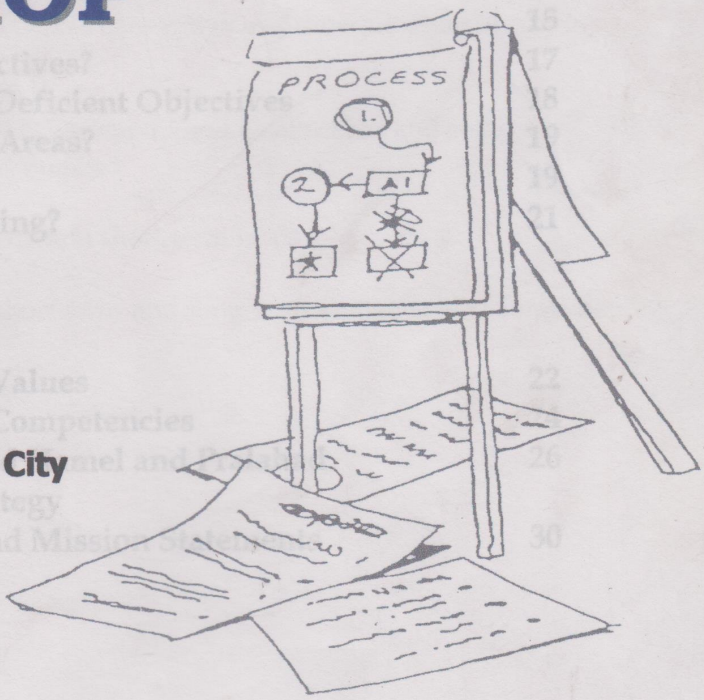
Copy for
Ms. E. Villanueva

QUEZON CITY GOVERNMENT

STRATEGIC PLANNING WORKSHOP



February 8 - 10, 2002

Eugenio Lopez Center

Sumulong Hi-way, Antipolo City

to be conducted by:

CHANGE MANAGEMENT International, Inc.

QUEZON CITY INVENTORY & APPRAISAL
COMMITTEE ON MOVABLE ASSETS

Nº 14- 0026545

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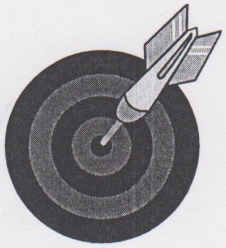
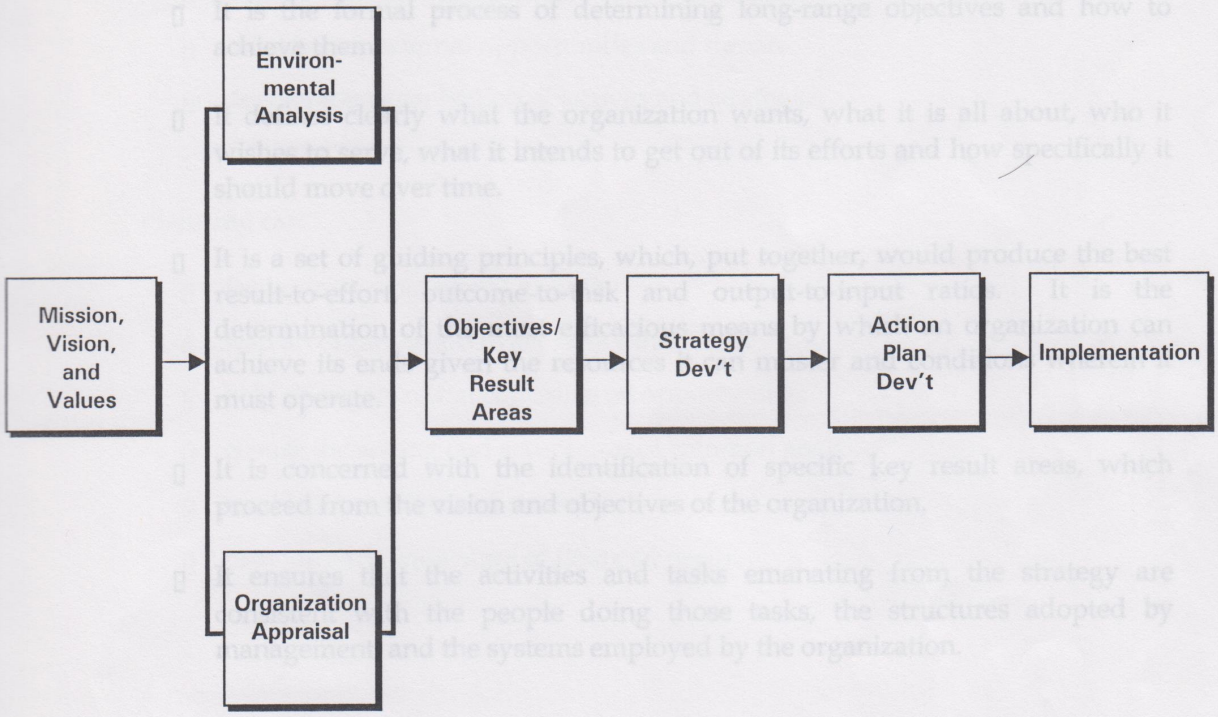
OBJECTIVES



The QCG strategic planning workshop will have the following objectives:

- Formulation of QCG's mission and vision statements
- Determination of QCG's core values and determination of core competencies
- Assessment of QCG's strengths and weaknesses, and external opportunities and threats
- Setting of long-term and short-term goals
- Formulation of short-term and long-term strategies and implementing action plans

WHAT IS STRATEGIC PLANNING?



WHAT IS STRATEGIC PLANNING?

Definition of strategic planning

- It is the formal process of determining long-range objectives and how to achieve them.
- It defines clearly what the organization wants, what it is all about, who it wishes to serve, what it intends to get out of its efforts and how specifically it should move over time.
- It is a set of guiding principles, which, put together, would produce the best result-to-effort, outcome-to-task and output-to-input ratios. It is the determination of the most efficacious means by which an organization can achieve its ends given the resources it can muster and conditions wherein it must operate.
- It is concerned with the identification of specific key result areas, which proceed from the vision and objectives of the organization.
- It ensures that the activities and tasks emanating from the strategy are consistent with the people doing those tasks, the structures adopted by management, and the systems employed by the organization.

Benefits of strategic planning

- assists management in providing general direction to the organization
- helps management to determine allocation of organization's resources
- develops new skills among key managers and employees
- promotes employee participation and communication
- reduces resistance to change by employees

- enlightens management in dealing with new, complex and challenging societal developments

Strategic planning consists of

- establishing an organization's mission
- determining internal strengths and weaknesses
- considering external opportunities and threats
- developing organization objectives and strategies

Planning can

- facilitate organizational growth
- lead an organization to act rather than react
- help an organization capitalize on opportunities
- ensure the setting and acceptance of common goals
- establish priorities and strategies
- provide early indication of financial needs

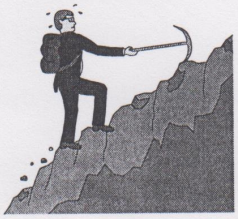
WHAT IS VISION?

Definition of Vision

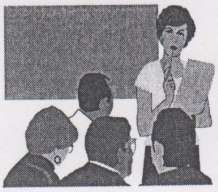
- A clear, measurable and challenging description of a desired future goal around which an organization can direct its program of work.
- An image of how we see our purpose unfolding
- A picture of the preferred future we seek to create
- An answer to the question "What do we really want?"

Benefits of a vision

CREATES DREAMS



INSPIRES PEOPLE



PAINTS FUTURE ENVIRONMENT



PROVIDES FOCUS



Qualities of a vision

- It motivates, inspires
- It is a stretch, moves toward greatness
- It is clear, concrete
- It is achievable, not a fantasy
- It fits with the highest values
- It is easy to communicate

WHAT IS A MISSION STATEMENT?

Definition of Mission

Mission is the organization's driving purpose for existence usually specified in terms of mandate and principal services; people it serves; and key elements of the organization's philosophy.

Why is a mission statement important?

- Defines what the organization means for us.
- Distinguishes the organization from other organizations.
- Directs ventures. It may exclude some activities and yet still allow for creative growth.
- Serves as a framework for evaluating current and prospective activities.

Components of a Mission Statement

- People it serves - Who are the people the organization serves (its customers/clientele)?
- Services - What are the organization's principal services?
- Territory - Where does the organization operate?
- Competency - What are the organization's distinctive competencies?
- Benefits - What are the benefits to the organization and its employees?

Good mission statements exhibit three qualities

SHORT

Brief and simple mission statements are easy to understand and remember. Brevity and simplicity are also evidence of clear thinking. For example, the Girl Scouts' mission statement is: "To help a girl reach her highest potential." It's short, simple, easy to understand, and easy to remember.





FLEXIBLE

Flexible mission statements last a long time. For example, "ensuring an adequate supply of water" is inflexible and confining. It may not survive the next rainy season. The Macintosh [of Apple Computers] Division's mission statement was: "To improve the creativity and productivity of people." It was flexible enough to accommodate a computer and peripheral products such as laser printers, software, books and training for a long time.

DISTINCTIVE

Distinctive mission statements differentiate your cause from other organizations with similar missions. The Center for Living with Dying's mission statement, 'To provide emotional support for the dying and bereaved', sets it apart from most other non-profit and humanitarian organizations in Silicon Valley.'



Mission statements usually have five key components. They are:

- A description of the mandate of the organization
- The mission of the organization, sometimes broadly stated, sometimes described as a short and powerful strategic intent.
- The organization's assets, or key strengths
- Broad strategies to be pursued in order to achieve the mission
- The values the organization adheres to in pursuit of its mission

Excerpt from: Foster, Timothy RV. 101 Great Mission Statements. London: Kogan Page Limited., 1993, pp. 19-25.

WHAT ARE VALUES?



Values are ...

- fundamental beliefs that will guide behavior in meeting objectives, in dealing with the people it serves (clients), colleagues, and others
- reflect the way the organization will achieve its mission
- can be a source of strength if consistent with strategies
- enduring beliefs that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence

Values scan involves an in-depth examination of the following five elements:

- The personal values of the planning team
- The values of the organization as a whole
- The organization's operating philosophy
- The organization's culture
- The organization's stakeholders

Samples of values

- Integrity and Honesty
- Professionalism
- Commitment
- Teamwork
- Discipline & Command Responsibility
- Respect for Human Rights
- Leadership

WHAT IS A COMPETENCY?

Competency is...

A broad based grouping of knowledge, skills, behaviors, attributes and values that support superior performance.

Types of competencies

Organization Competencies

- Cross-functional abilities of the organization to execute strategy and accomplish its mission

Core Competencies

- Distinctive, differentiating competencies of the organization
- The collective competencies of the organization's workforce

Job Competencies

- Clusters of employee knowledge, skills and behaviors that generate superior performance

A competency, to be considered "core," must pass three tests

1. It must make a disproportionate contribution to clientele/customer-perceived value.
2. It must be competitively unique.
3. It must be applicable to a wide range of services and contribute to their competitiveness.

Sample of Core Competencies

- Proactive Clientele/Customer Service
- Cost Management
- Service Orientation
- Logistics Management
- Product/Service Knowledge
- Efficiency Orientation
- Interpersonal Sensitivity

ENVIRONMENTAL ASSESSMENT

Environmental assessment is how the strategist assesses the position of the organization in accordance with the realities of the environment wherein it operates.

External environment

- the area or sector affecting or being affected by the organization

External assessment

- Study unfolding events and resources of the environment.
- Evaluate trends, directions and movements in the environment.
- Identify opportunities for development by the organization.
- Identify obstacles or threats to development by the organization.

Internal environment

- the resources, personnel, capabilities and constraints of the organization

Internal assessment

There must be an assessment of the consistency or fit between the following and the organization's adopted vision and mission:

1. **Strategies adopted (programs and projects)**

   - Are functions, programs and services being carried out efficiently, expeditiously and efficaciously?

2. **Human resources**

   - Are the organization's staff capable of carrying out chosen strategies? You may have found the formula for getting better results but the people may not be up to it due to their lack of competence.

3. **Material resources (salaries, equipment, budget for activities)**

   - Is the proper amount of resources being put behind the strategies to realize the organization's objectives?

4. **Organizational structure, systems and procedures**

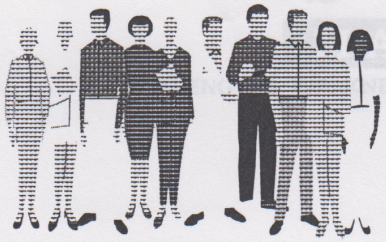
   - Do the organization's structures, systems and resources allow planning, decision- making and implementing processes to lead to the accomplishment of the strategies and tasks?

5. **Management and staff**

   Examine program officers and staff as to:

   - Management Styles
   - Attitudes
   - Value Systems
   - Relationships
   - Ethics
   - Cohesiveness
   - Client Orientation
   - Performance

THE SWOT DEFINITIONS

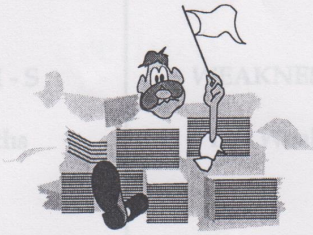


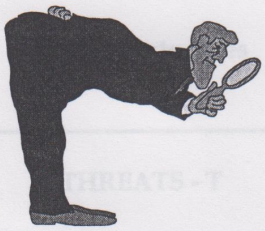
STRENGTHS

Internal competencies possessed by an organization that will enable it to achieve its objectives

WEAKNESSES

Areas that limit or inhibit an organization's overall success





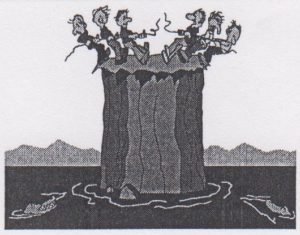
OPPORTUNITIES

Economic, socio-cultural, political, technological, demographic and industrial trends and events that could significantly benefit an organization in the future

- **major service opportunities**
- **new market opportunities / target clients' needs**
- **anticipated financial capacity/ sources of revenues**

THREATS

Economic, socio-cultural, political, technological, demographic and industrial trends and events that are potentially harmful to an organization's present and future competitive position



SWOT MATRIX

(STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS)

	STRENGTH - S List Strengths	WEAKNESSES - W List Weaknesses
OPPORTUNITIES - O List Opportunities	SO STRATEGIES Use strengths to take advantage of opportunities	WO STRATEGIES Overcome weaknesses by taking advantage of opportunities
THREATS - T List Threats	ST STRATEGIES Use strengths to avoid threats	WT STRATEGIES Minimize weaknesses and avoid threats

Strengths	➳	capitalize
Weaknesses	➳	reduce
Opportunities	➳	use
Threats	➳	neutralize, convert into opportunities

WHAT ARE GOALS/OBJECTIVES?

Objectives

The targeted goals of an organization towards which resources and efforts are channeled.

- *Stoner and Wankel*

Good objectives are:

S pecific

M easurable

A chievable

R elevant

T ime-bounded

C ommunicated

O wned

W ritten

GOOD OBJECTIVES VS. DEFICIENT OBJECTIVES

Sample of deficient objective:

"To increase sales."

Proper objective setting:

"To increase the sales of Product XYZ by 10% in calendar Year 2003."

Deficient objective:

"To train accounting personnel."

Proper objective setting:

"To train accounting personnel on the computerized accounting system - 25% by the end of February; 25% by the end of April; 25% by the end of June; and the remaining 25% by the end of August."

WHAT ARE KEY RESULT AREAS?

Key result areas

- areas in which the organization must continually pay attention to in terms of results and improvement
- determine whether or not the mission is being carried out, how well and with what sort of trend

WHAT IS STRATEGY?

Definition of strategy

- The broad program for defining and achieving an organization's objectives; the organization's response to its environment over time.

  Stoner and Wankel

- An integrated set of decisions and actions aimed at achieving quantum performance.

14 F's of effective strategies

Good strategies must:

1. Be **F**undamentally Sound and Correct. This means it must be anchored on the realities of the environment or situation the organization is in. It must recognize major trends and directions in this environment. It must take account of what the organization can do and cannot do, what it has and does not have.

2. Have **F**oresight. It must be able to determine the most likely future scenario in order to properly position the organization.

3. Take a **F**avored Course of Action. The implementation of the strategy must empathize with what they are doing. Otherwise, their motivation level would be low. They must actually align their strategy based on their vision, values and preferences.

4. **F**ocus Efforts on a Few but Critical Activities. Effective strategies are rifle shots at a chosen target, not shotgun blasts that scatter the resources of the organization. They choose the few things that would make a big difference.

5. Have **F**orce behind the Chosen Few Things. Organizations must put their full force and major resources behind the strategies taken. They must "put their money where their mouth is."

6. **F**ollow Through. A golfer or tennis player knows that hitting the ball is not enough. There must be a completed swing that directs the ball to its chosen destination. The whole organization must move to support its major thrusts for final acceptance and satisfaction of its clients.

7. Have a **F**it Among the Objectives, Tasks, People and Structure of the Organization. There must be consistency among the type of people operating within certain organizational structures and systems and the defined objectives, the chosen strategies and tasks of the organization. Avoid mismatches.

8. Have a **F**inite Time Frame. Unreachable starts have less motivating power than realizable objectives within the finite times frames of five, ten to even twenty years.

9. Be **F**easible. This means that strategies must be do-able by the organization. It must work out in the field and produce good benefit-cost relationships.

10. Take a **F**ull and Wholistic Approach. Compartmentalized approaches lead to partial solutions that often lead to greater problems. Organizations must look at the full implications of relationships among variables employed in the strategies adopted. They have to make sure that these variables reinforce rather than cancel each other out.

11. Get **F**eedback Through Good Monitoring and Evaluation Systems. Every action produces a reaction and this reaction must be monitored closely and assessed as to whether it is moving towards the desired objectives.

12. Be **F**elt with Sufficient Impact by the Intended Targets. Development organizations tend to forget the very purpose of their strategy, which is to positively affect the lives of the people they are serving.

13. Be **F**lexible Depending on Environmental Changes. The assumptions governing strategies chosen may change over time. Hence, there is a need to modify, alter or overhaul strategies in the face of environmental changes.

14. Be **F**inal Results Oriented. At the end of the day, the organization must be responsible for its intended results and be accountable to the beneficiaries for such results. They should not concentrate on inputs or tasks only but should make sure that these inputs or tasks lead to the desired outputs and outcomes.

WHAT IS ACTION PLANNING?

APPENDICES

Drawing up Action Steps:

1. Determine how the project will be undertaken/strategy will be implemented from start to finish.

2. Write down key tasks/ activities and the person/s involved (either for undertaking the task or providing support).

3. Clarify assumptions affecting the work program and the support required from others.

4. Arrange tasks in sequence.

5. Indicate the date and time for each task to begin and end.

6. Allocate the necessary resources for each task: people, equipment, materials and other resources.

7. Agree with colleagues on the appropriate review dates for reporting status or progress.

APPENDICES

SAMPLE LIST OF CORE VALUES

ACHIEVEMENT
Accomplishment of challenging goals.

COMPETENCE
Mastery of important skills for professional delivery of services.

COOPERATION
Combining efforts in implementing plans and achieving goals.

COURAGE
The will to face danger or personal adversity for an important cause.

EFFICIENCY
Accomplishing targets using the minimum amount of time and resources possible.

FAIRNESS FOR ALL
Giving each one his due.

FLEXIBILITY
Openness to different approaches to accomplishing work.

HONOR
Preserving one's reputation and displaying personal integrity.

INITIATIVE
Acting on one's own when the situation calls for it.

LAW AS GUIDE
Complying with the spirit and the letter of the law.

MUTUAL ACCOUNTABILITY
Recognizing responsibilities to each other.

OBEYING THE RULES
Observance of important standards in delivery of work.

OBLIGATION/DUTY
Delivering on commitments and responsibilities.

PERSEVERANCE
Continuing efforts despite obstacles and difficulties

PERSONAL HEALTH
Respecting and providing for the needs of the body

RISK-TAKING
Acting with resolve under unfamiliar circumstances even when faced with danger.

SELF-DISCIPLINE
Exercising self-control and restraint without external influence

SERVICE VOCATION
Performing work with helping others in mind and with less regard for self-interest.

SUPPORTING YOUR COMMUNITY
Performing work with helping your community in mind.

TRUST
Confidence in each others' good intentions and dependability.

SAMPLE LIST OF CORE COMPETENCIES

UTILIZING TECHNOLOGY
Deploying available technology in an optimal manner to achieve objectives

PLANNING
Identifying specific action steps to achieve goals and objectives in a timely and efficient manner with ownership of all involved

EXECUTION
Implementing plans with consistent focus on goals in a timely and efficient manner

COLLABORATION
Seamless inter-unit cooperation in the planning and execution of plans

PROBLEM-SOLVING
Identification and analysis of root causes of problems and the implementation of effective solutions

SERVICE FOCUS AND RESPONSIVENESS
Regularly tracking the requirements and concerns of service targets and ensuring delivery of services to meet these requirements

RESOURCE ALLOCATION
Assigning resources in least wasteful manner which achieves critical short-term and long term goals

TECHNICAL KNOWLEDGE
Mastery of the most effective methods in accomplishing tasks

QUALITY AND CONTINUOUS IMPROVEMENT
Ability to regularly improve the process of doing work in order to increasingly deliver better service and value to groups being served

DECISION-MAKING
Using analysis and information to identify and act on necessary steps to accomplish goals and objectives

INNOVATION

Ability to achieve new or novel advances in products and services, processes, management systems, organizational structures and strategies enabling differentiation from competitors

EFFICIENCY

Ability to produce outputs at relatively low input costs

KEY POINTS OF SELECTED HAMEL AND PRAHALAD ARTICLES ON STRATEGY

Strategy as Stretch and Leverage

Harvard Business Review, March–April 1993 Issue

- **Stretch**
  The definition of which is based on the principle that competitiveness is born in the gap between a company's resources and its managers' goals.

- **On concentrating resources through *convergence***
  Have we created a chasm between resources and aspirations that will compel creative resource leverage? Have we been loyal to our strategic goals and consistent in their pursuit?

- **On concentrating resources through *focus***
  Have we clearly identified the next competitive advantage that we must build? Is top management's attention focused firmly on the task until it is accomplished?

- **On accumulating resources through *extraction***
  Are we willing to apply lessons learned on the front line, even when they conflict with long-held orthodoxies? Have we found a way to tap the best ideas of every employee?

- **On accumulating resources through *borrowing***
  Are we willing to learn from outsiders as well as from insiders? Have we established borrowing processes and learning goals for employees working within alliances and joint ventures?

- **On complementing resources by *blending***
  Have we created a class of technology generalists who can multiply our resources? Have we created an environment in which employees explore new skill combinations?

- **On complementing resources by *balancing***
  Have we pursued high standards across the board so that our ability to exploit excellence in one area is never imperiled by mediocrity in another? Can we correct our imbalances?

- **On conserving resources by *recycling***
  Do we view core competencies as corporate resources rather than the property of individual businesses? Have we created lateral communication to ensure that ideas aren't trapped?

- **On conserving resources by *co-opting***
  Have we identified the industry players who are dependent on us for some critical skill or for their very livelihood? Do we understand how to enroll others in the pursuit of our goals?

- **On conserving resources by *shielding***
  Do we understand competitors' blind spots and orthodoxies? Can we attack without risking retaliation? Do we know how to explore markets through low-cost, low-risk incursions?

- **On recovering resources**
  Have we shortened product-development, order-processing, and product-launch times? Have we built global brands and distribution positions that allow us to pre-empt slower rivals?

- *"We can analyze companies in mind-numbing detail, perform autopsies, and render verdicts, but we are still addressing the **what** of competitiveness, not the **why**."*

- *"Abundant resources alone won't keep an industry giant on top when its hungrier rival practices the strategic discipline of stretch."*

Competing for the Future

Harvard Business Review, July – August 1994 Issue

What drives your company's agenda?

Your competitors' view of the future	. . . . .	Your own view of the future

How does senior management's point of view about the future compare with that of your competitors?

Conventional and reactive	. . . . .	Distinctive and farsighted

Which business issue absorbs more senior-management attention?

Reengineering core processes	Regenerating core strategies

How do competitors view your company?

Mostly as a rule maker	Mostly as a rule follower

What is your company's strength?

Operational efficiency	Innovation and growth

What is the focus of your company's advantage-building efforts?

Mostly catching up	Mostly getting out in front

What has set your transformation agenda?

Our competitors	Our foresight

Do you spend the bulk of your time as a maintenance engineer preserving the status quo or as an architect designing the future?

Mostly as an engineer	Mostly as an architect

"Most layoffs at large companies have been the fault of managers who fell asleep at the wheel and missed the turnoff for the future"

Today	In the Future
Which customers do you serve today?	Which customers will you serve in the future?
Through what channels do reach customers today?	Through what channels will you you reach customers in the future?
Who are your competitors today?	Who will be your competitors in the future?
What is the basis for your competitive advantage today?	What will be the basis for your competitive advantage in the future?
Where do your margins come from today?	Where will your margins come from in the future?
What skills or capabilities make unique today?	What skills or capabilities will make you unique in the future?

If managers don't have detailed answers to questions about the future, their companies can't expect to be market leaders. The market a company dominates today is likely to change substantially over the next ten years. There's no such thing as 'sustaining leadership; it must be regenerated again and again.

SAMPLES OF VISION AND MISSION STATEMENT

DEPARTMENT OF INTERIOR AND LOCAL GOVERNMENT

Vision

Peaceful, self-reliant and progressive communities nationwide.

Mission

The Department shall promote peace and order, ensure public safety, strengthen capability of local government units through active people participation and a professionalized corps of civil servants.

DEPARTMENT OF HEALTH

Vision

Moving towards achieving health for all Filipinos in partnership with the people.

Mission

To ensure an effective and efficient developed healthcare delivery system which is accessible, available, acceptable and affordable at all times.

BUREAU OF INTERNAL REVENUE

Our Vision

Excellence in tax administration at par with the world's best.

Our Mission

To collect taxes efficiently and effectively through impartial enforcement of tax laws and quality service to taxpayers.

PROVINCIAL GOVERNMENT OF BULACAN

Vision

A strong middle class as the core of the citizenry
with equal access to opportunities and services.

Mission

The Provincial Government of Bulacan shall promote:
positive Filipino values among the families;
programs for drug free and responsible youth sector;
programs on sustainable development; the efficient delivery of health
and social services; the protection and management of the environment;
programs aimed at food security; the strengthening of the SME's;
programs to develop highly competent technology;
development of proficient, motivated and inspired workforce
on the bureaucracy; the promotion of arts and tourism;
the provision of gender sensitive and quality services to all sectors.

PROVINCIAL GOVERNMENT OF AGUSAN DEL NORTE

Vision

A progressive, prosperous and peaceful agri-industrial province
serving as the center of commerce and trade and a leading
destination for leisure and adventure tourism in the Caraga region.

Mission

The Provincial Government in close coordination with
Local Government Units, Non-Government Agencies, Public Officials, and in
partnership with Private Sector shall efficiently deliver the basic services, strictly
implement environmental laws and promote investment opportunities.

JOSEPHINE COUNTY GOVERNMENT
UNITED STATES OF AMERICA

Vision

Become the most creative, professional county government in the state,
earning the community's confidence and respect
through valued services and effective partnerships.

Mission

We shall provide services in a n open, honest and efficient manner.
We will encourage public involvement and co-operation
to identify present and future needs and solutions.
We are dedicated to providing positive leadership and quality service.

MOORE COUNTRY GOVERNMENT
UNITED STATES OF AMERICA

Vision

Through innovative leadership and citizen participation,
Moore County Government is committed to:
Delivering efficient and cost-effective services at all levels of
County Government; Preserving and strengthening our communities;
Encouraging responsible environmental stewardship;
Supporting public and private partnerships; and
Demonstrating the highest standards of professionalism, integrity and trust.

Mission

To enhance quality of life by providing exceptional public service.