO</td>
<td>51.43</td>
</tr>
<tr>
<td>HOW WE ARE ABOUT WHAT WE DO</td>
<td>48.57</td>
</tr>
<tr>
<td>TOTAL (100 %)</td>
<td>100</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MARKET DRIVERS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>CRITICAL BENEFITS</td>
<td>42.86</td>
</tr>
<tr>
<td>DIFFERENTIATORS</td>
<td>22.14</td>
</tr>
<tr>
<td>MARKET CRITICAL SUCCESS FACTORS</td>
<td>35</td>
</tr>
<tr>
<td>TOTAL (100 %)</td>
<td>100</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OVERALL PLAN</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>STRATEGIC ENVIRONMENTAL DRIVERS</td>
<td>27.43</td>
</tr>
<tr>
<td>GOVERNANCE MATRIX</td>
<td>40.71</td>
</tr>
<tr>
<td>MARKET DRIVERS</td>
<td>31.85</td>
</tr>
<tr>
<td>TOTAL (100 %)</td>
<td>100</td>
</tr>
</tbody>
</table>
### Example of a final plan

#### PROJECTS TO CLOSE THE GAP
**SUMMING UP FOR INPUT TO STRATEGIC DESIGN AND STRATEGIC ACTION**

<table>
<thead>
<tr>
<th>Project Number</th>
<th>Old Ref Number</th>
<th>Short Name</th>
<th>Project Name</th>
<th>Snapshot; Factor; Project</th>
<th>Rel. Weight to Close the Gap</th>
<th>We Doing Now? (0 to 10)</th>
<th>&gt;=</th>
<th>&gt;=</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td>3.1.1</td>
<td>AWARENESS OF IT STAFF WRT CUSTOMERS</td>
<td></td>
<td>17.8</td>
<td>2.0</td>
<td></td>
<td>20.3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.1.2</td>
<td>HELP DEK AND RELATED</td>
<td></td>
<td>22.3</td>
<td>3.3</td>
<td>21.5</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.3.3</td>
<td>HELP DEK</td>
<td></td>
<td>15.6</td>
<td>5.0</td>
<td></td>
<td>12.0</td>
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<tr>
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<td></td>
<td>3.6.6</td>
<td>HELP DEK</td>
<td></td>
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<td>3.0</td>
<td></td>
<td>13.0</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td>3.2.1</td>
<td>REMOTE SUPPORT</td>
<td>Employ remote support resources</td>
<td>27.5</td>
<td>2.5</td>
<td>25.5</td>
<td>29.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.4.1</td>
<td>REMOTE SITES</td>
<td>CHANGE REMOTE SITE INFRASTRUCTURE:</td>
<td>24.0</td>
<td>4.0</td>
<td></td>
<td>20.6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.2.3</td>
<td>REMOTE SITES</td>
<td></td>
<td>20.0</td>
<td>4.0</td>
<td></td>
<td>17.1</td>
</tr>
<tr>
<td>3</td>
<td></td>
<td>3.3.6</td>
<td>CUSTOMER COMMUNICATION</td>
<td>CUSTOMER COMMUNICATION:</td>
<td>14.5</td>
<td>4.0</td>
<td>12.4</td>
<td>14.8</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.1.5</td>
<td>TWO WAY COMMUNICATION</td>
<td></td>
<td>17.3</td>
<td>4.0</td>
<td></td>
<td>14.8</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.7.6</td>
<td>COMMUNICATION</td>
<td></td>
<td>17.8</td>
<td>3.0</td>
<td></td>
<td>20.3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.5.4</td>
<td>COMMUNICATION PROTOCOLS</td>
<td></td>
<td>15.8</td>
<td>4.0</td>
<td></td>
<td>13.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.3.5</td>
<td>CONTACT WITH REMOTE SITES</td>
<td></td>
<td>10.3</td>
<td>0.5</td>
<td></td>
<td>13.9</td>
</tr>
<tr>
<td>4</td>
<td></td>
<td>3.5.1</td>
<td>STRATEGIC ADVISOR</td>
<td>Position IT as a strategic advisor to business. The business needs advice from us</td>
<td>19.5</td>
<td>1.0</td>
<td>24.8</td>
<td>18.6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.5.6</td>
<td>CONSULTATION</td>
<td>We as IT need to consult with the business on a more regular basis. Engage with</td>
<td>19.5</td>
<td>3.0</td>
<td></td>
<td>16.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.7.5</td>
<td>CONSULTATION</td>
<td>Consultation with the business. Identify and enable the business to do what they</td>
<td>18.8</td>
<td>3.0</td>
<td></td>
<td>18.6</td>
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<tr>
<td>5</td>
<td></td>
<td>3.6.1</td>
<td>INDUCTION</td>
<td>Induction training course on Fraser Alexander IT</td>
<td>24.3</td>
<td>0.0</td>
<td>34.6</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.5.3</td>
<td>USER INDUCTION &amp; TRAINING</td>
<td>They (business users) need to be trained -- user training. Induction training. Set</td>
<td>13.5</td>
<td>0.0</td>
<td></td>
<td>19.3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.6.2</td>
<td>TECHNICAL TRAINING</td>
<td></td>
<td>11.5</td>
<td>0.0</td>
<td></td>
<td>16.4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.3.4</td>
<td>TRAIN &amp; ORIENT CUSTOMERS</td>
<td></td>
<td>13.0</td>
<td>0.5</td>
<td></td>
<td>17.6</td>
</tr>
<tr>
<td>1</td>
<td></td>
<td>3.1.4</td>
<td>SERVICE LEVELS AND EXPECTATION MANAGEMENT</td>
<td>Service Levels SERVICE LEVELS AND EXPECTATION MANAGEMENT</td>
<td>15.5</td>
<td>2.0</td>
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<td>17.7</td>
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<tr>
<td>2</td>
<td></td>
<td>3.6.4</td>
<td>SELF HELP &amp; INTRANET</td>
<td>Self help training website for office applications. Publication of how to documents</td>
<td>12.8</td>
<td>0.0</td>
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<td>18.2</td>
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<td></td>
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<td>3.6.5</td>
<td>NEWSLETTER &amp; TIPS AND TRICKS</td>
<td>IT newsletter with tips and tricks, etc. Email -- regular tips and tricks.</td>
<td>14.5</td>
<td>2.0</td>
<td></td>
<td>16.6</td>
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<td></td>
<td></td>
<td>3.6.7</td>
<td>BUSINESS SKILLS</td>
<td>Basic IT related business skills -- Basic email skills -- style, techniques.</td>
<td>13.3</td>
<td>2.0</td>
<td></td>
<td>15.1</td>
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</table>
Example of a final plan continued

<table>
<thead>
<tr>
<th>Year</th>
<th>Mgmt</th>
<th>Management</th>
<th>Staff</th>
<th>Consultants &amp; Contractors</th>
<th>Financial Resources (Million S A)</th>
<th>Executive Mgmt</th>
<th>Senior Mgmt</th>
<th>Management</th>
<th>Staff</th>
<th>Consultants &amp; Contractors</th>
<th>Financial Resources (Million S A)</th>
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<tbody>
<tr>
<td></td>
<td>Lo</td>
<td>Hi</td>
<td>Lo</td>
<td>Hi</td>
<td>Capital Costs (1.00 = 1 Million)</td>
<td>Operating Costs (1.00 = 1 Million)</td>
<td>Lo</td>
<td>Hi</td>
<td>Lo</td>
<td>Hi</td>
<td>Lo</td>
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</tbody>
</table>
Developing the plan

1. Strategic action plan
2. Strategic project plan
3. Strategic governance framework
4. Key performance indicators -- “tell me how you want me to behave and I will tell you how to measure me” -- what must I do in order for the organization to thrive?
5. Strategic competencies -- knowledge PLUS experience required to achieve strategic objectives -- cause the organization to thrive
6. Measurement of alignment or lack of alignment
7. Other -- diverse opportunities once there are robust measurements
Agenda
Strategy – what is it and how to develop actionable plans

1. What IS strategy really?

2. Strategy defined in one sentence that everyone understands

3. How to define the strategic environment?

4. How to measure strategic performance

5. Driving strategic performance through to measurable and actionable plans

6. Driving strategic performance through to Key Performance Indicators and Critical Competence
Personnel Strategically Aligned Key Performance Indicators (KPI’s)

Tell me how you are going to measure me and I will tell you how I am going to behave

Turn it around

Tell me how you want me to behave and I will tell you HOW to measure me
Developing the Key Performance Indicators for the Department, Head of Department and individual staff

<table>
<thead>
<tr>
<th>STRATEGIC ALIGNMENT MEASURED BY</th>
<th>PL</th>
<th>MT</th>
<th>Jar</th>
<th>AVERAGE</th>
</tr>
</thead>
</table>

Give each ED our seven critical / key areas and asking them to weight importance to them and score how well we are doing.

ADJUDICATORS:
1. Business Development (in terms of strategic alignment)
2. ED’s
3. Support services heads

Express in terms of statements to be evaluated on a scale of 0 to 10 where 0 = could not be worse / false and 1 = could not be better / true

MEASURES -- KEY PERFORMANCE INDICATORS

<table>
<thead>
<tr>
<th>MEASURES FOR ADJUDICATORS</th>
<th>PL</th>
<th>MT</th>
<th>Jar</th>
<th>AVERAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. IT has a clear and understood understanding of strategy, particularly the IT capabilities / IT people talk knowledgably about HSRC Strat</td>
<td>27</td>
<td>25</td>
<td>28.5</td>
<td>26.0</td>
</tr>
<tr>
<td>2. IT have a current plan to align strategically which defines the current and future operational business of IT</td>
<td>12</td>
<td>14</td>
<td>13</td>
<td>13.5</td>
</tr>
<tr>
<td>3. IT engaged with me in preparing the IT strategic plan – NEED TO EVALUATE HOW TO DO THIS IN PRACTICE</td>
<td>11</td>
<td>12</td>
<td>11.5</td>
<td>11.8</td>
</tr>
<tr>
<td>4. My inputs are accurately reflected in the plan</td>
<td>15</td>
<td>10</td>
<td>12.5</td>
<td>12.8</td>
</tr>
<tr>
<td>5. I.T. objectives are clearly aligned with corporate objectives</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>20</td>
</tr>
</tbody>
</table>

MEASURES WE CAN DETERMINE DIRECTLY

<table>
<thead>
<tr>
<th></th>
<th>PL</th>
<th>MT</th>
<th>Jar</th>
<th>AVERAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>6. Percentage of IT objectives in the IT strategic plan that support the strategic business plan</td>
<td>7</td>
<td>8</td>
<td>7.5</td>
<td>7.6</td>
</tr>
<tr>
<td>7. Percent of IT projects in the IT project portfolio that can be directly traced back to the IT project plans</td>
<td>5</td>
<td>6</td>
<td>5.5</td>
<td>5.8</td>
</tr>
<tr>
<td>8. Delay between updates of the IT strategic plan and updates of the IT tactical plans</td>
<td>3</td>
<td>4</td>
<td>3.5</td>
<td>3.5</td>
</tr>
</tbody>
</table>

TOTAL 100 0.0 100 100

Please list the seven areas of your function that most critically require IT support and rate how well you are being supported.

APPLIED TO / MEASURED IN TERMS OF:
1. Public Purpose
2. Excellence
3. Sustainability

or seek the PAI – outward facing strategic objectives or just ask globally
Developing the Key Performance Indicators for the Department, Head of Department and individual staff

1. Brainstorm the measurements that will best determine if the specific Critical Factor is being satisfied

2. Synthesize approximately seven Critical KPI’s

3. Weight these KPI’s

4. Repeat for each Critical Factor

5. Apply the weights for the Critical Factors to compute relative weight of each proposed KPI

6. Select the plus minus seven KPI’s that will give the most significant measure of performance

7. Incorporate into personnel job descriptions and performance metrics

8. Score Department, or Head of Department or employee 0 to 10

9. Determine gaps and plan actions to improve
Developing Critical Competence = Knowledge and Experience requirements

1. Competence is actually the synthesis of knowledge, experience and aptitude (the first two can be developed)

2. Basic process is the same as for the KPI’s

3. Brainstorm headline areas of knowledge and experience

4. Synthesize the Critical Competence for each area

5. Weight and select overall areas of Critical Competence

6. Score 0 to 10 current, forecast and objective for knowledge, experience and aptitude separately – gives gaps

7. Analyze gaps and develop training, mentoring and other personnel development activities to close the gaps

8. Measure again
1. What IS strategy really?

2. Strategy defined in one sentence that everyone understands

3. How to define the strategic environment?

4. How to measure strategic performance

5. Driving strategic performance through to measurable and actionable plans

6. Driving strategic performance through to Key Performance Indicators

7. Summing up
Summing up

1. **Strategy is the essence of why the organization exists and how it THRIVES**

2. **Focus on THRIVE activities and decisions**

3. **Rigorous definition of the strategy and strategic drivers of the organization**

4. **Rigorous analysis of the strategic environment**

5. **Structured strategic gap analysis leading to structured, prioritized action plans, projects and continuous THRIVE improvement**

6. **Formal plan execution including governance, performance measures, required knowledge and experience, measurement of alignment, etc**

7. **High value THRIVE outcomes**
If you do not act within 48 hours you probably never will
Act TODAY! 😊

What is your single most important insight from this presentation?

What is the single most practical action that you can take tomorrow to apply strategic (right thing / essence thinking more effectively?

Please write down your thoughts NOW

James@Webinars-at-JARA.com
Questions?

We will email you a Drop Box link to my book, hand-outs and recording of this presentation

JAR&A are available to assist in applying these principles

"To Him who by wisdom made the heavens, for His mercy endures forever;"

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James@JamesARobertson.com

LinkedIn: http://za.LinkedIn.com/in/DrJamesARobertsonERPDoctor

Assisting clients to thrive through the effective application of IT and ERP – high value, high reliability solutions