

Successful short term decisions through long term planning

Situation

- A local operating company of a larger Global corporation had been undergoing significant change in the last five years
- Day to day operations had been stabilised and structure had been put in place
- A Global vision had been established
- A new management team was in place
- Desire to look ahead to the future and set a direction for the next 2-3 years and to ensure that immediate budget needs were agreed to enable that future direction to be achieved

Action

- Interviewed the management team to do an environmental scan and collect the issues they were currently facing
- Developed and facilitated a two day retreat to develop a vision, strategies and action plans using appreciative inquiry and traditional planning tools
- Ownership for each of the action plans was agreed

Result

- One year after the initial planning session monthly revenue & profit results are significantly ahead of target – in the face of declining markets and a tough economic environment
- The management team have increased their strategic thinking & leadership capabilities, by integrating their vision, actions and balanced scorecard into their monthly meetings and continually living their vision.
- Employees have an increased sense of trust and excitement in the organisation's direction