

# Strategisk planering, Aktiv demokrati, 6-8 jan 2012

Följande är förslag till workshopen under AD konferensen för att på ett systematiskt sätt diskutera vad AD är, vill och hur vi skall förverkliga dem.

Workshopens syfte är att ge en gemensam bild av partiets **Vision, Mission, Values, Strategy**, genom att tillsammans formulera dem, sätta mål samt bestämma aktiviteter och ansvariga.

För förklaring av begreppen se ”**Bilaga: Förklaringar till begreppen**”

Texten här är på svengelska, då begreppen och förklaringar är hämtad från engelska referenser

## **Processen för strategisk planering:**

Processen för detta arbete är i korthet enligt följande. I nästa avsnitt förklaras varje del mer detaljerad.

Vision → Mission → Values → Wanted Position 20xx → Strategy

## **Strategi:**

Målområden (ex. 2014) → Delmål (ex. 2012) → Projektplan (Aktiviteter, ansvariga, tidplan, etc.)

# 1. Workshop: Vision Statement:

**Uppgift:** I denna workshop skall vi formulera Visionen i EN mening!

EX. "En värld utan fattigdom"

Vision är partiets ledstjärna. Vision är vad organisationen vill bli. Partiets framtid.  
Visionen skall sitta i ryggmärgen!

A *Vision statement* outlines what the organization wants to be, or how it wants the world in which it operates to be. It concentrates on the future. It is a source of inspiration. It provides clear decision-making criteria.

Features of an effective vision statement include:

- Clarity and lack of ambiguity
- Vivid and clear picture
- Description of a bright future
- Memorable and engaging wording
- Realistic aspirations
- Alignment with organizational values and culture

# 2. Workshop: Mission Statement:

**Uppgift:** I denna workshop skall vi formulera Aktiv demokratis Mission

EX. "Yrkesutbildning för hemlösa och arbetslösa"

A mission is the purpose of the organization. The organization reason for existence.  
A mission statement provides a path to realize the vision in line with its values.

Another approach to defining Vision and Mission is to pose two questions. Firstly, "What aspirations does the organization have for the world in which it operates and has some influence over?", and following on from this, "What can (and/or does) the organization do or contribute to fulfill those aspirations?". The succinct answer to the first question provides the basis of the Vision Statement. The answer to the second question determines the Mission Statement.

### 3. Workshop: Values:

**Uppgift:** I denna workshop skall vi formulera Aktiv demokratis kärnvärden.

Ex. "give a man bread and feed him for a day, but teach him to farm and feed him for life"

Beliefs that are shared among the Stakeholder of an organization. **Values** drive an organization's culture and priorities and provide a framework in which decisions are made. For example, "Knowledge and skills are the keys to success" or "give a man bread and feed him for a day, but teach him to farm and feed him for life". These example values may set the priorities of self sufficiency over shelter.

### 4. Workshop: Wanted Position 20xx:

**Uppgift:** I denna workshop skall vi formulera Aktiv demokratis tidsbestämda långsiktiga mål på vägen till Vision.

Skriv 5 (?) mål som skall uppnås år 20xx.

Skriv 3 "Att Göra" under varje mål

Diskutera:

- Nu-läget. Var är vi?
- Ideal läget. Vart skall vi? Vad skall vi uppnå?
- Vilka områden behöver utvecklas?
- Vilka är Fokusområden? Vilka mål?

Et mål skall vara SMART (Specific, Measurable, Achievable, Relevant and Time-bound)

## 5. Workshop: Strategy, Partiet:

**Uppgift:** I denna workshop skall vi lista Aktiv demokratis **mål år 2012**, vilka är delmål för att uppnå de långsiktiga målen.

Del 1:

- Bestäm Vad skall göras? Vilka mål skall uppnås? Vilka ärenden skall hanteras?
- Skriv Hur dessa skall göras? Vilka aktiviteter behöver göras för att uppnå varje mål?

Del 2:

- Prioritera aktiviteterna, så att vi lägger energin på "Rätt" saker.
- Utse Samordnare för mål 2012. Samordnaren skall följa upp statusen för ärenden, synka, stödja, etc.

A **strategy** is sometimes called a roadmap which is the path chosen to plow towards the end vision. The most important part of implementing the strategy is ensuring the company is going in the right direction which is towards the end vision.

## 6. Workshop: Strategy, Individ/Arbetsgrupp

**Uppgift:** I denna workshop skall vi välja från aktivitetslistan det vi kan bidra med.

- Välja aktivitet
- Enskild eller arbetsgrupp? Ansvarig/projektledaren?
- Vad skall levereras (Resultat i vilken form)
- Tidplan - Start och slut

# Bilaga: Förklaringar till begreppen:

## 1. Strategic planning

[http://en.wikipedia.org/wiki/Vision\\_statement#Mission\\_statements\\_and\\_vision\\_statements](http://en.wikipedia.org/wiki/Vision_statement#Mission_statements_and_vision_statements)

**Strategic planning** is an [organization](#)'s process of defining its [strategy](#), or direction, and making decisions on allocating its resources to pursue this strategy. In order to determine the direction of the organization, it is necessary to understand its current position and the possible avenues through which it can pursue a particular course of action. While strategic planning may be used to effectively plot a company's longer-term direction, one cannot use it to reliably forecast how the market will evolve and what issues will surface in the immediate future. Therefore, strategic innovation and tinkering with the "strategic plan" have to be a cornerstone strategy for an organization to survive the turbulent business climate.

Strategic planning is the formal consideration of an organization's future course. All strategic planning deals with at least one of three key questions<sup>[1]</sup>:

1. "What do we do?"
2. "For whom do we do it?"
3. "How do we excel?"

## Conceptualization

The key concepts within the framework of 'strategic planning' includes an understanding of the firm's vision, mission, values and strategies.

**Vision:** Defines the way an organization or enterprise will look in the future. The vision is a long-term view, sometimes describing the organization's picture of an "ideal world". For example, a charity working with the poor might have a vision statement which reads "A World without Poverty."

**Mission:** Defines the fundamental purpose of an organization or an enterprise, succinctly describing why it exists and what it does to achieve its vision.

The mission statement provides details of the organization's operation and says what it does. For example, the charity might provide "job training for the homeless and unemployed". The statement may also set out a picture of the organization in the future.

**Values:** Beliefs that are shared among the [stakeholders](#) of an organization. Values drive an organization's culture and priorities and provide a framework in which decisions are made. For example, "Knowledge and skills are the keys to success" or "give a man bread and feed him for a day, but teach him to farm and feed him for life". These example values may set the priorities of self sufficiency over shelter.

**Strategy:** Strategy, narrowly defined, means "the art of the general" (from Greek *stratigos*). A combination of the ends (goals) for which the firm is striving and the means (policies) by which it is seeking to get there. A strategy is sometimes called a roadmap which is the path

chosen to plow towards the end vision. The most important part of implementing the strategy is ensuring the company is going in the right direction which is towards the end vision.

Organizations sometimes summarize goals and objectives into a [mission statement](#) and/or a **vision statement**. Others begin with a vision and mission and use them to formulate goals and objectives.

While the existence of a shared mission is extremely useful, many strategy specialists question the requirement for a written mission statement. However, there are many models of strategic planning that start with mission statements, so it is useful to examine them here.

- A **Mission statement** tells you the fundamental purpose of the organization. It defines the customer and the critical processes. It informs you of the desired level of performance.
- A **Vision statement** outlines what the organization wants to be, or how it wants the world in which it operates to be. It concentrates on the future. It is a source of inspiration. It provides clear decision-making criteria.

An advantage of having a statement is that it creates value for those who get exposed to the statement, and those prospects are managers, employees and sometimes even customers. Statements create a sense of direction and opportunity. They both are an essential part of the strategy-making process.

Many people mistake the vision statement for the mission statement, and sometimes one is simply used as a longer term version of the other. The Vision should describe why it is important to achieve the Mission. A Vision statement defines the purpose or broader goal for being in existence or in the business and can remain the same for decades if crafted well. A Mission statement is more specific to what the enterprise can achieve itself. Vision should describe what will be achieved in the wider sphere if the organization and others are successful in achieving their individual missions.

A mission statement can resemble a vision statement in a few companies, but that can be a grave mistake. It can confuse people. The mission statement can galvanize the people to achieve defined objectives, even if they are stretch objectives, provided it can be elucidated in [SMART](#) (Specific, Measurable, Achievable, Relevant and Time-bound) terms. A mission statement provides a path to realize the vision in line with its values. These statements have a direct bearing on the bottom line and success of the organization.

Which comes first? The mission statement or the vision statement? That depends. If you have a new start up business, new program or plan to reengineer your current services, then the vision will guide the mission statement and the rest of the strategic plan. If you have an established business where the mission is established, then many times, the mission guides the vision statement and the rest of the strategic plan. Either way, you need to know your fundamental purpose - the mission, your current situation in terms of internal resources and capabilities (strengths and/or weaknesses) and external conditions (opportunities and/or threats), and where you want to go - the vision for the future. It's important that you keep the end or desired result in sight from the start. <sup>[citation needed]</sup> .

Features of an effective vision statement include:

- Clarity and lack of ambiguity
- Vivid and clear picture
- Description of a bright future
- Memorable and engaging wording
- Realistic aspirations
- Alignment with organizational values and culture

To become really effective, an organizational vision statement must (the theory states) become assimilated into the organization's culture. Leaders have the responsibility of communicating the vision regularly, creating narratives that illustrate the vision, acting as role-models by embodying the vision, creating short-term objectives compatible with the vision, and encouraging others to craft their own personal vision compatible with the organization's overall vision. In addition, mission statements need to be subjected to an internal assessment and an external assessment. The internal assessment should focus on how members inside the organization interpret their mission statement. The external assessment — which includes all of the business stakeholders — is valuable since it offers a different perspective. These discrepancies between these two assessments can give insight on the organization's mission statement effectiveness.

Another approach to defining Vision and Mission is to pose two questions. Firstly, "What aspirations does the organization have for the world in which it operates and has some influence over?", and following on from this, "What can (and/or does) the organization do or contribute to fulfill those aspirations?". The succinct answer to the first question provides the basis of the Vision Statement. The answer to the second question determines the Mission Statement.

## 2. SMART criteria

[http://en.wikipedia.org/wiki/SMART\\_\(project\\_management\)](http://en.wikipedia.org/wiki/SMART_(project_management))

**SMART / SMARTER** is a [mnemonic](#) used to set objectives, for example for [project management](#), employee [performance management](#) and [personal development](#).

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### Terms behind the letters

There is no clear consensus about precisely what the five or seven keywords mean, or even what they are in any given situation. Typically accepted values are:

Letter	Major Term	Minor Terms
S	Specific	Significant, Stretching, Simple
M	Measurable	Meaningful, Motivational, Manageable
A	Attainable	Appropriate, Achievable, Agreed, Assignable, Actionable, Ambitious, Aligned, Aspirational
R	Relevant	Realistic, Resourced, Resonant
T	Time-bound	Time-oriented, Time framed, Timed, Time-based, Timeboxed, Timely, Time-Specific, Timetabled, Time limited, Trackable, Tangible
E	Evaluate	Ethical, Excitable, Enjoyable, Engaging, Ecological
R	Reevaluate	Rewarded, Reassess, Revisit, Recordable, Rewarding, Reaching

Choosing certain combinations of these labels can cause duplication; such as selecting 'Attainable' and 'Realistic'; or can cause significant overlapping as in combining 'Measurable' and 'Results'; 'Appropriate' and 'Relevant' etc. The term 'Agreed' is often used in management situations where buy-in from stakeholders is desirable (e.g. appraisal situations).



## Developing SMART Goals

Paul J. Meyer describes the characteristics of S.M.A.R.T. goals in *Attitude is Everything*.<sup>[2]</sup>

### Specific

The first term stresses the need for a specific goal over and against a more general one. This means the goal is clear and unambiguous; without vagaries and platitudes. To make goals specific, they must tell a team exactly what is expected, why is it important, who's involved, where is it going to happen and which attributes are important.

A specific goal will usually answer the five "W" questions:

- What: What do I want to accomplish?
- Why: Specific reasons, purpose or benefits of accomplishing the goal.
- Who: Who is involved?
- Where: Identify a location.
- Which: Identify requirements and constraints.

### Measurable

The second term stresses the need for concrete criteria for measuring progress toward the attainment of the goal. The thought behind this is that if a goal is not measurable, it is not possible to know whether a team is making progress toward successful completion. Measuring progress is supposed to help a team stay on track, reach its target dates, and experience the exhilaration of achievement that spurs it on to continued effort required to reach the ultimate goal.

A measurable goal will usually answer questions such as:

- How much?
- How many?
- How will I know when it is accomplished?

### Attainable

The third term stresses the importance of goals that are realistic and attainable. While an attainable goal may stretch a team in order to achieve it, the goal is not extreme. That is, the goals are neither out of reach nor below standard performance, as these may be considered meaningless. When you identify goals that are most important to you, you begin to figure out ways you can make them come true. You develop the attitudes, abilities, skills, and financial capacity to reach them. The theory states that an attainable goal may cause goal-setters to identify previously overlooked opportunities to bring themselves closer to the achievement of their goals.

An attainable goal will usually answer the question:

- How: How can the goal be accomplished?

## Relevant

The fourth term stresses the importance of making goals relevant. A relevant goal must represent an objective that the goal-setter is willing and able to work towards. This does not mean the goal cannot be high. A goal is probably relevant if the goal-setter believes that it can be accomplished. If the goal-setter has accomplished anything similar in the past they may have identified a relevant goal.

A relevant goal will usually answer the question:

- Does this seem worthwhile?

## Time-Bound

The fifth term stresses the importance of grounding goals within a time frame; giving them a target date. A commitment to a deadline helps a team focus their efforts on completion of the goal on or before the due date. This part of the S.M.A.R.T goal criteria is intended to prevent goals from being overtaken by the day-to-day crises that invariably arise in an organization. A time-bound goal is intended to establish a sense of urgency.

A time-bound goal will usually answer the question:

- When?
- What can I do 6 months from now?
- What can I do 6 weeks from now?
- What can I do today?