

A PRAGMATIC APPROACH TO STRATEGIC PLANNING

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CONVENTION

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Subjects for Today

- Industry disruption
- Client Story
- Levels of Strategic Planning
- The Board as a Strategic Asset
- Tying It All Together



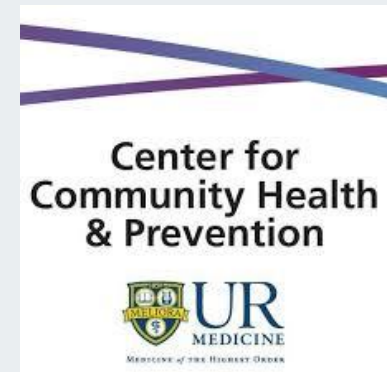
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Bringing Clarity to Strategy



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Selected Clients



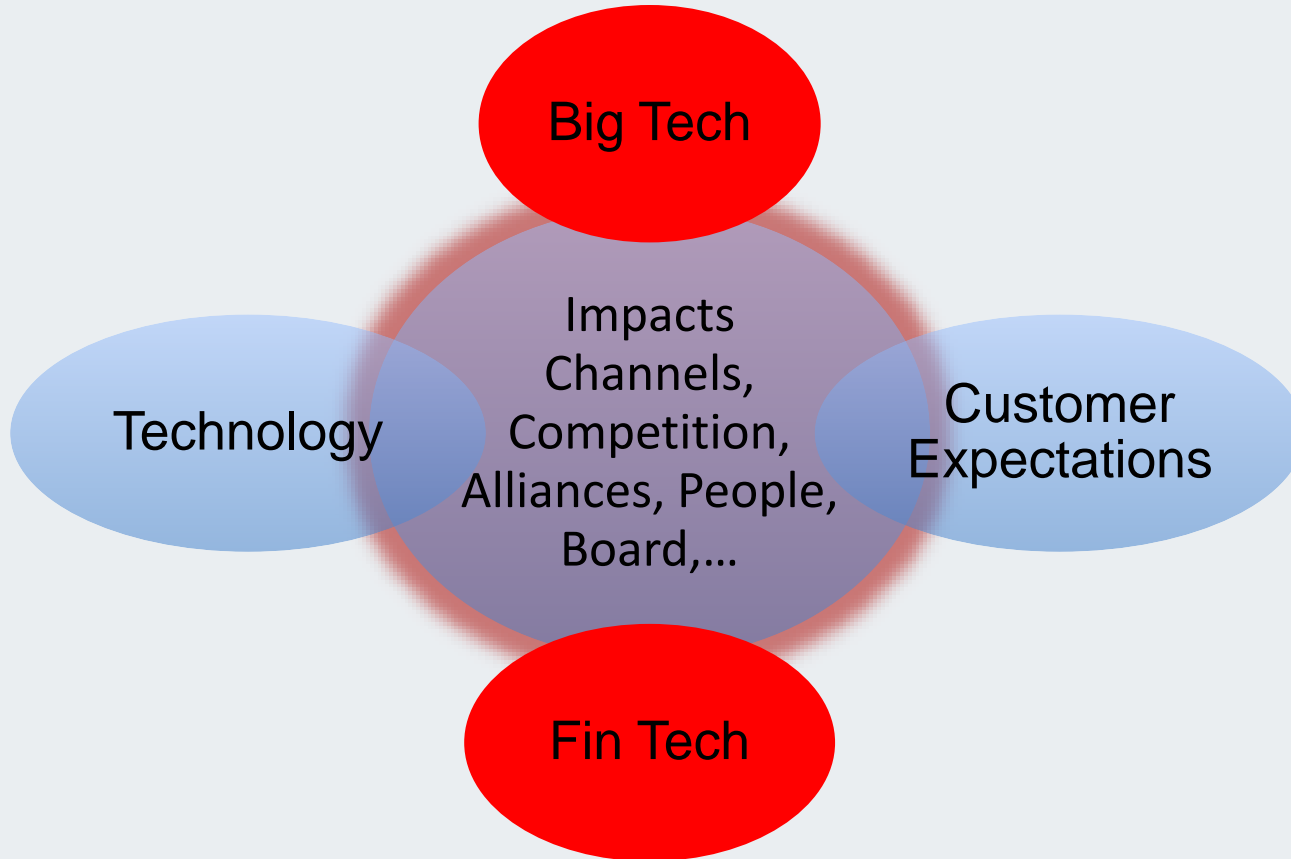
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Disruptive Innovators



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Disruption in Financial Services



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Client story – Branson Bank

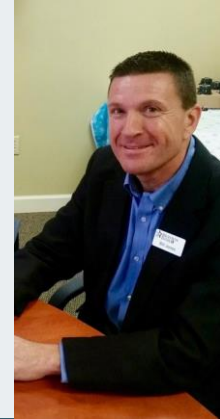
- **2016 – High Performing Board**
 - High-Performing Board Policies and Tools
 - Board Assessments
- **2017 – Strategic Planning**
 - Offsite to develop Strategy Map
 - Advice on communication and execution
 - Board Assessments
- **2018/19 – Strategic Planning**
 - Board Assessments
 - Update Strategy Map



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Client Feedback – Branson Bank

- **CEO** – “I have noticed that our Board members are now more engaged in the bank’s activities and helping advance our strategic objectives.”
- **CMO** – “Susan took the time and asked the hard questions of our Board and Managers. Now, everyone in our company follows the Strategy Map from the Board to front-line associates.”
- **Board Chair** – “What an inspiring experience that our staff is excited and taking ownership of the bank’s strategy!”



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What are the Risks of NOT doing Strategic Planning?

1. Be surprised 😞😞
2. Be (too) late
3. Miss opportunities 😞😞
4. Be forced to change direction during during a crisis 😊😊
5. Have confused, frustrated employees
6. Feel anxious about the future

“ You cannot escape the responsibility of tomorrow, by evading it today. ”

Abraham Lincoln



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Rewards of Strategic Planning

- **Gives you the opportunity to:**
 - Consider the external environment
 - Gather input from staff, customers, community
 - Talk through SWOT
- **Align your team along a clear strategic path**
- **Establish accountability, metrics, and timeframe**
- **Manage concerns about the future**

“ The company without a strategy is willing to try anything. ”

Michael Porter



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Be Pragmatic: Take A Phased Approach

- **Decide what level of strategic planning makes sense**
- **Set aside time and plan the sessions thoughtfully**
- **Start with a 1-page, 3-year Strategy Map**
 - Mission, Vision, Values
 - Key objectives in 4 perspectives: Financial, Customer, Internal Processes, People & Culture
 - Measures and timeframes for all objectives
- **Communicate and track results**



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Levels of Strategic Planning

Components/Level	Basic	Intermediate	Advanced
External Environment	X	XX	XXX
Internal Operations	X	X	XX
SWOT	X	X	X
Objectives	X	X	X
Measures	X	X	X
Strategic Initiatives		X	XX
End Product	Strategy Map	Strategy Map Plus	Deep Dive Plan



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Who Should Participate in Strategy Development?

- **Senior team** – 4 – 10 people, covering all key functions, then review and discuss with the Board of Directors - or
- **Jointly with both Board of Directors and Senior Team** – this can also work, depending on the dynamics
- **A Strategy Consultant** – with the expertise, objectivity and resources to guide and keep the group on track



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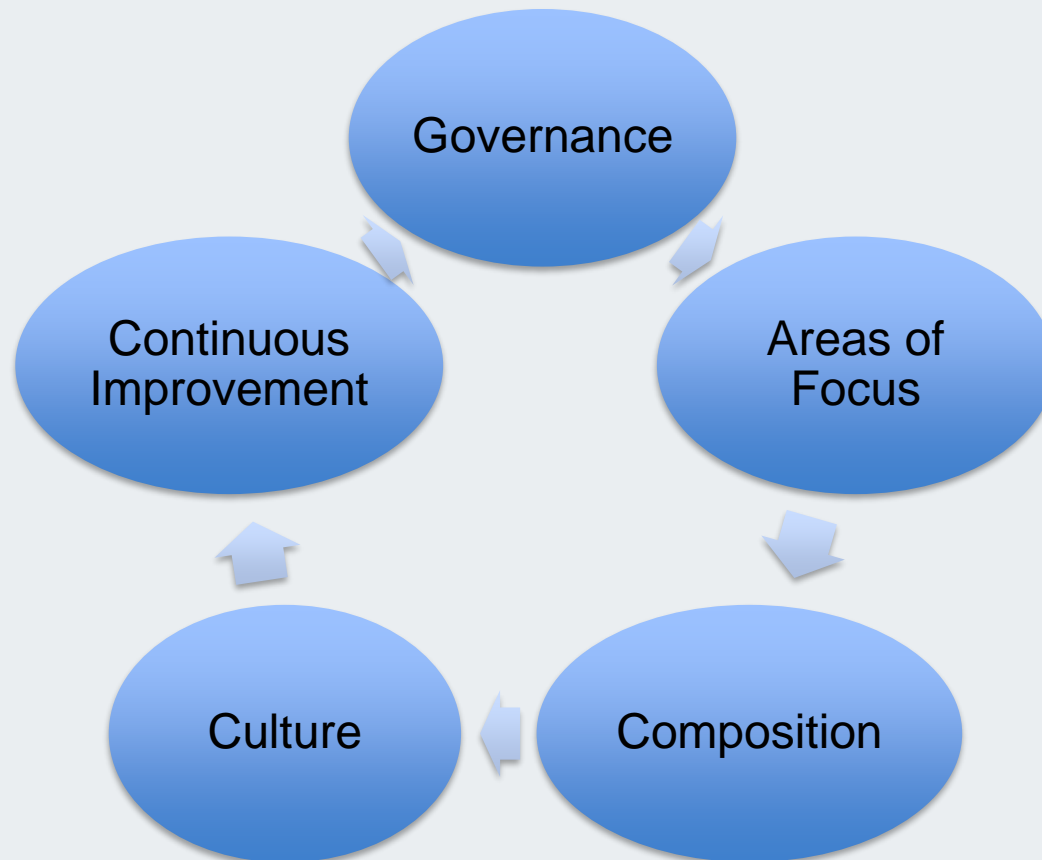
Is Your Board a Strategic Asset?

1. Does your board's annual calendar reflect a short list of **substantive topics**?
2. Does the board have a **diverse mix** of expertise, traits and temperaments that blend productively?
3. Are there clear **expectations** of the board members?
4. Does the board strive for **continuous improvement**?
5. Does the board **debate and coalesce** around critical decisions?
6. Does the board help develop, support and track progress on the **Strategic Plan**?



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Key Elements of High-Performance Boards



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Tying It All Together

- Strategic Planning is important!
- It can be done pragmatically
- Make sure your board is a Strategic Asset



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