

**OVERALL PLAN  
STRATEGIC PLANNING AND MANAGEMENT  
WORKSHEET**

by  
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**OUTLINE**

**I. PURPOSE**

- A. What is your vision, your reason for being, your mission, why you are needed, customers served, needs met in community, scope of the endeavor: nationwide, local, accountability, profit or nonprofit?

**II. ENVIRONMENTAL ANALYSIS**

- A. What is the direction of your industry, your SIC Code?
- B. Who are your primary competitors?
- C. What are international, national, regional, and local statistics as they relate to your business?
- D. Who are your primary customers?

**III. STRENGTHS & WEAKNESSES (usually internal)**

A. Human Resources/People

B. Facilities/Equipment

C. Patients/Resources Natural

D. Financial

E. Other

**IV. ASSUMPTIONS**

A. You Have No Control Over

B. Extend Environmental Analysis

C. Usually External

1.

2.

3.

**V. OBJECTIVES AND GOALS**

Specific, time frame, measurable in key result areas

**KEY RESULT/OBJECTIVES/TARGETS**

<b>AREA</b>	<b>OBJECTIVES</b>			
	<b>Last Year</b>	<b>This Year</b>	<b>Next Year</b>	<b>Five Years</b>
1. Sales/Total Revenue/Size				
2. Market Share				
3. Return: ROA, ROS, ROI				
4. Quality/Customer Service				
5. Human Resources/People				
a. Turnover Rate				
b. Total Work Force				
c. Training Hours/Employees				
d. Safety				
6. Productivity				
7. Public Responsibility/Ethics				
8. Other				

Now for each objective, use this format to develop specific objectives, strategy, and action.

Key Result Area

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Objective

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Strategy to achieve objective:

- 1.
- 2.
- 3.

What do I have to do to make it happen?

- 1.
- 2.
- 3.

**VI. STRATEGY (General Overall Strategies)**

- A. Thinking Stage
- B. Where and How to Commit Resources
- C. Timing
- D. How to Achieve Objectives
  - 1. Sales/Total Revenue
  - 2. Market Share
  - 3. Return: ROA, ROS, ROI
  - 4. Some Measure of Efficiency and/or Productivity
  - 5. Quality/Customer Service
  - 6. People/Training/Human Resources/Morale
  - 7. Public Professional Responsibility
  - 8. Other Key Result Strategies

**VII. OPERATIONAL PLAN**

A. Getting Work Accomplished/What Must Be Done in Short Term

B. Develop Overall Budget and Support Budgets to Accomplish Overall Plan.  
How much is needed during operational year to accomplish objectives?

1.	Overall Budget	\$ _____
2.	Marketing Budget	\$ _____
3.	Production Budget	\$ _____
4.	HR Budget	\$ _____
5.	Staff Support Budgets	\$ _____

C. Capital Budget is Revised and Developed Yearly



**X. ANALYSIS**

- A. How do you measure cultures?

**XI. ALTERNATIVE SOLUTIONS**

- A. List of Alternatives

- 1.

- 2.

- 3.

- B. Pros/Cons of each—problems/opportunities associated with each.

- 1.

- 2.

- 3.

## **XII. RECOMMENDED COURSE OF ACTION**

A. Alternative Selected and Why It Was Selected

B. Expected Benefit of This Recommendation

C. What Effect Will This Recommendation Have on Performance Income and Balance Sheet Statements?

**SET UP A WAY TO MONITOR HOW YOU ARE DOING AND A WAY TO CREATE ACTION**

An action plan for each objective area should be developed. It helps goals come to life with appropriate action.

**ACTION PLAN**

OBJECTIVE:

STRATEGIES:

- A.
- B.
- C.
- D.
- E.

<b>Action Plan</b>	<b>Person Responsible</b>	<b>Start Date</b>	<b>Date Completed</b>