

Session 3



Create Your Personal Strategic Plan



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Overview

The largest and most successful companies in the world use the tool of strategic planning to increase their return on equity. Now the same tool is made available to you in the form of the FocalPoint Strategic Planning Process.

In this session, you will learn how to increase the return on all the mental, emotional and physical energies you have to invest in your career. You will learn how to achieve the very highest return possible on the investment of yourself in everything you do.

Coaching Objectives

After completing this session, you will be able to:

- Create your Vision of an ideal career and business by answering eight foundational strategic questions.
- Articulate your Mission.
- Determine the disciplines, skills and activities you will require to carry out your Mission and achieve your Vision.

Create Your Personal Strategic Plan

Clarity Leads to Power

Your ability to think, plan, decide and take action largely determines the course of your life. The better you become in each area, the better will be each part of your life and the faster you will achieve your goals.

Personal strategic planning is the tool you use to get from wherever you are to wherever you want to go. The difference between a person who uses personal strategic planning as a central part of his or her life and one who does not is like the difference between a person who rides a bicycle and a person who drives a car. Both will get you from point A to point B, but the car, personal strategic planning, will get you there much faster and easier.

Personal strategic planning is a systematic way of thinking and acting and is, therefore, learnable, like learning to type or drive a car. Many different elements make up this key skill but, with practice, you will get into the rhythm of thinking and acting strategically for the rest of your life. When you do, your life and career will take off like a rocket and your success will be assured.

Save Time and Money

The reason strategic planning and thinking is so helpful is that it saves you an enormous amount of time and money. By thinking through the key questions and concepts of strategy, you very quickly find yourself doing more and more of the most important tasks that can move you toward your key goals. At the same time, you do fewer and fewer of those things that are not particularly helpful. You do

more things right and fewer things wrong. You establish specific targets for your company and for everyone in it. You greatly improve your ability to measure and track results. You move onto the fast track in your work and in your life in general.

The purpose of *corporate* strategic planning is to increase *return on equity*. Equity is defined as the actual amount of shareholder money invested and working in the enterprise. The aim of strategic planning in business is to reorganize and restructure the activities of the corporation so as to achieve a higher quality and quantity of outputs relative to inputs. It is to improve and increase financial results. It is to achieve superior profitability.

Overall, the goal of strategic planning is to enable the company to utilize its people and resources more effectively. The company will then function better than before. It will be in a superior position relative to its competition. This improvement can be measured in terms of higher sales, greater market share, better profitability, higher returns on invested assets and better positioning for the future.

Design Your Life and Career

Personal strategic planning is very similar. However, instead of return on equity, personal strategic planning is aimed at increasing your *return on energy*. Put another way, it is to increase your *return on life*.

The equity in a business is measured in terms of financial capital. Your personal equity, on the other hand, is measured in terms of your own *human capital*.

Your personal equity is composed of the mental, emotional and physical energies you have to invest in your career. Your goal should be to get the very highest return possible on the investment of yourself, in everything you do. How well you invest yourself determines your income. This is the FocalPoint of personal strategic planning.

You can tell that it is time to revisit your strategic plan when you are no longer getting the kind of results you want from your work or from your life. Whenever you feel frustrated or dissatisfied, for any reason, this is often an indication that you should sit down and ask yourself some good, hard questions. Whenever you experience resistance or stress, or find yourself working harder and harder only to feel that you are getting fewer and fewer rewards, you should stand back and consider revising your strategy.

The fourth question is this: “*What is it that I do especially well?*” What is your area of excellence, your area of superiority? What is your personal competitive advantage over the other people in your field?

This is a vital FocalPoint question in personal strategic planning. You will be truly successful only to the degree to which you become excellent at the most important part of your work. One of your chief responsibilities in life is to select the area of excellence that can have the greatest positive impact on your career and your income, and then throw your whole heart into becoming extraordinary in that one area.

In his book, *Competing for the Future*, Gary Hamel points out that the top companies are those that project forward five years and then identify the core competencies that they will require at that time to dominate their industries. They then implement a development plan today to assure that they have those core competencies in place when the future arrives.

You should follow this strategy as well. What are the core competencies that you will need to be in the top 10 percent of your field three to five years from now? How do they differ from your key skills today? What can you do today to begin developing those additional skills and abilities? Whatever competencies you will require to be the best, set them as a goal, make a plan and begin working on developing them every day.

Eight Foundational Strategic Questions

There are eight foundational strategic questions in your personal strategic planning process. Answering these questions will bring clarity to your quest for an ideal business and career.

1. **Values:** What are the values, virtues, qualities and traits that are most important to you in your business and career?
2. **Vision:** If your business and career were perfect five years from today, what would it look like?
3. **Mission:** Based on your values and vision, specifically how do you achieve your vision?
4. **Purpose:** Every truly successful entrepreneur has an overarching purpose to his business—a genuine desire to serve others through his business. What is the purpose of your business and career?
5. **Goals:** What specific goals must you achieve in order to fulfill your ideal future vision in your business and career?
6. **Knowledge and Skills:** In what areas will you have to excel in the future in order to achieve your goals and fulfill your vision?
7. **Habits:** What specific habits of thought and action will you need to become the person who is capable of achieving the goals that you have set for yourself?
8. **Daily Activities:** What specific activities will you have to engage in each day to assure that you become the person you want to become and achieve the goals you want to achieve?

The quality of your thinking determines the quality of your life. The better questions you ask of yourself, the better answers you will elicit. As you improve the quality of your thinking, the quality of everything that you do improves at the same time. Since there is really no limit to how much you can improve the quality of your thinking, there is no real limit to how much you can improve your life.

The Law of Correspondence says that your outer world will always be a reflection of your inner world. To change anything in your outer world, you must begin by changing what is going on in your inner world. The greater clarity you have with regard to who you are, what you want and what you have to do to get there, the faster you will progress.

Appendix: List of Values

Accuracy	Competence	Faith	Imagination
Action	Confidence	Flexibility	Impartiality
Adaptability	Conscientious	Focus	Independence
Adventure	Considerate	Forgiveness	Innovation
Affection	Contribution	Freedom	Integrity
Alertness	Cooperation	Friendliness	Intelligence
Ambition	Courage	Fulfillment	_____
Assertiveness	Creativity	_____	Joviality
Authenticity	_____	Gentleness	Joyfulness
_____	Dependability	Generosity	_____
Balance	Determination	Growth	Kindness
Beauty	Diligence	_____	Knowledge
Boldness	Dynamic	Happiness	_____
Broadmindedness	_____	Health	Leadership
_____	Education	Helpfulness	Learning
Calmness	Effectiveness	Honesty	Love
Career	Energy	Hope	Loyalty
Caring	Enjoyment	Humility	
Cautious	Enterprise	Humor	
Clear-thinking	Enthusiasm		
Compassion	Excellence		

Maturity	Positive Mental	Self-control	Value
Method	Attitude	Sensibility	Versatility
Meticulousness	Possessions	Sensitivity	Victory
Modesty	Possessiveness	Sincerity	Vigor
_____	Practical	Sociability	_____
Naturalness	Professionalism	Specialness	Warmth
Nurturing	Prosperity	Strength	Willpower
_____	Purposefulness	_____	Wisdom
Optimism	Precision	Tact	Wit
Organization	Progress	Talent	_____
Originality	Punctuality	Teamwork	Youthfulness
_____	_____	Thankfulness	_____
Patience	Quality	Thoroughness	Zeal
Peace	Quickness	Tolerance	
Perseverance	_____	Trustworthiness	
Persistence	Resourcefulness	_____	
Playfulness	Respect	Understanding	
Pleasant	Responsibility	Uniqueness	
Polite			

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