



Interestingly many people undertake change initiatives without proper insight into the effect the change will have throughout a business and on the bottom line.

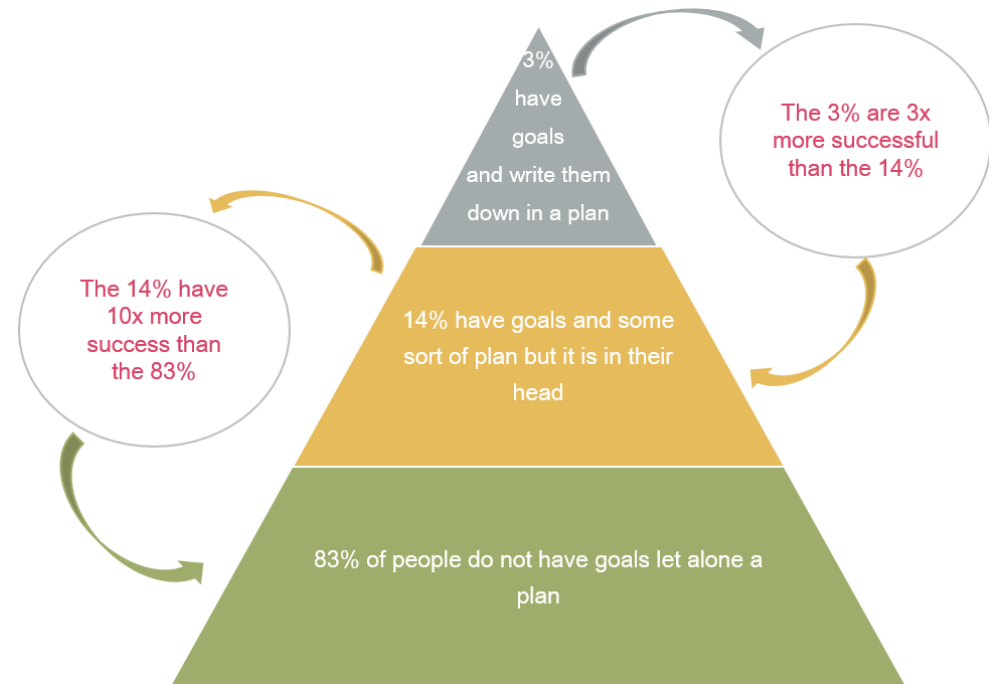
There seems to be this insatiable need to rush into implementing the change before too much thought has gone into how the change meets the long-term goals of the business. Rarely has thought been spared to the impact the change will have on workplace culture, systems and the people who are going to carry out the change process. Some people do give it a go and it is good that they are doing some planning but all too often it's not enough.

If you are reading this, then you probably understand where I am coming from and may a helping hand!

When considering the following statistics from a Harvard Business study it makes sense not only to plan but to know the type of plan you need when because the type of plan determines the quality of the action needed to reach the required outcome.

That's why I have designed the template below, so you can be in the 3% of people who can maximum success by planning your change.

Contact Diane for more information about how you can make your change initiative work for you, your teams and your business.



STRATEGIC, OPERATIONAL AND TACTICAL PLANNING OUTLINE

Business/ Organisation:		
Date:		Review Dates:
<p>Step 1: Write down the big picture outcomes/goals you want from the change initiative for your business. Include dates you want these by and the evidence you will have to know that you have achieved the outcome. Include the impact the workplace culture will have on the success of the outcome/s.</p>		
Strategic Outcome/s		

STRATEGIC, OPERATIONAL AND TACTICAL PLANNING OUTLINE

Step 2: Break down the big picture outcome into the goals for each business portfolio. Include your KEY SUCCESS MEASURE (KSM) or standards that will help you know you have achieved the goal.

Operational Goals	<u>Finance</u>	<u>KSM</u>	<u>Marketing</u>	<u>KSM</u>	<u>Products/ Services</u>	<u>KSM</u>	<u>Human Resources</u>	<u>KSM</u>	<u>Administration</u>	<u>KSM</u>	<u>Other</u>	<u>KSM</u>

STRATEGIC, OPERATIONAL AND TACTICAL PLANNING OUTLINE

Step 3: Now break the portfolio goals down into the tasks that need to be done to make sure the goals are achieved. Include any Key Performance Indicators (KPIs) and deadlines needed.

Tactical Steps	<u>Finance</u>	<u>KPI</u>	<u>Marketing</u>	<u>KPI</u>	<u>Products/ Services</u>	<u>KPI</u>	<u>Human Resources</u>	<u>KPI</u>	<u>Administration</u>	<u>KPI</u>	<u>Other</u>	<u>KPI</u>

STRATEGIC, OPERATIONAL AND TACTICAL PLANNING OUTLINE

Step 4: The final step is recording who (the position, not necessarily the name of the position holder) and the skills they require to complete the tasks and the goals. This should identify skills gaps or work gaps if a position will need to be taken away from core business to work on any innovation project.

Who needs to be involved? And what skills are required?	<u>Finance</u>	<u>Skills</u>	<u>Marketing</u>	<u>Skills</u>	<u>Products/ Services</u>	<u>Skills</u>	<u>Human Resources</u>	<u>Skills</u>	<u>Administration</u>	<u>Skills</u>	<u>Other</u>	<u>Skills</u>

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