

STRATEGIC PLANNING

Strategic planners use the results of strategic analysis to establish and commit to a course of action in order to accomplish long-range goals or the vision of the team and organization. They see ahead to future possibilities and translate them into breakthrough strategies.



A person who is skilled in this competency:

- Anticipates future trends and implications accurately.
- Readily poses future scenarios.
- Articulates credible pictures and visions of possibilities that will create sustainable value.
- Creates competitive and breakthrough strategies that show a clear connection between vision and action.



A person who is less skilled in this competency:

- Is more comfortable in the tactical here and now.
- Spends little time or effort thinking about or working on strategic issues.
- Contributes little to strategic discussions.
- Lacks the disciplined thought processes to pull together varying elements into a coherent view.



A person who overuses this skill:

- May too theoretical and overcomplicate plans.
- May be so far ahead that others have trouble seeing how the organization will get from here to there.
- May be impatient with day-to-day tactical issues.