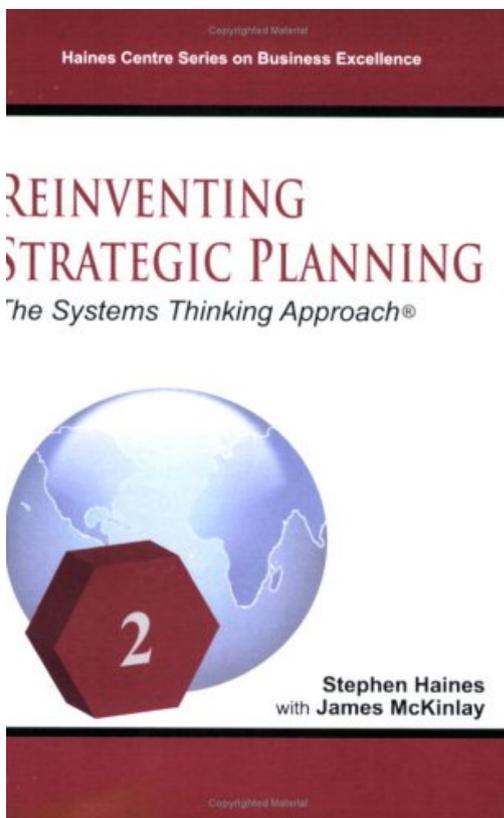


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REINVENTING STRATEGIC PLANNING

The Systems Thinking Approach®



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Review

Reinventing Strategic Planning: The Systems Thinking Approach® is the 2nd book in the latest four-part Business Excellence Series created by author and founder of the Haines Centre for Strategic Management, Stephen Haines along with James McKinley. This series prides itself in providing thought provoking applications and innovative insights based on over 50 years of research and practice in the Strategic Management field.

Reinventing Strategic Planning: The Systems Thinking Approach® continues the learning begun in Strategic and Systems Thinking: The Winning Formula and, unlike other strategic planning books who promise one solution to years of inadequate management, this book makes the point of stating that there is no Holy Grail to be found in Strategic Management, but rather an understanding that planning and change are the responsibility of today s management. As the authors state, planning is the first function of management... planning means planning for change, thus reinventing Strategic Planning into Strategic Management.

Authors Stephen Haines and James McKinley present 3 main premises that form the foundation of this book. Premise #1 maintains the statement that there isn t one magical answer in Strategic Management, however, when organizations are willing to develop strategic and operational plans, ensure those plans success through implementation and change, and build and sustain their performance within those plans, they too will become a high performing organization over the long term. As they like to point out, an organization s worst mistake is focusing on today and not their future.

Premise #2 takes Haines famous words, people support what they help create, and illustrates why extensive interactions, dialogue, debates, change, facilitation and participation from key employees is a must in order to keep the organization s vision moving forward.

Premise #3 demonstrates the differences between the Systems Thinking Approach® and other strategic planning models and why although they may be a start, they fail to support the general systems theory by omitting the following 4 of the 10 concepts that

Haines and McKinley provide: 1. Parallel involvement process 2. Smart start: plan to implement 3. In-depth change management 4. Annual strategic review and update

Reinventing Strategic Planning: The Systems Thinking Approach® presents readers with a simple 10-step model to understanding the dynamics of the planning process inside an organization and the need for each team or department to work together towards one specific vision.

The steps are: #1 Smart start: plan-to-plan #2 Ideal future vision #3 Key success measures of goals #4 Internal & External current state assessment #5 Strategy development #6 Business unit planning #7 Annual plans and strategic budgeting #8 Successfully implementing your strategic plan #9 Implementing your strategic plan #10 Continue Implementing your strategic plan

The ease of reading and the simple design of the models and bullet point tips inside each section will encourage employees and strategic managers alike to become part of the living and breathing transformation known as Strategic Management. In Haines words, if you always do what you ve always done, you won t always get what you ve always gotten...the world has change. Reinventing Strategic Planning: The Systems Thinking Approach® is a necessity for any entity planning for success. -- Nidya R.M.

Steve Haines provided the expertise to take our organization into a living-breathing no non-sense planning cycle that won t gather dust. This is serious stuff. Tourists shouldn t try it. Our Strategic Planning, especially the results, are the best I ve ever seen in my long career Richard Johnson, Chairman, CEO and Industry Icon -Wecorp

We ve just had the most profitable year in the 100+ years we ve been in existence- and our Strategic Management System installed by the Centre is the major reason why. A Systems approach to Strategic Planning and Management was one of the most important decisions we made that transformed our performance from marginal to best in class. This book provides you with a step-by-step approach to applying systems thinking to strategic planning and the potential of transforming your company in the same way it did ours! A must read for CEOs and Executives! --Richard Condit, Senior Vice President HR- Sundt Corporation

When we first started with Steve 4 years ago, people were all working off different business plans and going in all different directions. With Steve s help, we created ONE vision. The plan is like glue for our organization. It gives us all ONE purpose to strive towards. The introduction of the Systems Thinking Approach® with Strategic Planning has changed the landscape within our organization. The system is as natural to us as our daily jobs and has become an integral part of our future. ALL staff has fully embraced our plan and the system by which we get there. --Lori White, Executive VP- Valley Credit Union, San Jose, CA

Thank you so much for your help with this strategic planning process. We now have a plan, written down, and that has changed my professional life. There is a great reward in having a vision and plan to reach it -- Jeffrey S. Cummings, D.M.D

I had the opportunity to work with Steve Haines utilizing the Systems Thinking Approach® for over 10 years. It is clear, based upon actual experience and results, that this approach give an organization a great opportunity to achieve its desired mission if the organization commits itself and continuously follows through with the systems process. We had periods where we had real commitment and the results were outstanding. We also had periods when the commitment wavered and our results were lacking. If you idea of Strategic Planning is to hire a consultant to tell you what you need to do, this is not for you. However, if you are looking for a guide and a process that will help you and your entire organization to collectively develop

that vision and develop a path to achieve it, I highly recommend Steve and his approach. - Fred Holliger, Former Chairman & CEO- Giant Industries, Inc.

I have used the strategic planning and change management methodologies of the Haines Centre for Strategic Management since the early 1990 s and applied them in different organizational settings and cultures, in both Australia and Canada. The methodology is easy to understand and apply. It works well and provides for positive and engaging results for staff- which is critical to successful implementation of the plan. - Dr. Vicki Williamson, Dean, University of Saskatchewan Library --Haines Centre for Strategic Management

About the Author

STEPHEN HAINES is the founder and CEO of the Haines Centre for Strategic Management. The Haines Centre has offices in over 20 countries. Stephen is the world's foremost authority and leader on the Systems Thinking Approach to Strategic Management (Planning-People-Leadership-Change). He has led Best Practices research in Strategic and Systems Thinking for more than 25 years.

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