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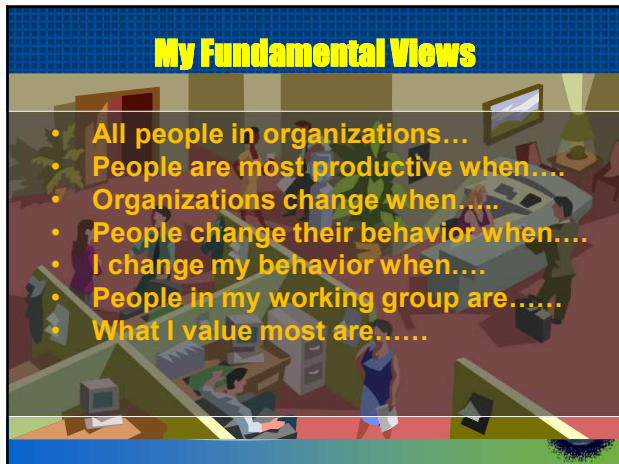
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## Process Questions

- In this exercise, what did I learn or rediscover about
  - myself?
  - my colleagues?
- What insights/lessons can I draw from this exercise?

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## Five Tasks of Strategic Management



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## Three BIG Questions

- Where are we now?
- Where do we want to go?
  - The “business” positions that Management wants to stake out
  - Financial outcomes to achieve
  - Strategic outcomes to achieve
  - Leadership outcomes to achieve
- How will we get there?

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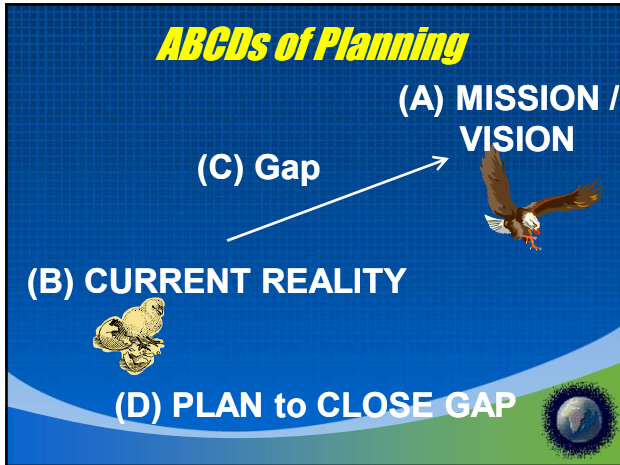
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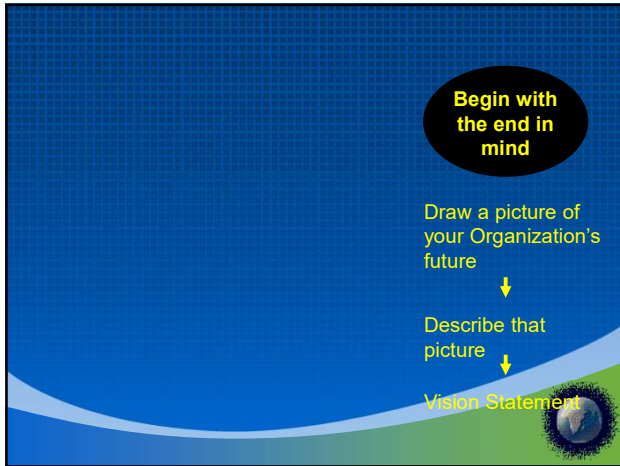
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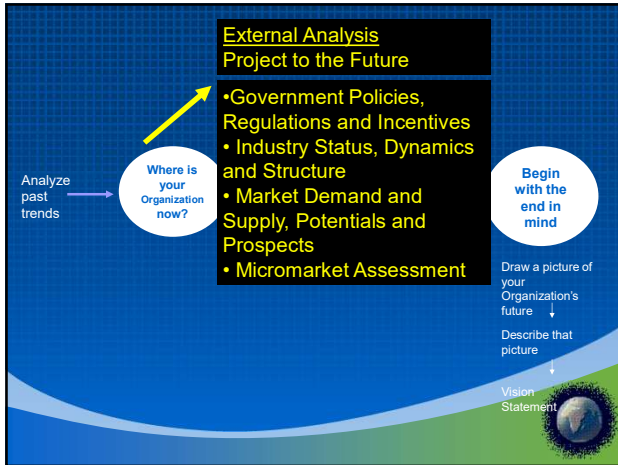
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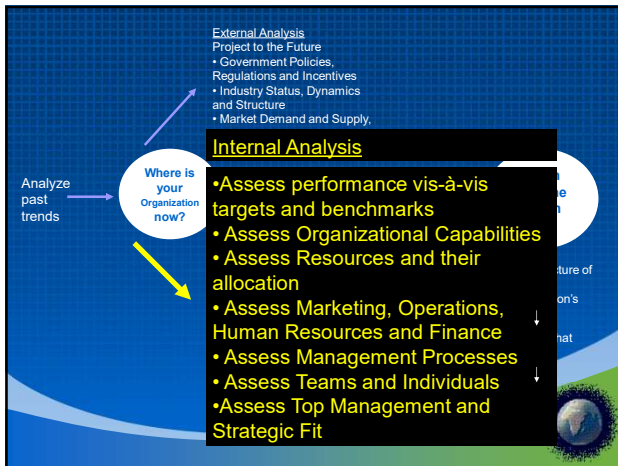
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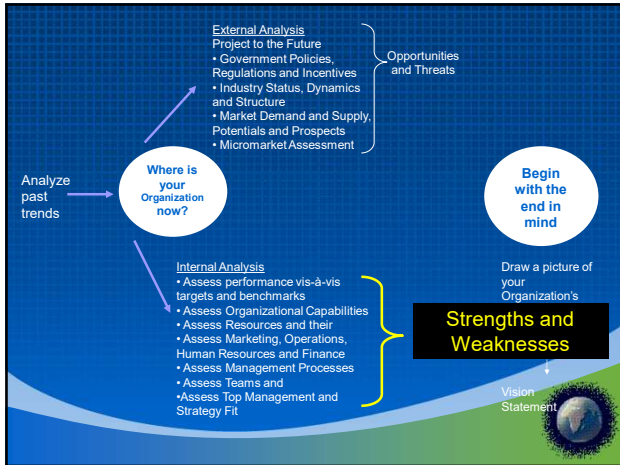
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SWOT ANALYSIS		
	STRENGTH/S	WEAKNESS/ES
	INTERNAL	INTERNAL
OPPORTUNITI/ES	STRENGTH/S- OPPORTUNITI/ES	WEAKNESS/ES- OPPORTUNITI/ES
EXTERNAL		
THREAT/S	STRENGTH/S-THREAT/S	WEAKNESS/ES-THREAT/S
EXTERNAL		

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Strategic Planning Process Using SWOT Analysis		
Internal Environment Assessment External Environment Assessment	Strengths	Weaknesses
	SO 1. Expand area / sector / industry coverage 2. Intensify existing operations 3. Integrate backward or forward	WO 1. Niche 2. Linkaging or networking 3. Subcontracting 4. Anchor projects
Opportunities		
Threats	ST 1. Diversify into other services or products 2. Consolidate 3. Contingency mechanisms	WT 1. Retrench 2. Merge 3. Withdraw / close shop

Strategic Options: SO / ST / WO / WT

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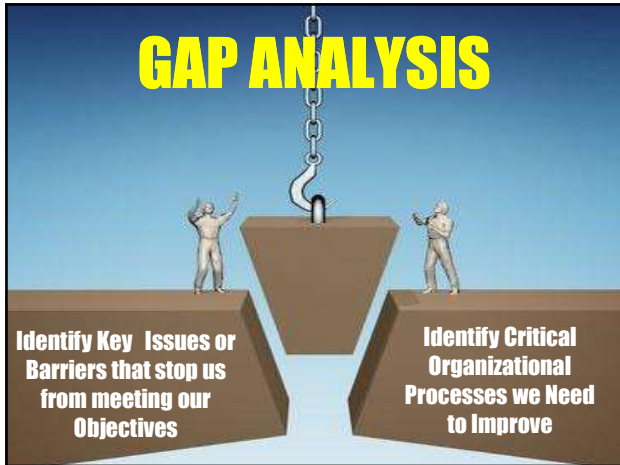
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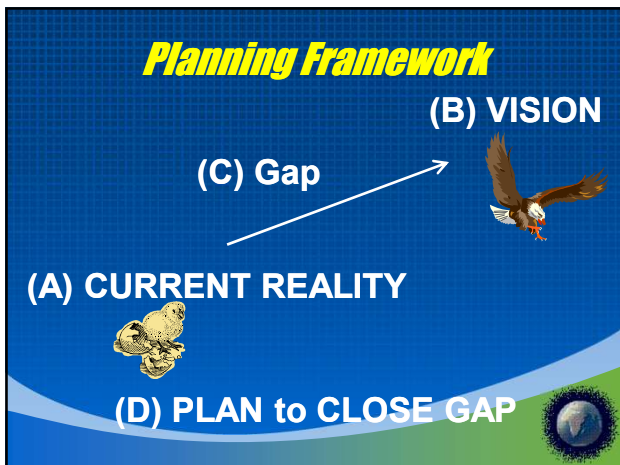
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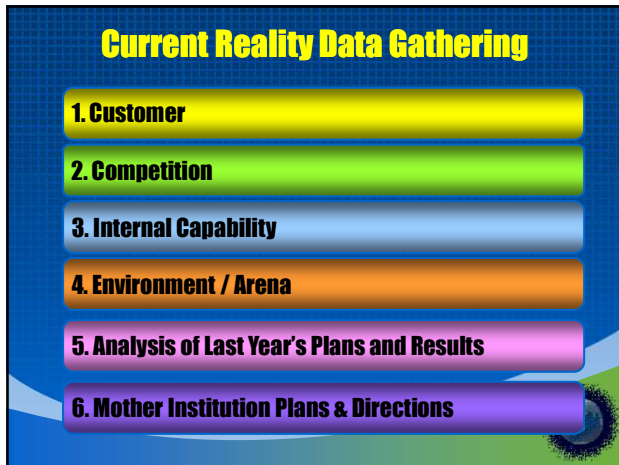
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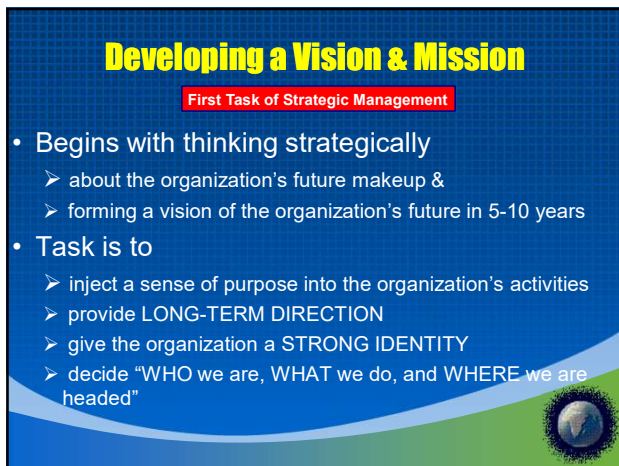
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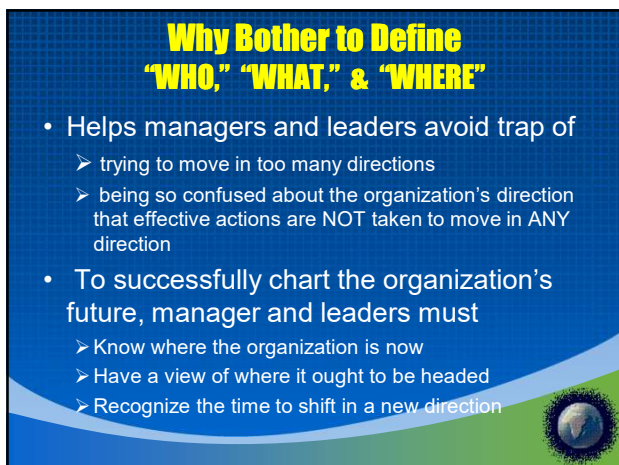
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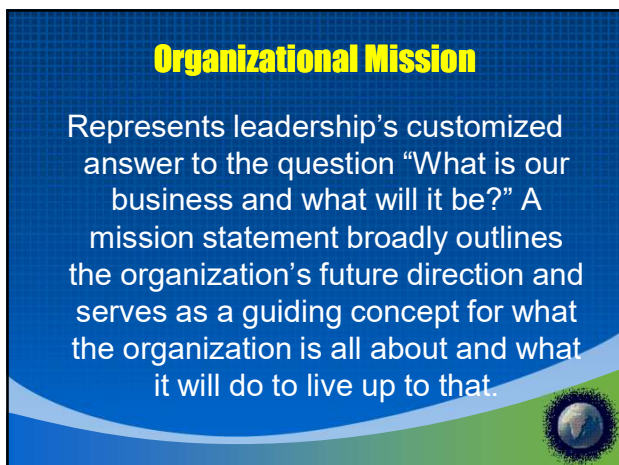
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## Sample Mission Statements

- "Our goal is simply stated: We want to be the best service organization in the world." ([IBM](#))
- "FedEx is committed to our People-Service-Profit Philosophy. We will produce outstanding financial returns by providing totally reliable, competitively superior, global, air-ground transportation of high-priority goods and documents that require rapid, time-certain delivery." ([Federal Express](#))



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## Sample: The DOTC Mandate

- The Department of Transportation and Communications (DOTC) is the primary policy, planning, programming, coordinating, implementing and administrative entity of the executive branch of the government on the promotion, development and regulation of a dependable and coordinated network of transportation and communications systems, as well as in the fast, safe, efficient and reliable transportation and communications services



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## PMS Mission Statement

To provide relevant and timely information to the Presidency and help build and nurture a bureaucracy marked by good governance and leadership by example



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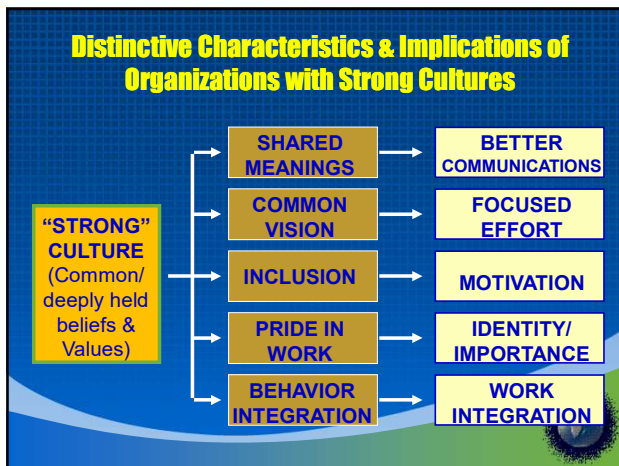
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**Sample Mission Statements**

- The Home Depot's Mission Statement:

The Home Depot is in the home improvement business and our goal is to provide the highest level of service, the broadest selection of products and the most competitive prices. We are a values-driven company and our eight core values include the following:

- Excellent customer service
- Taking care of our people
- Giving back
- Doing the "right" thing
- Creating shareholder value
- Respect for all people
- Entrepreneurial spirit
- Building strong relationships

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**Our Credo**

**Our Customers**

**Johnson & Johnson**

We believe our first responsibility is to our doctors, nurses and patients, to mothers and fathers and all others who use our products and services. In meeting their needs, everything we do must be of high quality. We must constantly strive to reduce our costs, in order to maintain reasonable prices. Customer's orders must be serviced promptly and accurately. Our suppliers and distributors must have an opportunity to make a fair profit.



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**Our Credo**

**Our Employees**

**Johnson & Johnson**

We are responsible to our employees, the men and women who work with us throughout the world. Everyone must be considered as an individual. We must respect their dignity and recognize their merit. They must have a sense of security in their jobs. Compensation must be fair and adequate, and working conditions clean, orderly, and safe. We must be mindful of ways to help our employees fulfill their family responsibilities. Employees must feel free to make suggestions and complaints. They must have equal opportunities for employment, development and advancement for those qualified. We must provide competent management, their actions must be just and ethical.



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**Our Credo**

**Our Communities**

**Johnson & Johnson**

We are responsible to the communities in which we live and work and to the world community as well. We must be good citizens - support good works and charities and bear our fair share of taxes. We must encourage civic improvements and better health and education. We must maintain in good order the property we are privileged to use, protecting our environment and natural resources.



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**Our Credo**

**Our Stockholders**

**Johnson & Johnson**

Our final responsibility is to our stockholders. Business must make a sound profit. We must experiment with new ideas. Research must be carried on, innovative programs developed and mistakes paid for. New equipment must be purchased, new facilities provided, and new products launched. Reserves must be created to provide for adverse times. When we operate according to these principles, the stockholder must realize a fair return.



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**PMS Value Statement**

Sustainable Growth and Development towards Poverty Alleviation (Societal Goal), Good Governance (Sectoral Goal), and Responsive Technical Assistance and Advice to the Presidency (Organizational Outcome).

• **Core Values**

- Integrity
- Respect for the dignity of the individual
- Drive for excellence
- Complete staff work
- Teamwork



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**VISION DEVELOPMENT**

**“The best way to Predict the Future is to Create it”**

3) Paint a picture of the Future as if it were the present.



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## VISION

- a clear picture
- specific and tangible in the imagination
- a crystallization of what you want to create
- describes the complete result: the complete picture
- lofty definition of a desired future state
- deals with a distant future point
- described in qualitative, subjective terms
- noble, worthy of one's commitment
- inspiring, exciting, really desired




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## VISION

- Is a portrayal of an organization's intended activities and character in vivid terms that capture the organization's human meaning and value
- Is a motivational statement as much as it is a descriptive statement
- It expresses the feeling that those who hold it have for the organization and its work



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## Strategic Questions that Aid Vision Formulation

- What business are we in now?
- What business do we want to be in?
- What will our customers want in the future?
- What are the expectations of our stakeholders?
- Who will be our future competitors? Suppliers? Partners?
- What should our competitive scope be?
- How will new technology affect our industry?
- What are the possible environmental scenarios?



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## VISION

- Leader-initiated
- Shared and supported
- Comprehensive and detailed
- Positive and inspiring



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## Why a Shared Vision Matters

- A strategic vision widely shared among all employees functions similarly to how a magnet aligns iron filings
- When all employees are committed to an organization's long-term direction, optimum choices on operational decisions are more likely
  - individuals and teams know the intent of the organization's strategic vision
  - daily execution of the strategy is improved

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## Strategic Vision

A view of an organization's direction and course in pursuit of its mission and mandate; a guiding concept for what the organization is trying to do and become

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## Sample Vision Statement



DepEd-Manila

**VISION – MISSION STATEMENT**

A premier and nurturing division that provides service with the highest degree of professionalism responding to the needs of the community, developing life-long learners who are globally competitive and committed to the ideals of democracy, actively participating in the development of a strong republic.

Through a culture of excellence and professionalism DepEd-Manila commits itself to:

- Equip every learner with knowledge, skills and values for productive and active participation towards the country's development.
- Maintain a knowledgeable, well-equipped, competent and caring facilitators of learning in pursuing the various curricular and co-curricular programs and projects enhanced by best practices through creativity, innovation and synergy; and
- Sustain a climate of shared governance among stakeholders.

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## PMS Vision Statement

**We are a team of highly driven professionals, striving for excellence in supporting the Presidency achieve a better quality of life for every Filipino.**



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## Rizal Library Mission Statement

The Rizal Library facilitates learning by providing information services to the Loyola Schools community to enable them to excel their research, teaching and community service functions as a Catholic, Filipino and Jesuit University



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### Rizal Library Vision

**T** – ambayan

**L** – aboratory

**C** – enter for research



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VISION without ACTION  
is merely a DREAM

ACTION without VISION  
just PASSES THE TIME



**VISION with ACTION**  
**can CHANGE THE WORLD**



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### Vision Worksheet

- **Work Environment**  
– (Processes, Technology, Physical Environment)
- **People**
- **Products / Services**
- **What do our customers & partners say about us?**
- **What do competitors / other organizations say about us?**



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VISION WORKSHEET	
DESIRED FUTURE	
Work Environment (Processes, Technology, Physical Environment)	
People	
Products / Services	
What do our customers and partners say about us?	
What do competitors / other organizations say about us?	

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**Breakout Group Activity**

Whiteboard: Vision Worksheet

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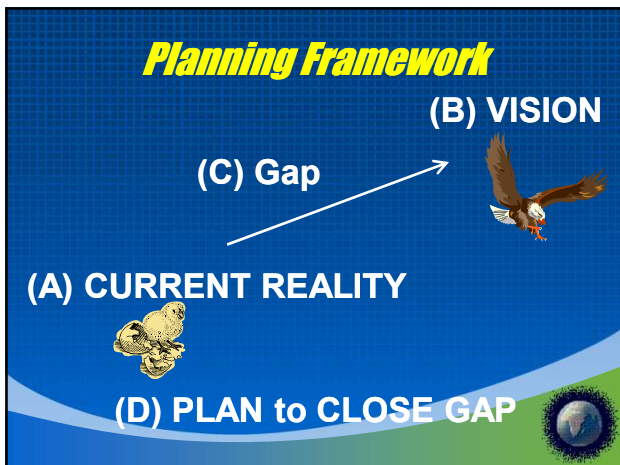
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# VALUES

a look into what we believe in and what we hold dear

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## VISION DEVELOPMENT

**"The best way to Predict the Future is to Create it"**

4) Evoke a strong emotion and desire to attain the achievement

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## Distinctive Characteristics & Implications of Organizations with Strong Cultures

**"STRONG" CULTURE**  
(Common/ deeply held beliefs & Values)

SHARED MEANINGS

BETTER COMMUNICATIONS

COMMON VISION

FOCUSED EFFORT

INCLUSION

MOTIVATION

PRIDE IN WORK

IDENTITY/ IMPORTANCE

BEHAVIOR INTEGRATION

WORK INTEGRATION

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### Value Defined

Any person, relationship or object which, when freely chosen and acted upon, contributes to the self's meaning & enhances its growth

**Value:**

- ✓ involves choosing, acting and prizing
- ✓ must aid the self in its seeking for meaning and must foster the person's growth
- ✓ is developmental in definition
- ✓ reflects one's own mental & psychological map of how things should be
- ✓ differs from person to person

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### Value Clarification

A process approach to helping people develop a clear set of values and a method of valuing.

**The Process of Value Clarification:**

- assists people in developing their own system of values
- allows the person to learn about himself/herself
- helps him/her become aware of beliefs, attitudes, feelings and what it is that he/she values
- does not provide anyone with a set of values but allows him/her to discover and/or identify his/her own values

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### VALUES

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## Pagiging o pagpapakita ng ...

Katapatan  
 Respeto  
 MakaDiyos  
 Tulungan  
 Malasakit  
 Suporta  
 Pagtitiwala  
 Pagkalinga  
 Pakikisama  
 Matiyaga  
 Pagbabago  
 Mapagpatawad  
 Masigasig  
 Pakikipag kapwa-tao  
 Mapagmahal  
 Pag-uniwa sa kapwa  
 Makatao  
 Habag at awa  
 pakikilahok  
 Matiyaga  
 masipag  
 Pagkakaibigan  
 Sa Customer  
 Magalang  
 Serbisyo

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## Breakout Group Activity

Whiteboard: Values & Behavioral Indicators

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IDENTIFY the VALUES that you  
give IMPORTANCE in

## YOUR LIBRARY

- DEFINE what each value  
stands for:
- behaviors and actions

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## BLASPHEMIES

Activity

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**There  
is no  
GOD!!!**

**Jesus is  
a false  
prophet!**

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**Blasphemy**

**A statement that is so repulsive to your own beliefs, it makes you react violently and feel deeply insulted!**

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It could also be an **ACTION**...



A middle finger to  
your mother...

Spitting on the grave of  
your family member



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**...Or a behavior**

Cheating on your customer

“Gusto mo pala ng  
wastong timbang,  
doon ka bumili sa  
Rustan’s...”



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**Organizational Blasphemy**



An action, behavior, statement that violates  
the core beliefs or published values of an  
organization

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### In a 5 Star restaurant...



"There is no veal. Just replace it with lean pork, they won't notice the difference."



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### In a Pharmaceutical Company ...



"What do the customers know about product efficacy?"

Just package it well..."



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### On the streets ...



"Mas mahal ang babayaran mo pag tinikitan kita, may seminar ka pa pagkatapos..."



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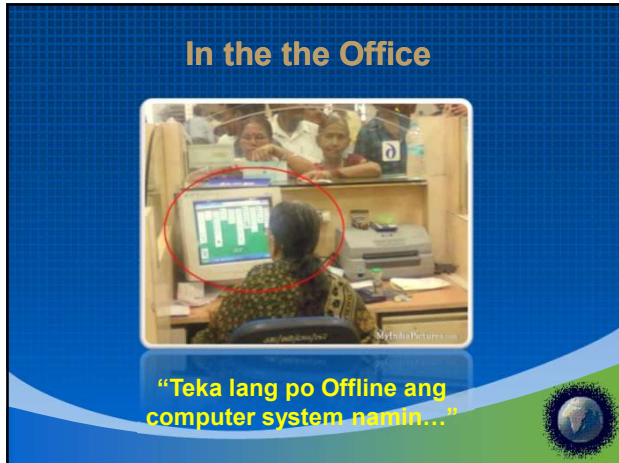
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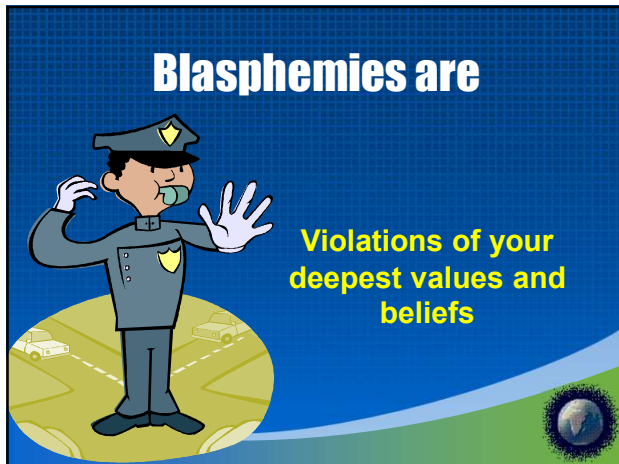
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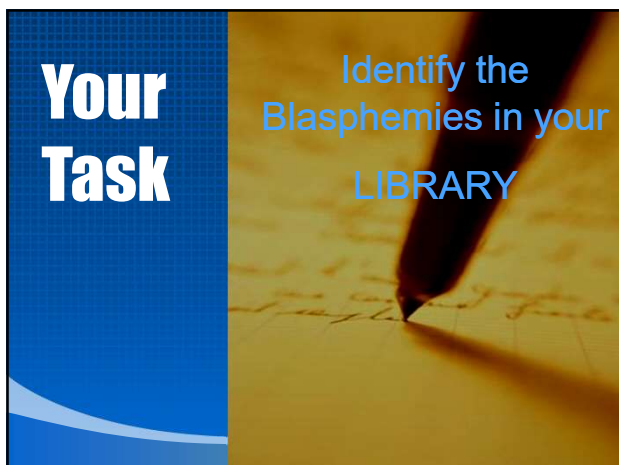
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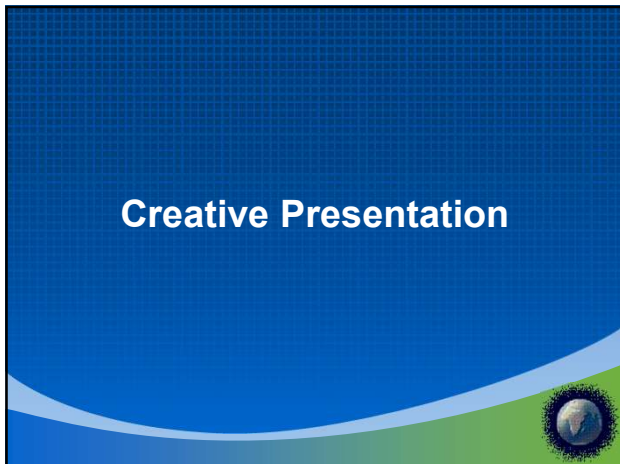
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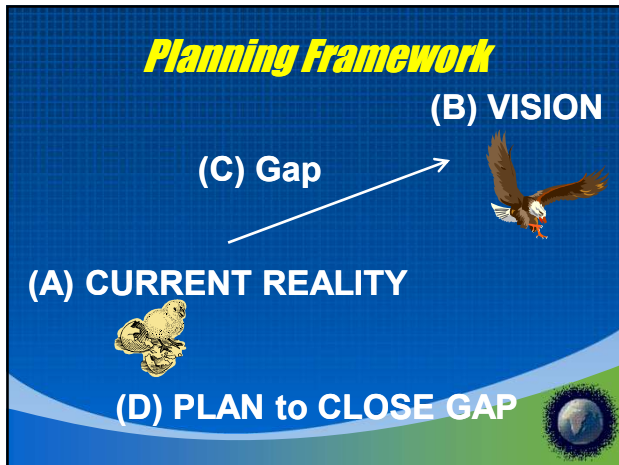
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### OBJECTIVE, GOALS, STRATEGIES & MEASURES (OGSM)

WHAT		HOW	
OBJECTIVE	GOAL	STRATEGIES	MEASURES
What we need to Achieve	Quantitative Target of Progress toward Objective, within specifically defined time frame.	How will we achieve our goals	Quantitative Target of Progress toward Strategies, within specifically defined time frame.
<b>WORDS</b>	<b>NUMBERS &amp; DATES</b>	<b>WORDS</b>	<b>NUMBERS &amp; DATES</b>

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### Setting Objectives

- Purpose of setting objectives is to
  - Convert the Mission-Vision into *performance targets*
  - Create yardsticks to track *performance*
  - Establish performance goals requiring *stretch*
  - Push the organization to be *inventive, intentional, focused*
- Setting **CHALLENGING** but **ACHIEVABLE** objectives guards against
  - Complacency
  - Drift / slide
  - Internal confusion
  - Status quo performance

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### SMART Objectives

- **Specific**
  - Significant, Stretched, Simple
- **Measurable**
  - Motivational, Manageable, Meaningful
- **Attainable**
  - Appropriate, Achievable, Aligned, Aspirational, Acceptable, Action-focused
- **Relevant**
  - Result-based, Results-oriented, Resonant, Realistic
- **Time-bound**
  - Time-specific, Timetabled, Time limited, Trackable, Tangible



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