



SPRINGBOARD ONLINE!

Get a jump start on Strategic Planning: Learn everything you need to know in just a few hours!

Why it works:	This course is structured to conveniently accommodate your schedule and learning style. It effectively incorporates <i>PDI</i> (<i>practical, dynamic</i> and <i>interactive</i>) methodology online by including <i>practical</i> tips and techniques that you can implement immediately, <i>dynamic</i> audio and graphics to keep your interest high, and <i>interactive</i> quizzes which help reinforce the material presented. A final online Certification exam certifies that you can apply the concepts that you've learned.
Learn how to:	Build a strategic plan at your own pace with this on-line course designed to get you going within just a few hours. Highly efficient use of time does not take away from the comprehensiveness of this course. From "10 Pitfalls to Avoid in Strategic Planning", through "Monitoring your Progress", Springboard Online! covers everything: preparation, plan development, implementation, and follow up, and is loaded with tips and success strategies to help you build a strategic plan that works for you.
Ideal for:	Leaders, facilitators, consultants and representatives of all types of organizations seeking to develop viable action plans toward accomplishing growth objectives or improving current processes. Individuals who: <ul style="list-style-type: none"> ▪ have limited time for training ▪ would prefer to independently manage their pace and time devoted to learning
Duration:	Online access is valid for 45 days
Cost:	\$295

- ✓ Learn Strategic Planning at **your own pace!**
- ✓ Combines **audio and graphics** to keep your interest high.
- ✓ **Interactive quizzes** throughout to ensure you are learning as you go
- ✓ **Chock-full of success strategies** and quality checks to help you build your plan.
- ✓ **Certification test** with randomized questions so you can review the material and take the test as often as you like.



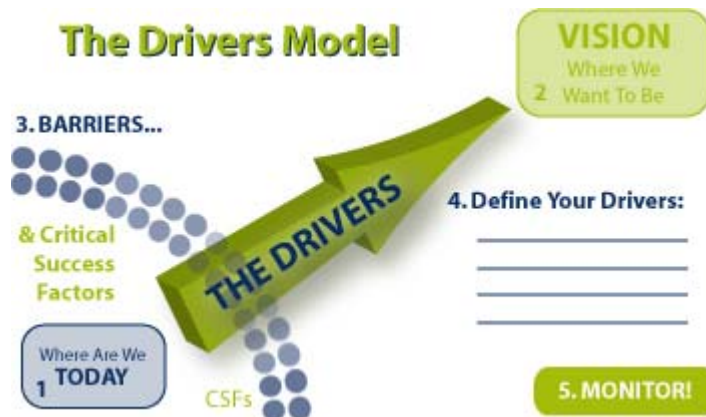


Your Course Covers:

Overview of Strategic Planning	Preparing to Plan
<ul style="list-style-type: none"> ▪ The Level 3 Leader ▪ The Drivers Model ▪ The Components of a Strategic Plan ▪ The Strategic Questions ▪ The Three Levels of Planning ▪ The Ten Pitfalls to Avoid in Planning 	<ul style="list-style-type: none"> ▪ The Sigmoid Curve ▪ Paradigm Shifts ▪ Steps for Preparing for the Plan ▪ Selecting Planning Team Members ▪ Developing the Situation Assessment ▪ Customer Satisfaction Survey ▪ Employee Views and Culture ▪ Competitor Analysis ▪ Industry Trends ▪ Key Situation Statistics ▪ Critical Assumptions ▪ Developing the SWOT
Developing the Plan	Implementing the Plan
<ul style="list-style-type: none"> ▪ Mission and Vision – The Difference ▪ Converting Values into Guiding Principles ▪ Defining Your Goals ▪ Positioning Strategies ▪ Establishing SMART Objectives ▪ Identifying Critical Success Factors ▪ Removing Barriers ▪ Developing Strategies ▪ Prioritization ▪ Action Planning 	<ul style="list-style-type: none"> ▪ The Communications Plan ▪ Monitoring the Plan ▪ Gaining Buy-in

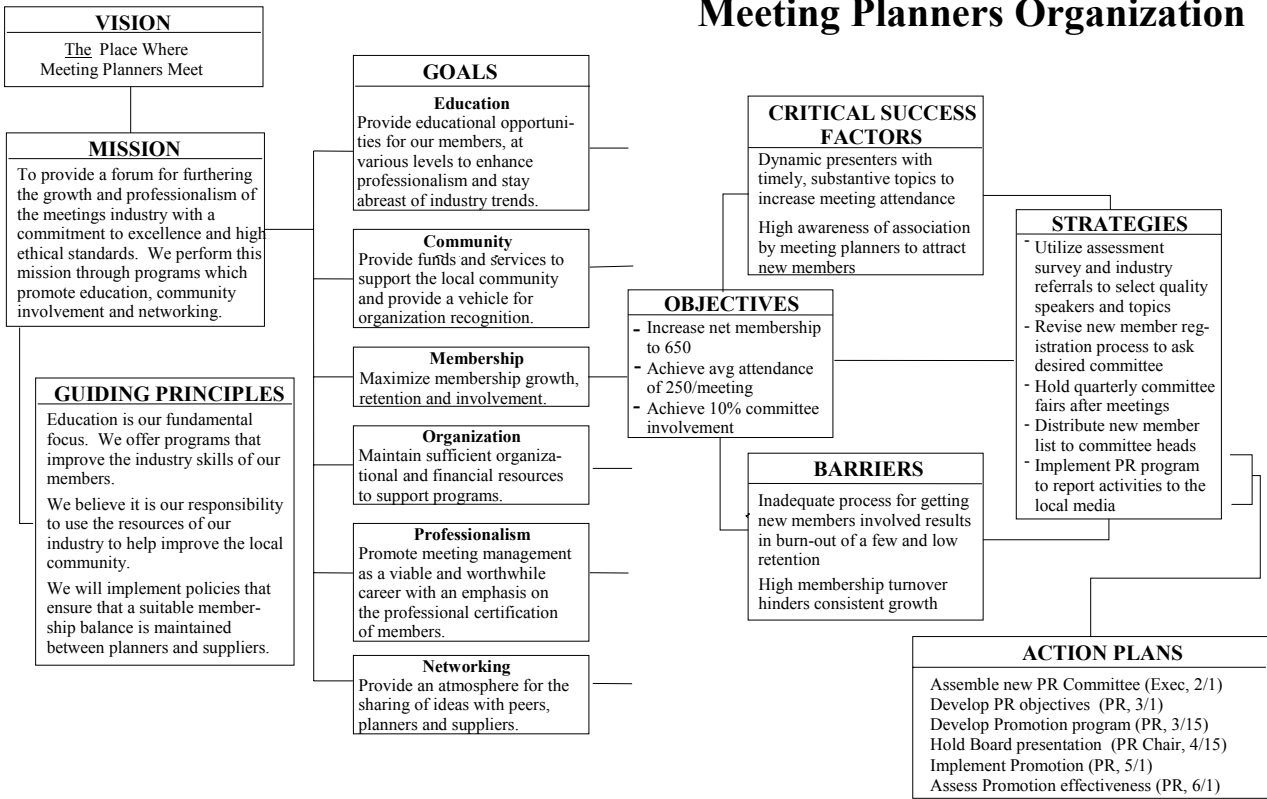


Learn About the Drivers Model...

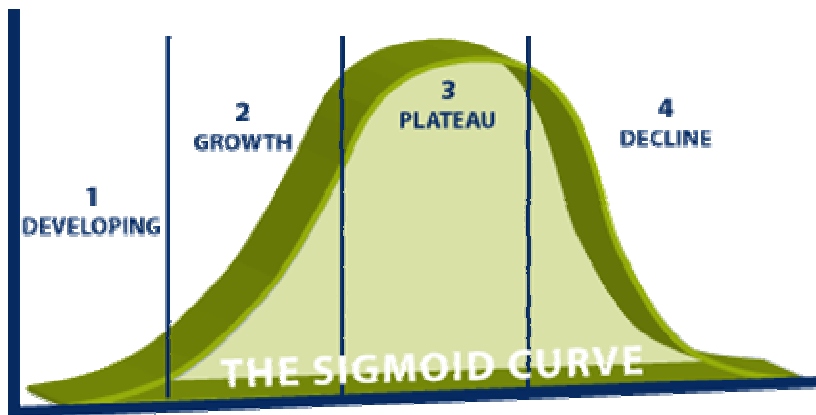




And a Concise Layout for a Plan...



The Sigmoid Curve will help you understand Product Life Cycles



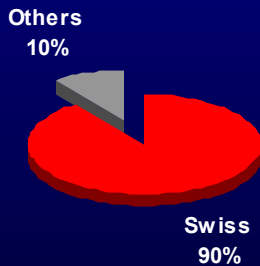
P r a c t i c a l . D y n a m i c . I n t e r a c t i v e .



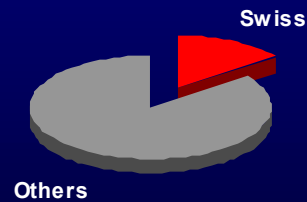
Paradigm Shifts will alert you to impending change...

The Swiss Watch Board Missed the Shift to Quartz! Impact on Profits

1960's - Share of Watch Industry Profits



1980 - Share of Watch Industry Profits



Learn what to do Before, During and After the Planning Process





Get Specific Definitions and Examples of Each Component...

Vision	<p>A picture of the “preferred future”; a statement that describes how the future will look if the organization achieves its ultimate aims.</p> <p><i>"The vehicles of choice for a value-focused world"</i></p>
Mission	<p>A statement of the overall purpose of an organization. Describes what you do, for whom you do it, and the benefit.</p> <p><i>"Our mission is to provide the consumer with high quality, price competitive automobiles to meet their transportation needs."</i></p>
Objectives	<p>Specific, quantifiable, realistic targets that measure the accomplishment of a goal over a specified period of time.</p> <p><i>"Increase revenues by 12% in Year 3. Limit annual increases in overhead to 2%."</i></p>



Quality Checks let you assess the quality of your plan...

Quality Check – Vision

- Does the vision represent the preferred future of the participants?
- Does the vision simply represent a logical extension of today, or are out-of-the-box results represented?



While Success Strategies give you a road map for developing each component...

Success Strategies – Vision

1. Always precede visioning with a clear picture of where we are today (the Situation Assessment).
2. Before starting the visioning exercise, have people position themselves comfortably, with a writing pad and pen nearby.
3. In the visioning exercise, encourage people to think outside the box, to be creative, to think about what success would look like.
4. Have each individual record what they saw on paper prior to sharing information.
5. Use small groups to perform a preliminary review and to record a composite vision statement on flip charts.
6. If a single vision statement is desired, consider assigning a writing committee to "wordsmith" later.
7. If a single vision statement is not needed, be sure to follow-up with goal identification.



Springboard Online gives you examples...

Guiding Principles:

- Guiding Principles are general guidelines that set the foundation for how an organization will operate.
- Guiding principles provide a vehicle for “operationalizing” an organization's values, beliefs and traditions

Examples:

We believe in the value of teamwork. **Therefore, we will** maintain an environment that fosters respect, participation, innovation and the highest ethical standards of conduct.

Responsiveness to consumer needs is a first priority in our operation; therefore our reward and recognition systems are design to encourage a customer-focus.



And follows up with tips to help you succeed...

Are the Objectives SMART?

- SPECIFIC
- MEASURABLE
- ACHIEVABLE
- RELEVANT
- TIME-BOUND

Do the objectives measure results and not just activity?

Objective Verbs	Strategy Verbs
Increase	Establish
Reduce	Develop
Achieve	Implement
Maintain	Revise
Have	Utilize

If all of the objectives are achieved, will the goal be accomplished?



The Interactive Quizzes let you know if you are learning the concepts...

True or False:

1. The vision statement should be developed before any of the other components of the strategic plan.
2. The mission statement should state what you do, for whom you do it, and the benefit.
3. Objectives should include specific quantities and time frames.
4. During the monitoring process, the planning team grades progress made on each of the action plans.

(Two of these statements are true, two are false)

1. Positioning Statements do which of the following:

- A. Measure activity, not results
- B. Set broad determinations about the direction and focus of the organization
- C. Make up part of the implementation plan

2. What is wrong with the following objective? Choose the best answer.

Within one year, increase from 50% to 100% the number of employees rating their satisfaction with the overall work environment as "Highly Satisfied" on the standard Employee Satisfaction Survey.

- A. Too specific to be an objective
- B. Probably not achievable
- C. None of the above or nothing is wrong

3. Strategies are:

- A. Broad activities required to achieve an objective, control a critical success factor, or overcome a barrier
- B. Specific, targets that measure accomplishment of a goal
- C. A series of actions to be completed, including by who and by when

(The answer is A for one of the questions, B for another and C for another.)



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Technical Requirements	Costs
<ul style="list-style-type: none"> ▪ Operating Systems: <ul style="list-style-type: none"> ○ Windows 9X/Me/NT/2000/XP using Netscape 4.7 or later or Internet Explorer 5 or later ○ Macintosh OS8/9 using Netscape 4.7 or Internet Explorer 5 ○ Sun Solaris or Linux (Debian or Redhat) using Netscape 4.7 or Mozilla 	<ul style="list-style-type: none"> ▪ 45-day access - \$295 <ul style="list-style-type: none"> ○ Price includes access by one person virtually 24 hours a day for a period of 30 consecutive days. ○ Downloadable course workbook is also included in this fee. ○ Licensee agrees to take appropriate safeguards to prevent unauthorized access to

0.7 (Netscape 6)

- Browsers must have the Macromedia Flash 5 player installed and JavaScript Enabled.
- Systems must have at least 32 MB of RAM and audio capability.
- Internet connection speed at 56KB or faster is recommended. Lower speed connections are operational, but audio and graphic downloads will likely be significantly slower.

user ID and password. Access by more than one individual using the same ID is strictly prohibited.

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