



JULY 2008 - LEADERSHIP LETTER #29

SOME HELPFUL PLANNING DEFINITIONS

Hello Everyone ...

One of our frequent requests is for assisting clients with **strategic planning**. It's a service and a project that we think actually helps clients in major ways.

Over the years, I've worked at improving the **value** of strategic planning for our clients, while also saving them time in the process of developing an effective plan.

Something that has helped several clients over the years, from consulting engineers to universities to social service organizations, is providing them with helpful definitions.

So, here is my current iteration ... **"Some Helpful Planning Definitions"** (for strategic and annual planning). I hope you find them useful!

Don't forget that this and all past **Leadership Letters** can now be found on our website at www.henseyassociates.com.

Regards,

Mel

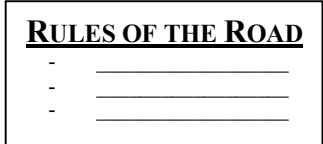
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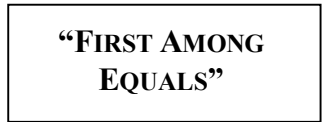
VISION: What we want to achieve, be, do, and have in about 3 to 5 years (our planning period) ...



CORE VALUES: The few values essential to our kind of business and our unique company or organization.



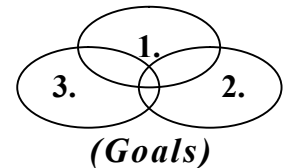
STRATEGIC ADVANTAGE: The differentiators that give us a competitive edge and pricing leverage.
 - Companywide - Each division



MISSION: Our everyday aim with respect to our clients, colleagues and owners ...

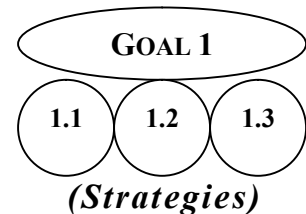


GOALS: The few **major** things we want to accomplish in this planning period to achieve our Vision. Well formed goals have some sort of **measure** built into them.



Sample: We will achieve and then maintain profitability in the upper quartile for our industry and size of firm.

STRATEGIES: Processes, programs, objectives, etc. that support our goals. Some strategies may support several goals.



Sample: We will set and then use criteria for client selection, and also set and meet financial goals for every project.

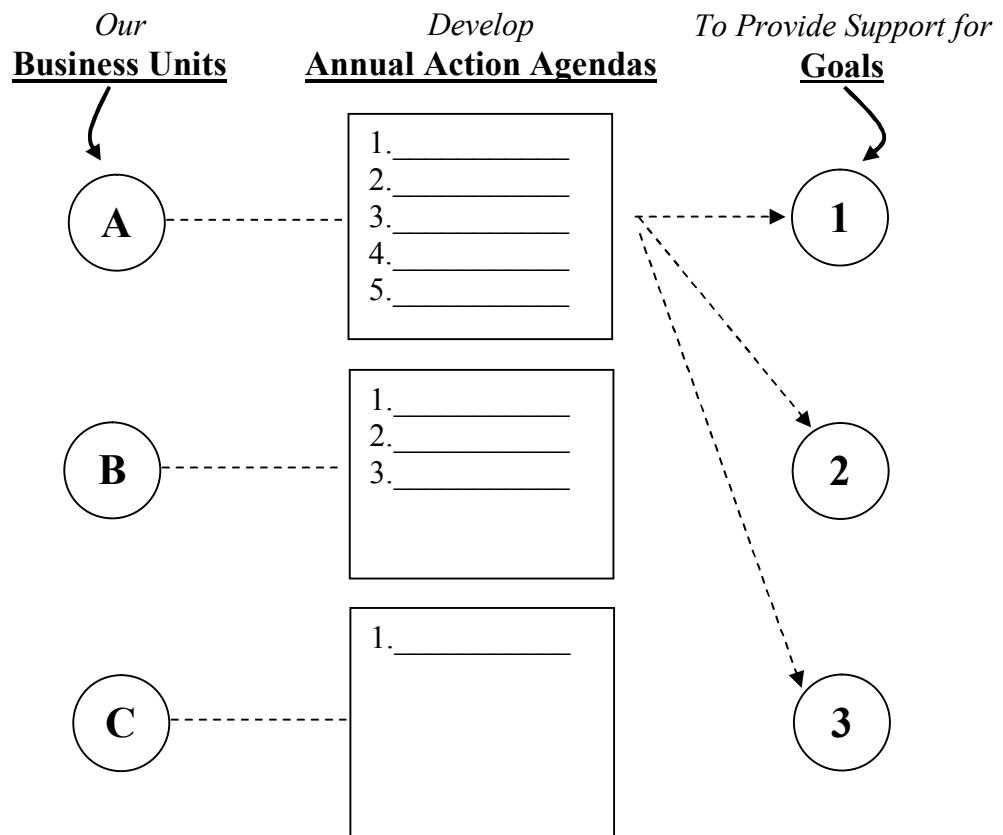
SOME HELPFUL PLANNING DEFINITIONS ... continued ...

ANNUAL ACTION AGENDAS: **Note:** These are **not** normally part of the strategic planning; but they are essential to **support** the Strategic Plan!

Developed annually by **each** Business Unit and Service Unit, these **Action Agendas** support the Firm's Strategic **Goals**, and are guided by the Strategies.

This process ties Business Unit planning **directly** to the Firm's Vision and Strategic Goals.

Then, build Business Unit budgets around these, as well as other regular annual operating costs.



Samples from an Action Agenda:

- Conduct face-to-face end-of-project critiques with clients.
- Review P/L for all recently completed projects, by client.
- Locate and hire a top ranking environmental specialist.
- Assure all high potential staff have access to a mentor.



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