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Newsletter Issue # 21
Have you got strategic agility?



THE HUMAN FACTOR, Inc.

... helping companies, teams & individuals be better, faster, stronger



Are you swift? Can you move fast with focus and flexibility in today's rapidly changing world? Holly can serve as your thought

partner to help create the type of thinking you and your organization need to thrive.

It's not rocket science...it's harder!
Call today. The world won't wait.



Strategic planning time is here! Have you contacted Holly to discuss your strategic

planning process and how she can help you be better, faster, and stronger? [Do it today](#) - defining winning and focusing on excellence is harder than ever in today's world of constant change and excessive noise. The Human Factor has tools, templates and processes **to help you get clear, get focused and win!**



SAN DIEGO STATE UNIVERSITY inaugural

Management Development Institute program launched in conjunction with San Diego State University. A certificate for

MANAGEMENT DEVELOPMENT will be offered in October. SDSU and THE HUMAN

FACTOR, Inc. have their own stimulus package for this program, this time only! Click [here](#) to download your

If you are in San Diego, be sure to check out the

Even though the economy is still wobbly and unemployment figures bleak, some news has finally begun to reflect a more encouraging, albeit cautious, outlook for 2010. Three recent articles from different business sectors that support this position can be found at: [Article 1](#), [Article 2](#) or [Article 3](#).

With that in mind, if you haven't gotten clear on what winning looks like for 2010 - what **are you waiting for?** Now is a good time to 'unlearn' the traditional strategic planning thought processes used in the past and move to a methodology that enables strategic agility - the ability to move quickly with focus and flexibility.

Strategic planning methodologies are like shoes - one size does not fit all. The best approach for your company depends on several factors, such as size, industry, culture, type of workforce and management style. Regardless of which approach you choose, however, every strategic plan needs five key elements in order to achieve the intended results.

- 1. Mission.** This defines why you exist as an organization. Specifically, it tells OTHERS (not just those in the organization) why you exist. Ideally, it describes some noble purpose that is both inspirational and aspirational, so that it instills pride in all those connected with the organization.
- 2. Guiding principles.** Also called organizational attributes, these describe how you expect people to behave with each other and with other stakeholder groups. Guiding principles broadly define which types of behaviors are acceptable and which behaviors will not be tolerated. In particular, they describe how you will behave when faced with difficult situations or challenges.
- 3. Value propositions.** These explain the value you provide to your organization's different stakeholder groups, both internal and external. For example, why do customers buy from you? Why do employees come to work for your organization? What kind of return can shareholders expect? How does your community benefit from the work you do?
- 4. Destination points.** These identify where your

priority registration code as well as more info.

***You can't afford to be mediocre!
Are your managers the best?
Are they continuing to learn and unlearn to keep up?
Do they have the tools they need to thrive?***

Next Generation Work Flexibility

Holly is going to be the keynote speaker at an upcoming San Diego event you do not want to miss! Hosted by UCSD's Rady School of Management and FlexWork Connection, this engaging and informative evening will provide you with the latest trends and practical implementation tips for flexible work opportunities and flexibility program best practices.



Plan to be there on November 3rd. Register before Oct. 16th to take advantage of the "early bird rate" of only \$30.00. Space is limited.



Keynote Presentations



Do you belong to a professional organization or industry group? Holly would love to speak to your group or conference.

You need real tools to thrive as a leader and manager in today's environment. You need new ways of thinking. Holly provides them in interactive keynotes and workshops. Contact [Holly](#) today to discuss how she can customize content to achieve the results you need. **What are you waiting for?**

organization wants to go within a specified time frame. **This is perhaps the most critical element in the whole process** because the more clearly you define your desired end state, the greater your chances of getting there.

5. **Areas of focus/strategies.** These define, in a broad sense, how the organization will get to where it wants to go. They are the three to five areas everyone should be focused on to get to the destination points. What cuts across several destination points; where should the majority of energy be focused; what must everyone keep in mind as they make investments in people and other resources; and, what guides you on what to do and not to do are the core questions answered.

These five elements form an essential foundation for the strategic planning process. If even one of these bedrock elements is missing, your chances for success become marginal at best. In addition, today's volatile business climate requires companies to be more agile, prepared for ongoing changes with customers, industries, regulations, etc. Be sure to include some of the following aspects in the planning process to help you achieve that success.

1. Social Media - Use both internal and external social media for "real time" intelligence about your industry, clients, employees, etc. so that the strategic plan can be tweaked. Use it to drive your desired brand image and develop communities that trust you.
2. Innovation - Foster not only new ideas, but the execution to bring them to life as well. Develop the ability to constantly think differently. Everything is changing around you, make sure your brain is updating continuously.
3. Engagement - Keep your employees aligned and engaged. If they are not running the same race as you, you are all working hard but not necessarily winning. Communicate constantly on where you are going and why.

Business Week published an article recently on agility which you may want to take the time to read. *In Volatile Times, Agility Rules.* By: Prahalad, C. K., BusinessWeek, 00077135, 9/21/2009, Issue 4147. One excerpt that is important to ponder: "Some aspects of managing in a volatile environment, such as focusing on operational efficiency and staying liquid, are givens. But more important are the abilities to scale up and down and reconfigure resources rapidly."

If you need to someone to poke, provoke and prod you to do it differently, **call Holly today.** Not only will she provide the tools, frameworks and an approach that works, she'll serve as your thought partner to make sure you have the best opportunity



Are you twittering? ...have any friends on Facebook? ...Linked In yet? ...gotten on Plaxo? ...are you getting the More Than a Minute weekly blogs? Social media is powerful and a great opportunity to do more than ever before with fewer dollars.

Connect to Holly via social media and learn even more about being a great leader and manager today!

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