



Executing Organizational Strategic Direction

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Agenda

- Overview of direction and strategy
- Creating a strategy focused organization
- The importance of culture
- Institutionalizing strategy



How Do You Establish Direction?



Direction Setting Examples

- Master Plan
- Strategic Plan
- Needs Assessment
- Staffing and Structure
- Park / Facility Analysis Plan
- Capital Improvement Plan
- Land Acquisition Plan
- Operations Plan
- Financial Plan
- Programs and Services Plan
- Marketing and Communications Plan
- Social Media
- Sustainability Plan
- Maintenance Plan
- Bikeways Plan
- Site and Architectural Plans
- ADA Transition Plan
- Technology

Characteristics of Strategic Thinking

- Curious
- Change agent
- Future oriented
- Big picture
- Visionary
- Nimble
- Innovative
- Execute
- Pays attention to industry trends
- Ask a lot of questions



Strategy Process



Strategy Process

- Strategy as a core competency of senior leaders
- Timing/Timeframes (short, medium, and long, 3-5 years)
- Getting out of the weeds
- Fitting it into workload
- Sequencing and timing of needs assessment, strategy, master planning

Strategy Process

- The better the assessment of organizational performance, the better strategic plan
- SWOT
- Key Performance Indicators
- Community Input: people do not know what they do not know

Mission Vision Values

purpose
guide mission heart
business philosophy principle
touchstone planning guiding feeling
roadmap statement
cornerstone soul core

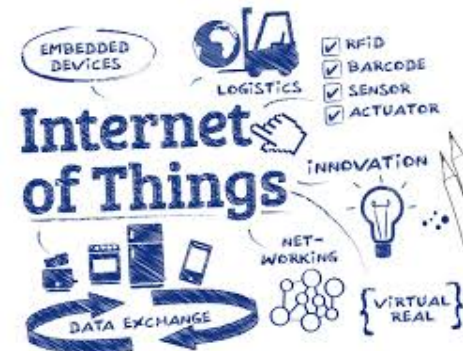
Consideration of Demographics and Trends

- Aligning strategy with community needs
- Trends process/lifecycle review
- Public engagement; they do not know what they do not know
- Identifying future requirements of customers



Key Influencers of Strategic Direction

- SWOT
- Change in market conditions and customer requirements
- Technology
- Marketing sophistication
- Community changes
- Industry trends
- Political environment
- Ability to deploy a plan: financial, workforce capacity, organizational rhythms





STRATEGIC DIRECTION

Developing a strategic plan



Key Influencers of Strategy

Map out the process; it isn't done in a day

Who is involved?

Community input

Master planning versus strategic planning

How to implement



Checklist for Strategy Development

- What are the key process steps?
- Who are the key participants?
- What are your short and longer term planning time horizons?
- How do you ensure the plan addresses key influencers?
- What are the key objectives and timeline?
- How do your strategic objectives address innovation, and balance the needs of all stakeholders?

Checklist for Strategy Deployment

- How do you develop and deploy action plans?
- How do you ensure resource availability?
- How do you account for shifts and changes?
- What is your key human resource plan to accomplish objectives?
- What are your key performance measures or indicators for tracking performance?
- How do you connect employees with the Plan?

Strategic Planning Shortcomings

- High failure rate; lack of execution
- Way too many recommendations
- Not simple and too many pages
- Tactical rather than strategic
- Cautious
- Parks+recreation+planning+administration

Strategic Planning Shortcomings

- Several key theme areas; no cause and effect relationships
- Attention not given to cultural shift needed
- Not operationalizing
- Not measuring
- Not engaging employees
- Lack of information sharing with partners, residents

How do we work within the organization?

ORGANIZATIONAL CULTURE



“Culture Eats Strategy for Breakfast”

Peter Drucker



Organizational Culture

Top management has primary responsibility for driving the culture change by “casting the right shadow” in both their personal behavior and how they reward new behaviors in employees.



Organizational Culture

- Strategy-aligned culture: the desired culture to support strategic goals. Closing the cultural gap is key to strategy development
 - Audit the current culture
 - Development of values (motherhood and apple pie)
 - Values are demonstratively led from the top; culture is owned by the senior management team, not hr
 - The importance of authenticity
 - Employees that most visibly reinforce values should be recognized and rewarded for making positive contribution
 - The importance of trust



STRATEGY FRAMEWORK

A blueprint for strategy development



Strategy Framework

- Major themes and objectives based on a SWOT, these become the major strategies
- Balanced Scorecard approach
- What other examples?

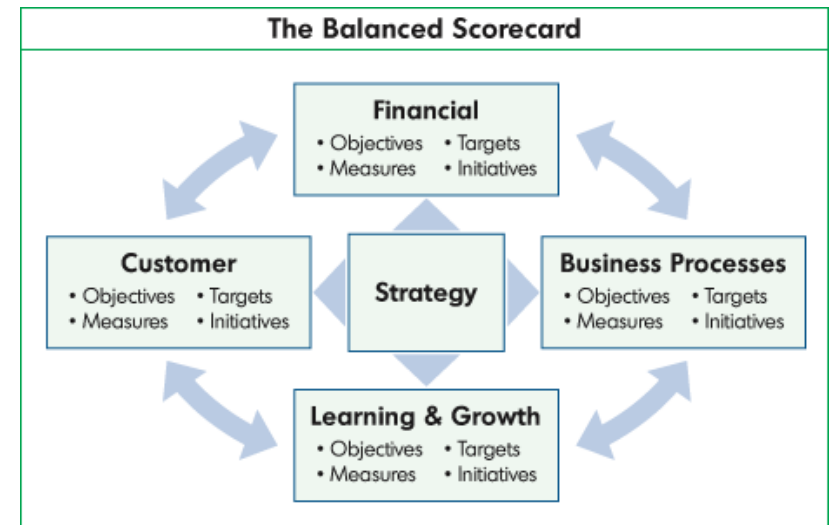


The Balanced Scorecard Approach to Strategy

- The four perspectives: customer, financial, internal business support, and employee learning and growth
- Cause and effect relationships
- Themes, Objectives, Measures, and Initiatives
- Building a Strategy Map

Strategy Hierarchy

- Strategic Themes
- Strategic Objectives
- Strategic Measures
- Strategic Initiatives
- Cascade to business units



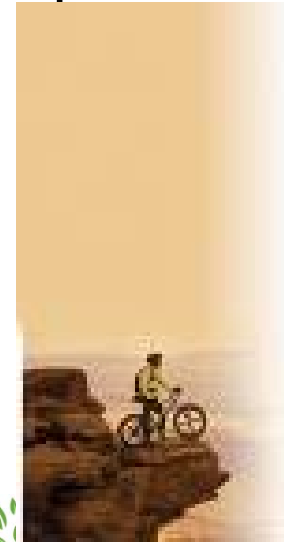
Creating Value through the Balanced Scorecard

Customer Perspective

- Product/service attributes (price, programs, quality, availability)
- Relationship (customer loyalty)
- Service (access mechanisms, standards, requirements, and encounters)
- Image

Financial Perspective

- Productivity, growth, financial results
- Earned revenue
- efficiency



Creating Value through the Balanced Scorecard

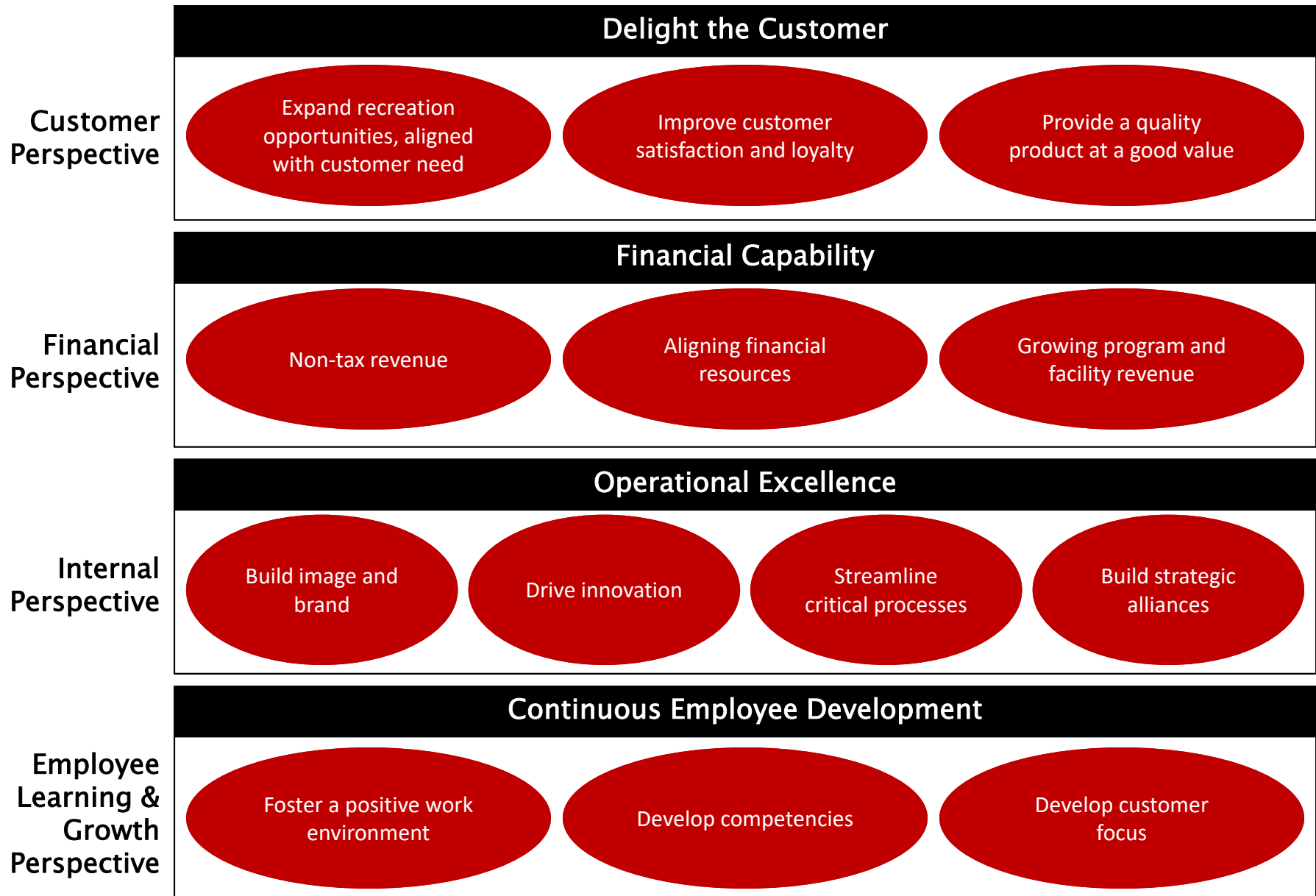
Internal Perspective

- Operations Management (maintenance practices, program development, park design)
- Customer Management processes (support systems and use of technology)
- Innovation processes
- Regulatory and Social processes (safety, environmental)

Learning and Growth Perspective

- Human capital
- Information capital (management of organizational knowledge)
- Organization capital

STRATEGY MAP



Strategic Versus Tactical

1. Research and identify underserved populations
 - Contact Local Hispanic organization
2. Optimize community center program spaces and revenues
 - Improve the condition of the multi-purpose space



Strategically, Where is the Parks and Recreation Industry Headed?





Effectively Deploying Strategy

- Top leadership commitment
- Assigning a champion
- Regular reporting system
- Annual report
- Measurement system (12-20 Key Measures)
- Continuous communication with employees
- Performance appraisal for senior leaders
- Cascading to divisional levels after a year



Effectively Deploying Strategy, continued

- Cultural alignment; change management
- Stakeholder sharing...cliff notes version
- Just in time adjustments, annually
- Tie it into budget process
- Institutionalize the process
 - Governance and staff involvement
- Parking lot



the end

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