













- Supporting Strategic Development

Middle managers contribute to the development of organisational strategy by providing timely, meaningful information and advice to senior managers. They can also contribute by identifying and promoting talent.

Another concept is a linear chain:



The process creates a set of policies decided by senior management that sets a direction for the organisation, it takes into account both the internal and external environment. A number of developing plans that move from general to specific and intent to action which would create several levels of planning to get to the implementation phase.

Vision is broader and is future looking and conveys a unique purpose of an organisation. Every organisation will have a purpose for existing, the mission statement conveys this purpose it also links with the idea of vision, a vision statement should be put together after you have completed your SWOT (strengths, weaknesses, opportunities, threats) analysis and before the planning process. A statement should include basic function or tasks of an organisation, why it exists, the nature of the business and the customers it would like to reach. It is a formal commitment to the vision that incorporates the organisations strategy.

Goals, Aims and Strategy Goals are a general statement of purpose; they are usually set at senior level between 1-3 years. Objectives are a breakdown of how the goal will be achieved, objectives are the end point of planning and are more precise than goals. Objectives should be SMART (specific, measurable, achievable, realistic and time bound) and should be well rounded so as to work towards the organisational goals, objectives are usually set at operational level. Strategies provide a framework and relate to broad areas of an organisation's operations. Its main purpose is to provide detailed tactical planning to work towards organisational goals.

- The Definition and Meaning of Strategy

The Oxford Dictionary defines strategy as:

‘A plan of action designed to achieve a long-term or overall aim’.

Strategic planning is essentially a step further on than business planning. It is thinking even further ahead into the future, scrutinising with an even sharper eye, and accounting for even further unforeseen organisational challenges and opportunities.

Strategic planning is a pre-cursor to innovative thinking which, for most businesses, is an essential for progress, development and success. Strategic planning is one of the several components of project management that a high-functioning organisation requires to operate at their maximum operating level.