

# Bridging Partnerships Small Business Symposium

## Strategic Planning Workshop

Marty Conger. Chief Financial Officer  
Pacific Northwest Laboratory (PNNL)

# What is a Strategy?

*“An organization’s strategy is nothing more than **a collection of intentional decisions** a company makes to give itself the best chance **to thrive and differentiate** from competitors”\**

\*From “The Advantage” by Patrick Lencioni

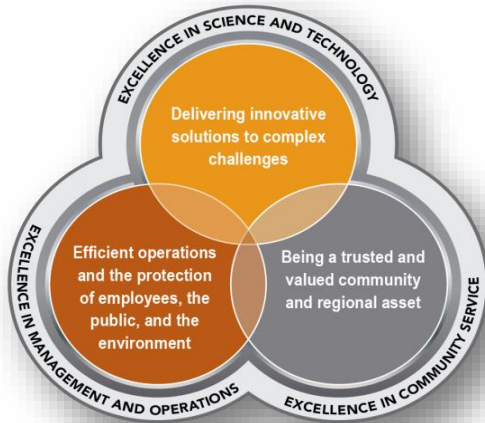
# Components of a Successful Strategy

## *Six Critical Questions\**

### 1. Why do we exist?



### 3. What do we do?



### 5. What is most important, right now?

### 6. Who must do what?

## *Mission*

We transform the world through courageous discovery and innovation.

### 2. How do we behave?

## *Vision*

PNNL science and technology inspires and enables the world to live prosperously, safely and securely.

### 4. How will we succeed?

Strategic Plan

*\*From "The Advantage" by Patrick Lencioni*



***“Plans Are Useless,  
Planning is Indispensable”***

***General Dwight D. Eisenhower  
(1890 - 1969) – General of the Army  
34th President of the United States***

# Key Elements of a Strategic Plan

1. It's a journey, don't go it alone – engage your team
2. Think BIG - go for transformational (status quo is boring)
3. Be inspirational – create the future and help your staff see it
  - Its about leadership and your team expects it – demonstrate
4. Write it down but be concise – simple and digestible is best
  - Start with the future state at least 3 years out (up to 10)
  - Identify the key steps necessary to execute – who is responsible
  - Create the timeline – be realistic
5. Communicate, communicate, communicate – don't expect sharing a written plan will suffice (need to hear seven times to internalize)
6. Periodically status against the plan – adjust as necessary
7. It is a learning experience - revisit the strategy when necessary

# **“No Battle Plan Survives Contact With the Enemy”**

*Field Marshall Helmuth von Moltke  
(1800 – 1891) – Prussian Army*



**Reality Sucks – get over it and adjust**



# General Colin Powell

Chairman (Ret), Joint Chiefs of Staff

## A Leadership Primer (The secret Sauce)



# LESSON 1



*"Never neglect details. When everyone's mind is dulled or distracted the leader must be doubly vigilant."*

**Strategy equals execution.** All the great ideas and visions in the world are worthless if they can't be implemented rapidly and efficiently. **Good leaders delegate and empower others liberally, but they pay attention to details,** every day. (Think about supreme athletic coaches like Jimmy Johnson, Pat Riley and Tony La Russa). Bad ones, even those who fancy themselves as progressive "visionaries," think they're somehow "above" operational details. Paradoxically, good leaders understand something else: an obsessive routine in carrying out the details begets conformity and complacency, which in turn dulls everyone's mind. That is why even as they pay attention to details, they **continually encourage people to challenge the process.** They implicitly understand the sentiment of CEO leaders like Quad Graphic's Harry Quadracchi, Oticon's Lars Kolind and the late Bill McGowan of MCI, who all independently asserted that the Job of a leader is not to be the chief organizer, but the chief dis-organizer.





## LESSON 2



### *Perpetual optimism is a force multiplier*

**The ripple effect of a leader's enthusiasm and optimism is awesome.** So is the impact of cynicism and pessimism. Leaders who whine and blame engender those same behaviors among their colleagues. I am not talking about stoically accepting organizational stupidity and performance incompetence with a "what, me worry?" smile. **I am talking about a gung-ho attitude that says "we can change things here,** we can achieve awesome goals, we can be the best." Spare me the grim litany of the "realist," give me the unrealistic aspirations of the optimist any day.



## LESSON 3



*Great leaders are almost always great simplifiers,  
who can cut through argument, debate and doubt,  
to offer a solution everybody can understand.*

Effective leaders understand the KISS principle, Keep It Simple, Stupid. They articulate vivid, over-arching goals and values, which they use to drive daily behaviors and choices among competing alternatives. **Their visions and priorities are lean and compelling, not cluttered and buzzword-laden.** Their decisions are crisp and clear, not tentative and ambiguous. They **convey an unwavering firmness and consistency in their actions, aligned with the picture of the future** they paint. The result: clarity of purpose, credibility of leadership, and integrity in organization.

# **It's About Leadership!**

# And Lessons from Dilbert



**Connect with staff – don't be the pointy haired boss**

# Questions/Discussion

**Marty Conger**

**[Martin.conger@pnnl.gov](mailto:Martin.conger@pnnl.gov)**

**(509) 375-3712**