1: Diversity Strategic Plan for the Workplace | www.enganchecubano.com

Developing a Strategic Cultural Plan: A Work Kit Abstract: For many the process of developing a strategic cultural plan is as important as the finished document, for the process builds community awareness, excitement, and involvement.

Implementation Schedule Implementation is the process that turns strategies and plans into actions in order to accomplish strategic objectives and goals. How will we use the plan as a management tool? How and when will you roll-out your plan to your staff? How frequently will you send out updates? Who is your strategy director? What are the dates for your strategy reviews we recommend at least quarterly? What are you expecting each staff member to come prepared with to those strategy review sessions? Use the following steps as your base implementation plan: Establish your performance management and reward system. Set up monthly and quarterly strategy meetings with established reporting procedures. Set up annual strategic review dates including new assessments and a large group meeting for an annual plan review. Below are sample implementation schedules, which double for a full strategic management process timeline. Your Bi-Annual Checklist Never lose sight of the fact that strategic plans are guidelines, not rules. Every six months or so, you should evaluate your strategy execution and plan implementation by asking these key questions: Will your goals be achieved within the time frame of the plan? Should the deadlines be modified? Are your goals and action items still realistic? Should your goals be changed? What can be gathered from an adaptation to improve future planning activities? Why Track Your Goals? Having a stake and responsibility in the plan makes you feel part of it and leads you to drive your goals forward. Successful plans tie tracking and updating goals into organizational culture. Accountability and high visibility help drive change. This means that each measure, objective, data source and initiative must have an owner. Changing goals from In Progress to Complete just feels good! Once agreed upon, this topic should be developed to conclusion. Holding meetings helps focus your goals on accomplishing top priorities and accelerating growth of the organization. Although the meeting structure is relatively simple, it does require a high degree of discipline. Strategy Review Session Questions: What were our three most important strategic accomplishments of the last 90 days â€" how have we changed our field of play in the past 90 days? What are the three most important ways we fell short of our strategic potential? In the last 90 days, what are the three most important things that we have learned about our strategy? We are looking for insight to decision to action observations. In many organizations, retreats have a bad reputation because stepping into one of the many planning pitfalls is so easy. Holding effective meetings can be tough, and if you add a lot of brainpower mixed with personal agendas, you can have a recipe for disaster. Executing your strategic plan is as important, or even more important, than your strategy. Critical actions move a strategic plan from a document that sits on the shelf to actions that drive organizational growth. The sad reality is that the majority of organizations who have strategic plans fail to implement. You remain in this phase of the strategic management process until you embark on the next formal planning sessions where you start back at the beginning. Remember that successful execution of your plan relies on appointing a strategy director, training your team to use OnStrategy or any other planning tool , effectively driving accountability, and gaining organizational commitment to the process. Clients executing their plans with OnStrategy: A Dose of Strategy.

2: Chapter Developing a Strategic Plan | Community Tool Box

Strategic planning culture depends on clear links between corporate strategic plans and plans for individuals and work groups. There are two main types of plan: team performance plans and individual performance plans.

Learn how to develop strategies for how you are going to get things done. What are the criteria for developing a good strategy? When should you develop strategies for your initiative? How do you develop strategies? What is a strategy? A strategy is a way of describing how you are going to get things done. It is less specific than an action plan which tells the who-what-when ; instead, it tries to broadly answer the question, "How do we get there from here? A good strategy will take into account existing barriers and resources people, money, power, materials, etc. It will also stay with the overall vision, mission, and objectives of the initiative. Often, an initiative will use many different strategies--providing information, enhancing support, removing barriers, providing resources, etc. Objectives outline the aims of an initiative--what success would look like in achieving the vision and mission. By contrast, strategies suggest paths to take and how to move along on the road to success. That is, strategies help you determine how you will realize your vision and objectives through the nitty-gritty world of action. Strategies for your community initiative should meet several criteria. A strategy, such as enhancing experience and skill or increasing resources and opportunities, should point out the overall path without dictating a particular narrow approach e. Fit resources and opportunities? It also embraces new opportunities such as an emerging public concern for neighborhood safety or parallel economic development efforts in the business community. Minimize resistance and barriers? When initiatives set out to accomplish important things, resistance even opposition is inevitable. However, strategies need not provide a reason for opponents to attack the initiative. Good strategies attract allies and deter opponents. To address the issue or problem, strategies must connect the intervention with those who it should benefit. For example, if the mission of the initiative is to get people into decent jobs, do the strategies providing education and skills training, creating job opportunities, etc. Taken together, are strategies likely to make a difference on the mission and objectives? If the aim is to reduce a problem such as unemployment, are the strategies enough to make a difference on rates of employment? If the aim is to prevent a problem, such as substance abuse, have factors contributing to risk and protection been changed sufficiently to reduce use of alcohol, tobacco, and other drugs? By doing so, you can achieve the following advantages: Taking advantage of resources and emerging opportunities Responding effectively to resistance and barriers A more efficient use of time, energy, and resources When should you develop strategies for your initiative? Developing strategies is the essential step between figuring out your objectives and making the changes to reach them. Strategies should always be formed in advance of taking action, not deciding how to do something after you have done it. As with the process you went through to write your vision and mission statements and to set your objectives, developing strategies involves brainstorming and talking to community members. Organize a brainstorming meeting with members of your organization and members of the community Remember, people will work best in a relaxed and welcoming environment. You can help achieve this by: Making meetings a place where all members feel that their ideas are listened to and valued, and where constructive criticism may be openly voiced. To help meet these goals, you might post some "ground rules" so people feel free to express themselves. Ground rules might include: Asking members to escort each other home or to their cars, the subway, or the bus stop if the meeting runs late. Never underestimate the power of homemade food, drinks, and other treats. The RTR Coalition held brainstorming sessions among organization members. They invited local teens, parents, teachers, counselors, church members, and other community leaders to participate in listening sessions. These were used to help develop strategies to reduce the risk of teen pregnancy. Homemade cookies, fruit, and coffee helped make participants feel welcome. Review identify the targets and agents of change for your initiative Your targets of change include all of the people who experience or are at risk for this issue or problem addressed by your initiative. Remember to be inclusive; that is, include everyone who is affected by the problem or issue or whose action or inaction contributes to it. For example, a coalition such the RTR Coalition would want to include all teenagers as potential targets of change, not just adolescents who seem particularly

at risk, and parents, peers, and teachers whose actions or inactions might make a difference. Your agents of change include everyone who is in a position to help contribute to the solution. With the RTR Coalition, examples of agents of change might include teens, teachers, guidance counselors, parents of teens, lawmakers, and others. Review your vision, mission, and objectives to keep you on the right track It is helpful to review your mission, vision, and objectives to ensure that your strategies are all aligned with the goals expressed in your previous work. Work together to brainstorm the best strategies for your initiative The following list of questions can be a guide for deciding on the most beneficial strategies for your group: What resources and assets exist that can be used to help achieve the vision and mission? How can they be used best? What obstacles or resistance exist that could make it difficult to achieve your vision and mission? How can you minimize or get around them? What are potential agents of change willing to do to serve the mission? Do you want to reduce the existing problem, or does it make more sense to try to prevent or reduce risk for problems before they start? For example, if you are trying to reduce teen sexual activity, you might consider gearing some of your strategies to younger children, for whom sex is not yet a personal issue; or, to promote academic success, to work with younger children who still have full potential for learning and school success. How will your potential strategies decrease the risk for experiencing the problem e. How will the strategies increase protective factors e. What potential strategies will affect the whole population and problem? For example, connecting youth with caring adults might be good for virtually all youth, regardless of income or past experience with the problem. Make sure that your strategies affect the problem or issue as a whole. What potential strategies reach those at particular risk for the problem? For example, early screenings might help focus on those at higher risk for heart disease or cancer; past academic failure or history of drug use, for identifying with whom support and other intervention efforts might be focused. The strategies of the RTR Coalition We will pursue the following strategies to reach each of our objectives: Things to note about the RTR strategies: They give overall direction without dictating specifics, such as the particular sexuality education curricula to be used. They fit local resources, including a variety of the available agents of change in this case, peers, parents and guardians, clergy, and teachers. Some of the strategies try to change existing situations such as increased access to contraception ; others are geared to stop the problem of teen pregnancy before it starts for example, assisting local churches to improve early parent-child communication. The strategies involve many different parts of the community, including churches and other groups from whom opposition to some strategies such as access to contraceptives might be expected. The strategies try to decrease some of the probable risk factors for teen pregnancy lack of information, lack of access to contraceptives, peer pressure , and at the same time, they try to increase some of the possible protective factors increased parent-child communication, church involvement, education, opportunities for a better future. Check your proposed strategies for completeness, accuracy, and whether they contribute to the vision, mission, and objectives Contributor.

Objective 8Protect the Workforce Foster an organizational culture where employees are engaged and motivated to achieve mission excellence. DLA has leveraged the use of surveys for many years to assess the current culture and identify ways to improve it, with the overarching purpose of developing and sustaining a high-performance culture. The surveys provide a confidential mechanism for employees to share feedback on their work environment, resulting in opportunities for DLA employees and leaders to engage in thoughtful, data-driven discussions that lead to informed action and improve our collective performance. Sustain a results-oriented performance culture that links individual performance and recognition to organizational goals and performance-based actions. DLA is committed to creating a culture of high organizational effectiveness that focuses on employee engagement, development, performance, and accountability. The DoD Performance Management and Appraisal Program helps realize this alignment by creating a performance management framework with a focus on continuous feedback and two-way communication between supervisors and employees. Effective performance management is a partnership between employees and supervisors aimed at mission success. Recognizing and rewarding achievements or contributions is an integral part of effective performance management. Acknowledging good performance in a timely way, not just at the end of a rating cycle, is part of creating a high-performing culture. DLA is establishing an enterprise approach to performance-based recognition and awards under DPMAP through which awards will be distributed in a fair, consistent, and transparent way that makes meaningful distinctions in levels of performance. Leverage DPMAP to improve employee engagement, enhance accountability, and create a high-performing culture. Develop, implement and sustain an enterprise approach to awards and recognition that is fair, transparent, and makes distinctions in levels of performance. DLA will develop and implement an enterprise approach to awards and recognition that distributes awards in a fair and transparent way, reflects meaningful distinctions in levels of performance, acknowledges the DPMAP tenet of ongoing and timely recognition throughout the performance cycle, and provides activities some flexibility in execution. DLA also will monitor and evaluate the awards approach over time and make any necessary adjustments. DLA must develop and implement opportunities for collaboration in a manner that reduces stovepipes and gains efficiencies across organizations. DLA must also cultivate an inclusive environment that engages employees, promotes mutual respect and trust, and provides tools and flexibilities at all levels that maximize individual and collective potential. Increase communication, collaboration and integration by fortifying practices that help employees work across organizational lines to reach a goal. Promote a diverse and inclusive environment that empowers employees at all levels to perform to their maximum potential. DLA will provide opportunities for employees to increase productivity and effectiveness, remove identified barriers that limit employee advancement, identify strategies to recruit underrepresented groups, and promote diversity and inclusion. DLA is committed to creating a safety culture that focuses on leadership engagement and employee involvement. The critical task is to execute a predictive SOH program by enabling organizations to focus on preventing the next mishap. To achieve this objective, we will provide Major Subordinate Commands with the capabilities they need to make timely, informed decisions based on risk. Improve mishap reporting and investigation using the DLA SOH Management System in support of providing leaders with actionable trending and analysis for making risk-based decisions. DLA will leverage supervisor engagement using Enterprise Safety Applications Management System to increase awareness of hazards present in the workplace and establish controls by addressing findings and recommendations documented during mishap investigations to focus on development of controls and lessons learned. Improve SOH inspection and hazard management process to focus on eliminating or controlling identified hazards in the workplace. Improve SOH training and awareness programs by aligning current programs with emerging SOH modernization efforts to ensure standardization across all organizations. DLA will leverage training development resources to merge training and requirements with

core competencies, gaining efficiencies and effectiveness, and evolve specialized training to meet specific risk based requirements.

core competencies, gaining efficiencies and effectiveness, and evolve specialized training to meet specific risk based requirements.

Dan Botich Your first step toward economic development and a quality of place? A strategic economic development plan. With a strategic economic development plan, your economic growth is sustainable and measurable. Without one, your economic future is the destiny of others. But how do you do it? Below, I share five steps toward a strategic economic development plan. Know that a successful plan will account for: Public and private partnerships and investment. Human resource development, education and training. Land use and sustainable housing growth. Commercial and industry stock. Social, recreational, arts and cultural development. Accept that you need a coordinated strategy and plan Acceptance is the first step. Recognizing you lack an organized and documented plan in the first place is critical. Now you need to get the commitment of key stakeholders. Who should be on your team? Knowing a dynamic plan requires a dynamic team, consider this list of key representatives: Influential local elected officials Local economic development organization LEDO representatives Representatives of the business community industry, financial, retail and office members Resident members Local places of worship A member of a local or regional workforce development office The size of your community or region often dictates the size of your team. But, as a general rule, your team should be no less than six but no more than 12 members to be effective. Fewer than six and you will lack the diversity required to approach your plan from all the angles it needs. Develop your plan, including tasks, deadlines and milestones As you develop your plan, consider these guiding questions: How can we strengthen existing businesses and attract new ones? How do we improve quality of life for both today and in the long term? To address these questions in your plan, you must: Create a working plan with milestones. Milestones include deadlines and costs for the completion and implementation processes. Understand economic and demographic data based on research, analysis and forecasting â€" similar to an investor in the stock market. Understand the natural assets of your community or region to develop realistic goals for economic development. Know your community or region as a product â€" its past, present and future. Know your strengths, opportunities, weaknesses and threats. Have a general understanding of future market trends and industry advances. Combine your research and analysis with public input and dialogue. The success of your efforts will hinge on activities, investments and programs that increase employment, improve job quality and boost the overall business climate. Your progress will be measured by your ability to create a quality of place where companies, businesses and individuals alike want to invest. A strategic economic development plan can be complex. However, do your best to keep it simple. The level of complexity is your decision, but know that a successful plan must be understandable to all your key stakeholders and economic development officials. A rule of thumb: Of course, longer presentations can be tailored to individual organizations, panels or forums as necessary. Implement your plan Much like any capital improvement plan, the implementation plan should be based on projects and programs, short-, medium- and long-term prioritization, and the costs associated with implementation. Implementation must be a standalone chapter or section within your plan document. Short-term programs may include: Listing all the commercial, office and industrial businesses in your community or region Establishing an annual local economic development report card to monitor and track economic growth Meeting with the top 10 employers in the community Long-term programs may include: Identifying and developing an area for industrial development Improving local educational programs to meet the employment needs of a specific or targeted industry Cultivating ancillary social, cultural, arts or recreational infrastructure or programs bike trails or nature conservation areas or other cultural amenities to supplement community programming Developing technology-based or application-based districts for individuals to develop high-technology tools or computer applications. This is an important emerging industry in our global economy. It takes into account all the spin-off or supplemental development associated with this type of niche district. Keep in mind your goal is to be the first in your area not the last to develop an economic niche. Keep updating Make sure your team understands the strategic economic

development plan is dynamic and fluid. You cannot simply set it and forget it. Use your annual local economic development report card to ensure your economic growth and plan remains consistent to its vision, mission and goals. Lastly, review your plan for modifications on a regular basis, taking into account changing economic trends and technology. About the Author Dan Botich, Sr. Economic Development Professional and leader of the SEH economic development team in Indiana, is a project management and financial advisory professional with more than 30 years of experience. He believes a strong relationship among community leaders, businesses and educational institutions is the foundation of economic growth and sustainable development.

5: Developing a Strategic Cultural Plan: A Work Kit | Americans for the Arts

FII Cultural Competency and Diversity Plan Page 2 INTRODUCTION Commitment to the Strategic Integrated Planning Process Functional Industries, Inc. (FII) is committed to the continuous utilization of our Strategic.

List of cultural plans. For many the process of developing a strategic cultural plan is as important as the finished document, for the process builds community awareness, excitement, and involvement. An inclusive process that invites the participation of many people representing diverse constituencies and points of view paves the way for the plan to be adopted and implemented. Within the context of community planning, culture becomes a relevant issue to be discussed and debated, along with all other municipal concerns. This work kit is designed for use by community cultural organizations, such as local arts agencies, councils or town planning associations, and by individuals who wish to organize grass-roots cultural planning efforts. It is also intended for community planners or cultural organizations contemplating facility development or new ventures. If you are an individual working as a volunteer, board, or staff member for a cultural organization, you may wish to share the kit with your colleagues to determine if your organization or associates are ready to undertake a strategic cultural plan. If you work alone without benefit of an organizational umbrella, you will need to assemble a group of people who can work with you to lead a planning process. This kit suggests ideas about community members to involve. The kit has been designed primarily for use in smaller communities by those who wish to embark on a cultural plan on their own with little or no outside assistance. It suggests a practical, manageable process that can be effectively led by an arts council or ad hoc committee. The concepts are just as applicable, however, in larger communities or in more formal contexts. Many organizations and communities are intimidated by an undertaking of this scope and may opt to utilize outside consultants to guide and write the plan. If your organization is considering hiring a consultant, this volume may serve as an introduction to the process and clarify what a consultant can be expected to accomplish. Make sure the chemistry is right for you and your town. This work kit can also be used by specific community-based organizations within a municipality as a guide to planning for new ventures that are dependent upon the community at large; for example, by a group wishing to start a performing or multiuse center or by established cultural organizations wishing to plan cooperatively for their mutual growth. The worksheets included should be adapted to the particular circumstances of the users. How to use this work kit. Begin with an assessment. Why plan for culture? Key elements in cultural planning: Building support and validation.

DEVELOPING A STRATEGIC CULTURAL PLAN pdf

6: Strategic planning culture

Strategic Management Basics. Strategic management is the planning process through which company leaders formulate strategies for accomplishing company missions and objectives.

Developing a Strategic Planning Culture Without a supportive strategic planning culture, the best-designed corporate strategies can flounder during the execution phases. There will not enough effort to achieve improved overall organizational performance. Individual strategic initiatives may be isolated. They may not link strongly to long run corporate performance. They may have high levels of risk or cost. This suggests a need to raise awareness of the importance of strategic planning. This is especially so for managers not directly involved in the strategic planning team. Ways of creating an effective strategic planning culture. Open up participation in strategic planning. Align strategic planning with everyday performance management. Focus all planning on effectiveness. Link team and individual performance plans. Remove barriers to a strategic planning culture. Open up participation in strategic planning Encourage a wider set of people to contribute to the strategic planning effort. This can help to improve overall corporate culture, as well as strengthen support for strategic planning. Involve people other than just the top management team at key stages of the strategic planning process. This adds richer insight and information, as well as the buy-in needed for effective execution of strategies. Many more people than usually thought possible can contribute to improving the quality of strategic plan, and its execution. When such involvement becomes normal, a more positive strategic planning culture can develop. A positive strategic planning culture can unify the organization Without participative strategic planning, the organizational culture tends to follow conventional and not always productive ways. A well thought-out strategic plan can help alter these ways, by focusing the members on a set of common goals. The strategic planning process can help strengthen organizational culture to be results focused, with sharing of information needed for strategy execution. Align strategy with everyday performance management In trying to develop a positive strategic planning culture, ensure content of the corporate strategy informs the setting of ordinary performance plans. This also applies to aligning the budget with the strategic plan. This requires focusing the wider organizational culture on outputs, rather than inputs and processes. This is not to undervalue the importance of quality processes. It is vital that the processes focus on the right ends, and that these ends are well understood. Focus planning on effectiveness Organizational effectiveness in general and managerial effectiveness in particular, is the extent to which a manager achieves the output requirements of their role in the organization. It is the job of every manager to make the organization more effective. Once understood, accepted, and applied, individuals in the organization view their contribution differently. In some cases, it will be the first time they even think in terms of contributing to organizational success. How do you know what to focus on? What do we mean by effectiveness? Effectiveness represents output, not activity, or input. Think of management in terms of performance, not personality. Effectiveness is not what managers do. It is what managers achieve that counts as effectiveness. What are these outputs? They come from the strategic plan. This is aims at achieving the purpose of the organization. Strategic planning should be open to various inputs of information and insight. It should not be seen as the exclusive domain of a few top managers, or even, as in some cases, the CEO alone. The top managers, together with their other colleagues in the top team, and the managers at one remove from the CEO have a responsibility to manage the strategic plan into action right across the organization. For more information and idea on how they can do this go to Strategic Management Process. I recognize that this is easy to say and not so easy in practice. Connecting the individual to the corporate Strategic planning culture depends on clear links between corporate strategic plans and plans for individuals and work groups. There are two main types of plan: Individual performance plans IPP. Workers set these for their own accountabilities. Your manager should explain the context of your work, and its relationship to plans from above, and with other teams laterally, and below. Even with this, you must plan your work against that background. Team performance plans TPP. These a manager sets with, and for their team or work group. This is the other side of the IPP. It sets the context in which individual team members have to operate. Individual team members frame their own personal plans within this

framework of delegated result areas. In turn each of these individual and team plans should align with other team plans, and it should be possible to trace key results expected through the cascading set of plans, and trace their ultimate source to the overall corporate strategic plan, and any related policies governing corporate behavior. Remove obstacles to strategic planning culture A big barrier to strategic planning culture is confused relationships among the people involved. To embed a productive strategic planning in the organization, you need clear roles and role relationships. See Global Organization Design Society for useful resources on this. There may be a need for more meetings. You may have to improve communications. It helps to have suitable support systems. Effective plan implementation requires sound teamwork. Too often right management practices are lacking. Leadership style is still too commonly an arbitrary autocratic approach. This can undermine the development and execution of strategic plans Leadership buy-in and commitment to the strategic planning process are crucial. Many top managers spend less than half a day per month on strategic decision-making. Sadly, those few times maybe wasted in rambling, inconclusive discussions. They should be focused efforts to clarify important strategic issues. How to overcome the obstacles to improved strategic planning culture - Focus attention on issues likely to have the biggest effects on the long-term performance. Deal with shorter term operational problems separately. Put real choices on the table. Evaluate at least three viable options for every strategy. Use meeting time for decision-making, not just discussion. Move issues off your agenda as quickly as possible.

7: 4-Phase Guide to Strategic Planning Process Basics | OnStrategy

Cultural Competence Strategic Plan A General Strategic Plan is first presented that outlines basic activities that should take place continuously over time to improve and maintain the CC of the.

8: What Is a Strategic Initiative Plan? | Bizfluent

City of North Las Vegas Arts and Cultural Strategic Plan 7 City of North Las Vegas Strategic Arts and Cultural Plan Overall Goal: to develop a simple and clear three-year Strategic Plan for Arts and Culture.

9: Why Is Culture Important in Understanding Strategic Management? | www.enganchecubano.com

The Culture Change Strategic Plan contains the initial findings and recommendations from the Culture Change Council and Teams. The Plan is only a beginning and serves as a roadmap for.

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