

# Chapter 8

## Planning for Success

### ABSTRACT

*Now that the tough questions have been asked and answered, role players need a plan for success. That plan will have flexibility, adaptability, and relevance to everything the organization does. The plan is a tool that will come in handy for years to come. A plan states the means a person or an organization will use to reach the objectives. It is a framework that details the method and tasks involved in achieving the goal. Effective leaders use strategic planning skills to move from the present to the future. Strategic planning considers the basic nature (mission) and direction (strategy) of an organization. The process involves deciding on objectives and the general methods that can be used to achieve these objectives.*

### INTRODUCTION

- **Emerging Research:** Roadmapping is one way to arrive at an effective organizational plan. This technique allows the team to use graphic representations and visualizations to draw a potential picture of the solution (Linnenluecke, Verreynne et al., 2017). Useful for seeing the possibilities for developing technology, creating applications, or deciphering business courses of action, roadmapping allows a peek at the future. This technique was developed through exercises on organizational planning in the 1970s and 1980s (Linnenluecke, Verreynne et al., 2017). Roadmapping is probably most used in large

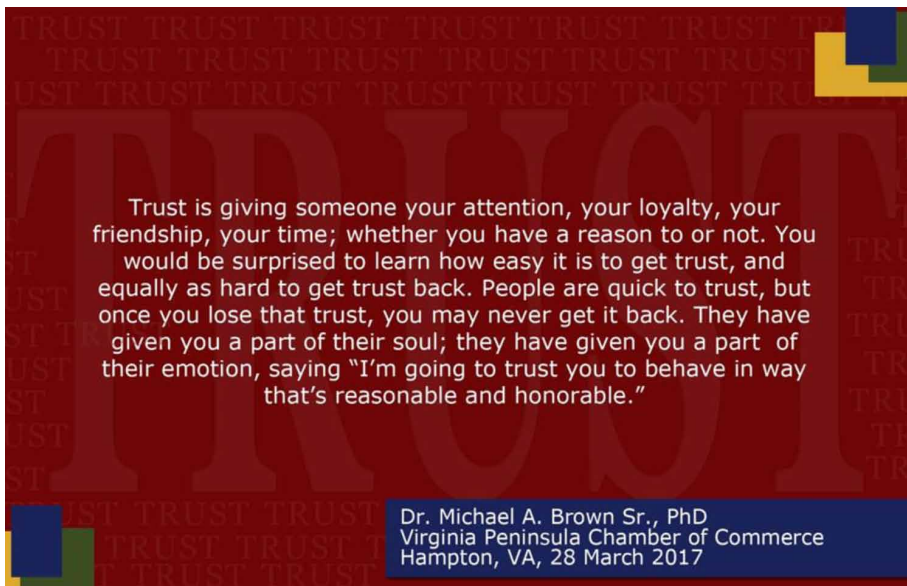
organizations or for technological advances, but it can help organizations of any size. The reason is that the technique sets out the migration path for a decision or course of action that will move the organization from where it is today to where it wants to be tomorrow. *SOURCE: A review of collaborative planning approaches for transformative change towards a sustainable future (Linnenluecke, Verreynne et al., 2017).*

## TRUST IS A GIFT

As you move through this chapter and as you address leadership and management in your organization or your personal life, start with trust. Why? Because trust is a gift from someone gives to you, as explained in Figure 1.

Now that the tough questions have been asked and answered, role players need a plan for success. Before we build our plan, let's review the knowledge we've gained to this point. We have created the skills of definition, understanding, intelligence, sensemaking, accommodation, empowerment, and refinement.

Figure 1. Trust is a gift



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