

**Soft-Train**



*At Soft-Train  
Technology Works*

# Team-Based Strategic Planning (2 Days) ST00106

**COURSE GOAL:** How to structure, facilitate, and implement the process.

**PREREQUISITES:** None

**LEARNING OBJECTIVES:**

Upon completion of this course, the student will be able to:

- Structure the process so it custom fits their company
- Effectively facilitate the process of:
- keep meetings on track,
  - train others in planning skills,
  - document decisions made at meetings, present and
  - communicate the plan

**KEY TOPICS:**

**I. Why Commitment Is More Important Than Ever**

- A.** Even the Most Successful Organizations Don't Operate at Their Full Potential
- B.** It's Question of Now or Never
- C.** Most Leaders Confuse Compliance and Commitment
- D.** Generating Commitment Requires Great Courage

**II. What Is Strategic Commitment**

- A.** There's Commitment and There's Commitment
- B.** What Drives True Commitment
- C.** The Heart of Strategic Commitment: Content and Context
- D.** The Drivers of Context
- E.** The Characteristics of a Strategic Commitment Environment: Why Should You Care That They Don't Care
- F.** You Might as Well Find Out Where You Stand Before Reading On

**III. Working Back from the Future**

- A.** We're Not Here to Stick Our Toe in the Water, We're Here to Make Waves
- B.** Barriers to Assessing the Current Reality
- C.** What Are the Warning Signs?
- D.** Diogenes Searching for the Honest Man
- E.** The Picture Emerges from the Mosaic

- F. Are You Your History or Your Future? You Really Have a Choice
- G. Crafting a Bold and Compelling Future

#### **IV. Pushing Through the Thermal Layer**

- A. You Can't Lead Without Light
- B. Avoid Strategic Limbo
- C. Offer to Listen, Then Demonstrate that You Have Listened
- D. Involvement Is Magic
- E. Why Slow Is Fast

#### **V. Leading From the Front**

- A. The Resume of the Senior Leadership Team: Ten Essential Leadership Competencies and Qualities
- B. How Leadership Behavior Has Changed to Less Leadership
- C. Why the Trusted Few Can't Be Trusted
- D. Cold Cruel World: Commitment From Key Outsiders

#### **VI. Taking a Stand- The key to Strategic Commitment**

- A. Putting a Stake in the Ground means No Retreat
- B. People Are Not "Goaled," They're Committed When the Going Gets Tough, You're Finally Making Progress
- C. Success and Failure Ebb and Flow, but Courage Cannot
- D. Dedication for Him Isn't Necessarily So for Her Tailoring Commitment

#### **VII. Building and Restoring Trust**

- A. What Is Trust, Anyway?
- B. The Real Question: How Is Trust Built?
- C. The "Building Trust Dialogue"
- D. Five Steps to Recovering and Building Trust Moving Forward

#### **VIII. Return on Strategic Commitment**

- A. Financial Performance
- B. Customer Service, Satisfaction, and Loyalty
- C. Quality
- D. Safety
- E. Innovation
- F. Cross-Functional Collaboration

#### **IX. Lead, Follow, or Get Out of the Way-HR at the Crossroads**

- A. To Be or Not to Be: Can Your Human Resources People Actually Help?
- B. HR as Chief Commitment Officer: The Best of All Possible Worlds?
- C. Building Potential: HR Can Help, but Needs Your Help
- D. I Won't Dance, Don't Ask Me: Jettisoning HR as an Impediment

#### **X. Strategic Commitment as Organizational Lifestyle**

- A. You Get What You Pay For: Creating the Proper Reward System
- B. The Metrics of Commitment: Focusing on Output, Not Input
- C. Picking and Choosing: How to Hire Talent that Thrives on Commitment

- D.** Communicating  
Commitment: Changing the  
Nature of Feedback
- E.** Choosing Your Friends:  
Alliances, Vendors, and  
Contractors in the Fold

## **XI. The Diversity of Strategic Commitment**

- A.** Nonprofits Are Not a  
Synonym for  
“Unprofessional”
- B.** Rules for Gaining  
Strategic Commitment in Non  
Profits
- C.** Educational Institutions  
Need to Learn Something
- D.** Government Agencies  
Can Actually Achieve  
Operating Efficiencies
- E.** Volunteer Organizations  
Require Strategic  
Commitment More Than  
Others