

Why is it important to continuously update the implementation and communication of a strategic plan? Who should be responsible for updating and communicating a strategic plan? Why?

It is important to continuously update the implementation and communication of strategic plans to match the rapidly changing market opportunities that come up. Corporate executives should be responsible for updating and communicating these plans to employees. They need to offer this direction in an understandable, systematic manner through use of company policies. Doing so helps employees know how to act and what to do when these changes take place, and it reinforces their commitment to following a successful strategic plan.

Corporate management should create policies that empower employees to act quickly and efficiently when issues arise. These policies need to establish indirect control over independent action so employees can apply this decision-making process to different issues. These policies ensure the same action is used for similar situations for uniformity within the company. Policies also eliminate the need to constantly check with management before proceeding with repetitive actions. When policies are set for actions within the company, conflict is reduced among and between different departments as well as minimizing conflicting practices. When the strategy must change to fit the issues arising in the market, there is no discrepancy as to what employees must do. They have distinct policies to follow, no matter what the change in environment. This allows them to perform their duties without having to wait for approval from managers and keeps the organization productive. Set procedures also eliminate the use of emotion-based decisions being made when change is sudden or to eliminate favoritism among employees.

Where I work, we have a faculty handbook that guides our actions within the school. We often referred to this handbook when new administration came in and did not know how the procedure in particular situations. Employees were able to resume activities and maintain the company's strategic mission.

Response 2

The three major keys to successful strategic planning and implementation are commitment, credibility, and communication. There must be a commitment to implementing the strategies recommended by the strategic planning committee. The leaders should implement programs and services and commit allocations to meet the objectives of the strategic plan. A strategic planning committee researches, collects input, and makes recommendations. But, it is up to member of the organization to implement the recommendations. Credibility is created and maintained by following these three guidelines: representative participation, adherence to the complete process, and clear documentation. The strategic planning committee should have representatives from all areas of the organization and adhere to the steps of the process. While the actual logistics of research and implementing the plan can be tailored to the available resources, all five products should be carefully developed and evaluated. The committee should document all of its research and activities to serve as the basis for the

strategic plan and its background materials. It will also serve as a clear record of the committee's activities open for all to see and evaluate. There should be nothing exclusive or secret about strategic planning. It should be open to all for review and input. Input, feedback, and understanding are crucial at every step. A key concept to remember is that strategic planning is a cooperative and participatory process. Everyone should have input and, ideally, everyone should feel a sense of ownership over the final plan. Such personal commitment will facilitate the implementation process. Strategic planning is the key to assuring that your organization is prepared for the challenges of tomorrow. There should be reminders to keep people on track.