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Rethinking Strategic Planning

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CALLED ' STRATEGIC PLANNING '
ARRIVED on the scene in the mid 1960s
with a vengeance, boosted by the popularity
of Igor Ansoff ' s book Corporate
Strategy, ' published in 1965. Now, three
decades

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The failure of strategic planning is the failure
of formalization-of systems to do better than
or even nearly as well as flesh and blood
people. It is the failure of forecasting to
predict discontinuities, of programming to
provide creativity, of hard data to substitute
for soft, of scheduling to handle the

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dynamics.

Planning Part I Pitfalls And

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Planners have tended to blame the problems of so-called ‘ strategic planning ’ on a set of ‘ pitfalls ’ —notably the lack of top management support and organizational climates not congenial to planning. But planning may well have discouraged the very support its proponents claim to need, and its itself may have generated climates uncongenial to effective strategy making.

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Rethinking strategic planning part I: Pitfalls and fallacies. Abstract Planners have tended to blame the problems of so-called ‘ strategic planning ’ on a set of ‘ pitfalls ’ —notably the lack of top management support and organizational

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Rethinking Strategic Planning — An Introduction — ... scorecard methods, this approach fits some part of the strategic

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Planning process — as a means of organizing the strategic assessment, and as a way to structure the logic process of strategy development and documentation. We have not found it helpful in strategizing or stimulating ...

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Role of Planning: Strategic Programming I have already made clear in Part I, based on a

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A good deal of evidence in the research literature as well as my own experiences, that what has been called strategic planning in reality is strategic programming.

~~Rethinking Strategic Planning Part II: New Roles for Planners~~

Given the conclusions of Part I, what should be the roles of planning, plans, and planners with respect to strategy making? Around that process (which remains the responsibility of line management) rather than inside of it is the conclusion offered here.

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Role of Planning: Strategic Programming I have already made clear in Part I, based on a good deal of evidence in the research literature as well as my own experiences, that what has been called strategic planning in

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~~Rethinking strategic planning part II: New roles for ...~~

Strategic Planning Process. The strategic planning process requires considerable thought and planning on the part of a company ' s upper-level management. Before settling on a plan of action and then determining how to strategically implement it, executives may consider many possible options.

~~Strategic Planning Definition, Steps, and Benefits~~

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plans is needed, underpinned by a “ Duty
to Agree ” .

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forthcoming...~~

While nothing new, the weaknesses of traditional strategic planning—characterized by a lockstep march toward a series of deliverables and review meetings according to a rigid annual calendar—have been amplified by the importance of agility in a rapidly changing world. 1

~~Rethinking the role of the strategist |
McKinsey~~

By Doug Williamson on August 19, 2018
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Planning. It is time for a major shift in the way leaders and their organizations go about the process of creating their business strategy. How business leaders evaluate the landscape, make sense of the environment,

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proactively shape the opportunities they see and then decide on which course of action to take – in other words, Strategic Planning – deserves far closer attention than it has received so far.

~~Rethinking Strategic Planning~~—Troy Media
H. Igor Ansoff was the prominent reference in the corporate strategy field, especially during the 1960s and 1970s. His bestseller, *Corporate Strategy*, was the first to give a conceptual framework and a tool box to top managers, consultants and scholars. Recognized as the real pioneer of the field, he was seen by Henry Mintzberg as also the leader of the strategic planning school.

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