

# Operational Planning: Moving From Goals to Results

Gail Nordheim Consulting LLC

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**LIN**  
Center for Community Development



**Gail Nordheim Consulting LLC**  
*Helping Organizations Serving People*

# How can your organization:

- Make sure that its Strategic Goals are met?
- Comply with regulations and other requirements?
- Improve productivity?
- Eliminate “management by crisis”?

# Operational Planning is the Solution

*Organizations know what they want to achieve.....  
But they don't always know how to get there.*

**Operational Planning shows you the way!**

# Operational Planning—Taking You from GOALS to RESULTS



# Strategic Planning Goals

**Reduce administrative costs by 10%.**

How does your organization achieve this goal?

***Operational Planning shows you the way!***

# Complying with Internal or External Requirements

**Requirement: Each year, each employee must have 20 hours of continuing education**

How does your organization assure that it is always complying with this requirement?

***Operational Planning shows you the way!***

# Improving Productivity

- How can you focus your efforts in ways that will drive success for your organization?
- How can you stop “putting out fires” and focus on what counts?

***Operational Planning shows you the way!***

# For Your Organization:

- What are examples of challenging goals?
- What are examples of challenging requirements?



# Operational Planning Helps You:

1. Clarify goals or requirements
2. Understand the current situation
3. Identify and analyze alternative approaches
4. Identify steps for each selected approach(es)
5. Develop timelines and make assignments
6. Monitor progress
7. Measure success

# Steps of the operational planning process

# 1. Clarify goals or requirements

“Reduce administrative costs by 10%”

- What is included in “administrative costs”?
- Will expectations for productivity remain the same?
- When must the cost-savings be achieved?

*Additional research and follow-up may be needed.*

## 2. Understand the current situation

- How much are administrative costs now?
- What contributes to administrative costs, and in what amount? (for example, staff, technology, supplies, etc.)
- What past efforts have been made to reduce or control administrative costs?

### 3. Identify and Evaluate Possible Approaches

*Some possible approaches:*

- Move office to a location with lower rent.
- Switch to a less expensive provider of office supplies.
- Automate manual processes to reduce needed staff.

## 4. Identify steps for selected approach(es)

### *Move Office Location*

| Task # | Task Description  |
|--------|---|
| 1      | Determine geographic area and minimum property requirements for relocation. |
| 2      | Review rental options in that area.   |
| 3      | Visit most promising rental options.  |
| 4      | Select the best option.   |
| 5      | Negotiate a lease.  |
| 6      | Arrange for moving office furniture and supplies.                           |

## 5. Develop Timeline and Make Assignments

### *Move Office Location*

| #  | Task                                       | Assigned to  | Start date | End date |
|----|--|--------------|------------|----------|
| 1. | Determine geographic area and requirements | Tran         | 6 July     | 12 July  |
| 2. | Review rental options                      | Huy          | 15 July    | 21 July  |
| 3. | Visit most promising options               | Huy and Hanh | 22 July    | 11 Aug   |
| 4. | Select a property                          | Tran         | 8 Aug      | 16 Aug   |
| 5. | Negotiate a lease                          | Thai Anh     | 17 Aug     | 30 Aug   |
| 6. | Arrange for moving furniture and supplies  | Thuy         | 21 Sept    | 11 Oct   |

# Gantt chart for documenting the plan

## Planning for renting new office

| Number | Task                                      | Resource      | Start     | End        | Duration | Q3 - 2011 |        |           | Q4 - 2011 |
|--------|---|---------------|-----------|------------|----------|-----------|--------|-----------|-----------|
|        |   |               |           |            |          | July      | August | September | October   |
| 1      | Determine geographic area for relocation. | Mary          | 7/6/2011  | 7/12/2011  | 5        | ■         |        |           |           |
| 2      | Research rental options in that area      | Joe           | 7/15/2011 | 7/21/2011  | 5        | ■         |        |           |           |
| 3      | Visit rental options                      | Joe and John  | 7/22/2011 | 8/11/2011  | 15       |           | ■      |           |           |
| 4      | Decision                                  | Mary          | 8/11/2011 | 8/16/2011  | 4        |           | ■      |           |           |
| 5      | Negotiate lease                           | Mary and Fred | 8/17/2011 | 8/30/2011  | 10       |           | ■      |           |           |
| 6      | Select mover                              | Nancy         | 9/1/2011  | 9/21/2011  | 15       |           |        | ■         |           |
| 7      | Pack office supplies and materials        |               | 9/21/2011 | 10/11/2011 | 15       |           |        | ■         |           |



# 6. Monitor Progress

- How will people responsible for each task report on their progress?
  - How often?
  - What format?
  - To whom do they report?

*Example: Task leaders will submit written progress reports to the director on the first Monday of every month.*

# 7. Measure Success


- Set a measurable goal:

*“Our company will have relocated to a new location by 15 October, 2011. The new office will:*

- *Have at least **100 square meters***
- *Be located within District 1*
- *Have rent not to exceed \$2000 per month*
- Determine who is responsible for measuring and reporting, how it will be done, and when.

# Repeat this process for each approach:

Reduce administrative costs by 10%

- |  |   |
|--|---|
| <b>Move office to a location with lower rent</b>       |  |
| Switch to a provider of less expensive office supplies |   |
| Automate processes to reduce needed staff              |   |

# Outcome of the Operational Planning Process:

- A clear, detailed road map of how to achieve your goals
- Organizational focus on the most critical activities to get your organization where it needs to go.



# Some Tips for Operational Planning

# Who to Involve in Operational Planning

- Senior and middle management
- Representatives from all divisions that will be involved with the changes
- People who understand organizational goals
- People who understand operations

# The Operational Planning Process

- An experienced meeting facilitator key for success!
- Will probably take several multi-hour meetings to complete.
- Allow time between meetings for research and between meeting assignments.

# Involving your Organization

- Seek input as appropriate from staff who are not directly involved.
- Develop ways to keep people throughout the organization informed of progress.
- Share the plan when it is completed.



# Thank You for Attending Today!



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