



Creating a Strategic Plan For Profitable Growth

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Randy Goruk, LeadersEdge360.com

Overview

Strategic plans are viewed by many as an unwelcome necessary evil.

This hands-on workshop will show you how to create sustainable growth plans by implementing a proven strategic planning process throughout your organization.

You will learn techniques on how to think strategically and how to make decisions today that will impact long term growth in a positive way.

You will learn how to keep your strategic plan off the bookshelf and how to turn it into an effective, living, and breathing part of your organization.

3 - Main objectives for this session are:

1. You will know the steps to take to create a strategic plan that is designed to help you achieve profitable growth.
 2. You will have the tools you need to create a strategic plan that will help you achieve profitable growth.
 3. You feel the time you spent here today was well worth it.
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Success is the ability, first to recognize opportunity; second, to form plans and strategies that leverage opportunity; and third, to develop the necessary skills needed to execute those strategies. - Gary Ryan Blair

Creating a Strategic Plan for Profitable Growth

Meet Your Workshop Coach – Randy Goruk



Randy Goruk is known for his ability to develop and refine the skills of a broad range of leaders. His customized workshops, coaching and speaking focus on elevating individual and team performance.

He has served in key leadership positions across North America with Trus Joist Corporation. Most notably as the President of Trus Joist Canada, and Sr. Vice President of North American Residential Operations, a \$750 million business unit.

During his time of leading various multi-million-dollar business units through many challenging times of strategic growth, product development, acquisitions and a joint venture partnership, Randy became an expert in creating teams and leaders that achieve quantifiable results.

Randy's leadership background and extensive executive management experience provide a unique backdrop for the training, coaching, and speaking that is not typically seen in the construction industry.

He shares 'real experience' to get 'real results.'

Randy Goruk

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Strategic Planning Testimonial

Randy Goruk facilitated a Strategic Plan for us that over doubled our business over a 4-year period of time. Based on those results we had him facilitate our next 5-year plan and we are positioned for similar results.

Randy facilitates by keeping a group of Senior Leadership on track during the session, along with inspiring us to strive for more by asking the right questions to make us think while ensuring that the plan is truly our own.

He makes sure that the plan is Strategic, not just a wish list!

Ron Schumacher President and CEO, Consolidated Lumber Company

Creating a Strategic Plan for Profitable Growth

Whether you're running a jobsite, a project, or a construction company, success requires thoughtful planning to achieve profitable and sustainable growth.

Planning does this for you:

- 1. Establishes a _____.
- 2. Maximizes _____.
- 3. Identifies and minimizes _____.



Strategic Planning Framework - #1



Culture and values are a fundamental element in strategic planning because they can influence how strategies are formulated, executed, and received by all stakeholders.

3 - Ways Leaders Ruin Company Culture

1. _____ Leadership.
2. _____, Not Tackling Problems.
3. Not Developing Other _____.



Reference Culture Worksheet

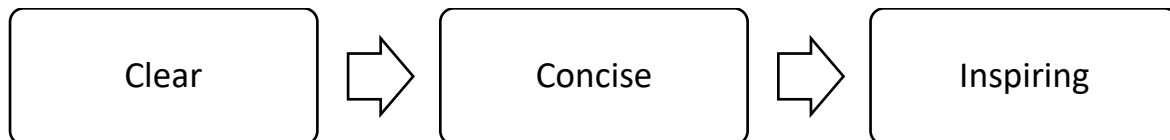
Vision: The long-term desired outcome of an organization.

Most effective visions contain who, what, how, promise, geographic focus.

Mission: The purpose of the organization.

Search for Simon Sinek - How Great Leaders Inspire Action at Ted.com

3 – Key Vision / Mission Statement Success Factors



Download Vision / Mission Worksheet

Dynamic Components

Objectives: What you want to achieve.
(must satisfy or connect with the vision / mission).

Strategies: How you plan to achieve the objective.

Actions: The details of getting it done.

Metrics: Measuring your performance.
Performance against objectives, goals, strategies, and actions.

Objectives / Goals Examples:

- 1. Grow our insulation business top and bottom line by 20% this year.*
- 2. Create and implement a succession plan for senior leaders over the next 18 months.*

Goals: specific, measurable, attainable, results – oriented with a timeline.

Strategy Examples:

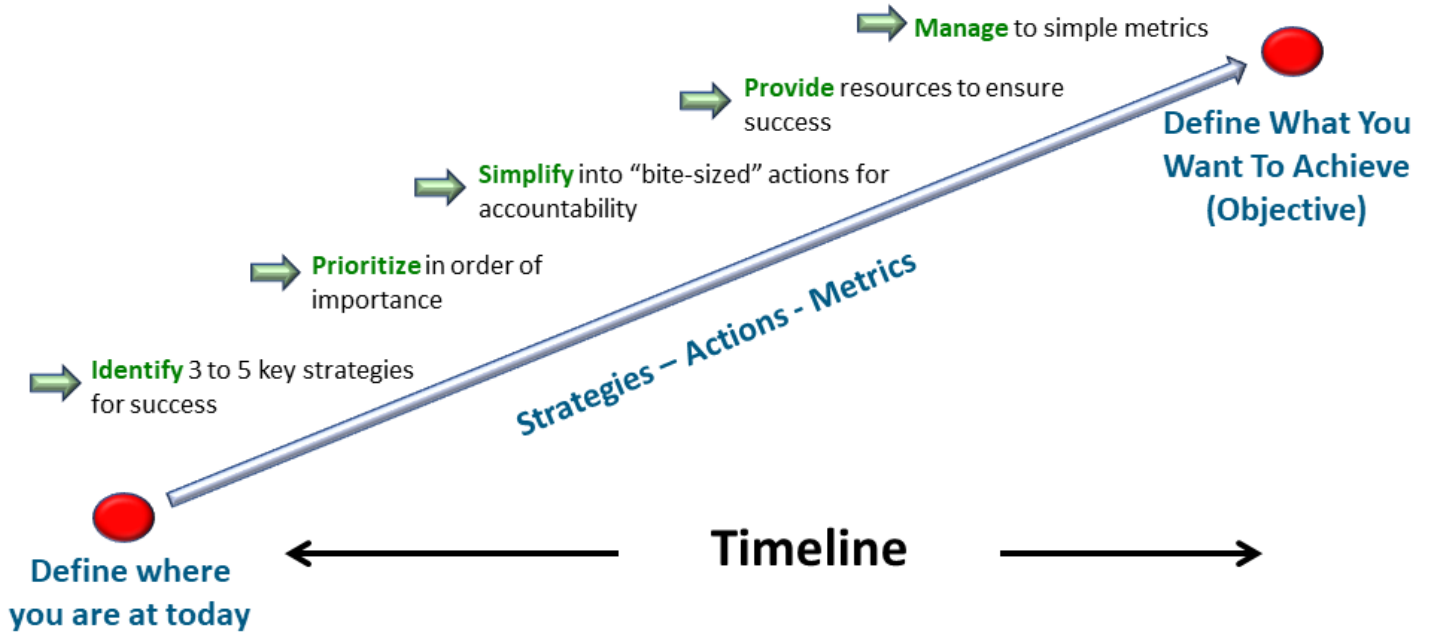
- 1. Expand our estimating department to increase our estimating capability.*
- 2. Leverage internal resources to create and implement a formal mentoring program.*

Action Examples:

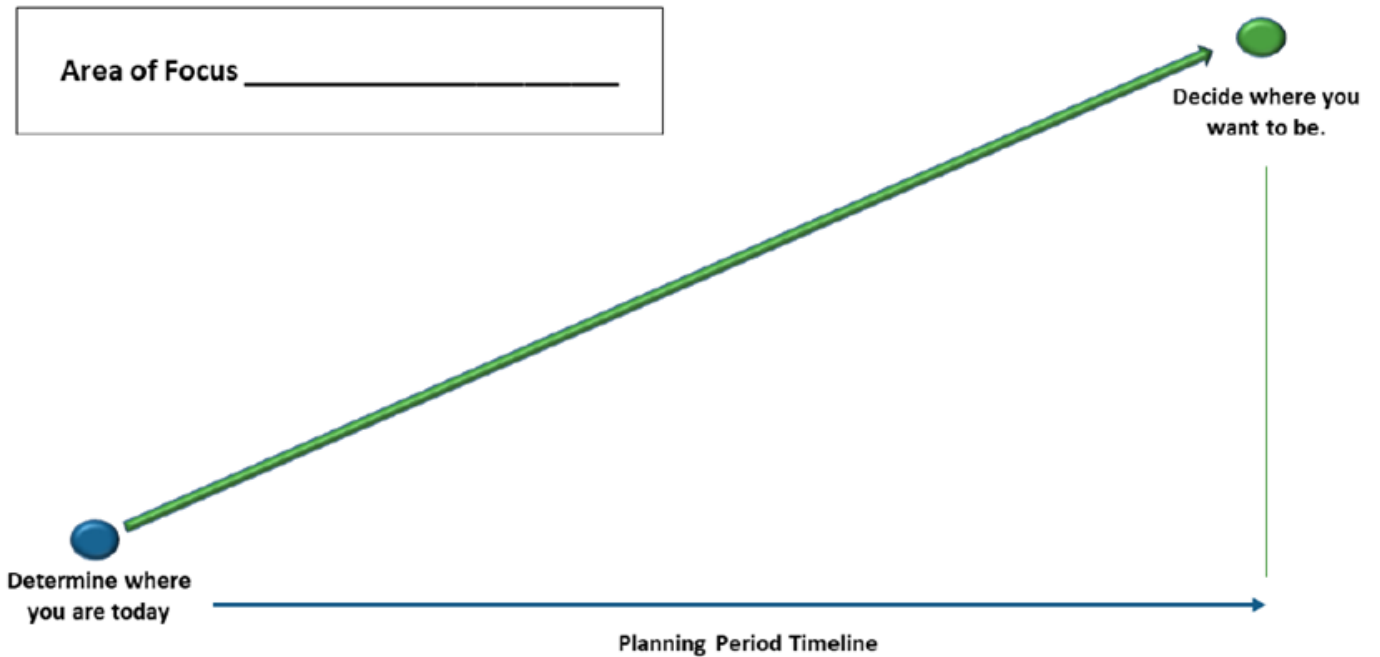
- 1. Advertise for one additional experienced estimator.*
- 2. Find 3 – different mentoring programs to consider.*

Download Objectives / Strategies / Actions Worksheet

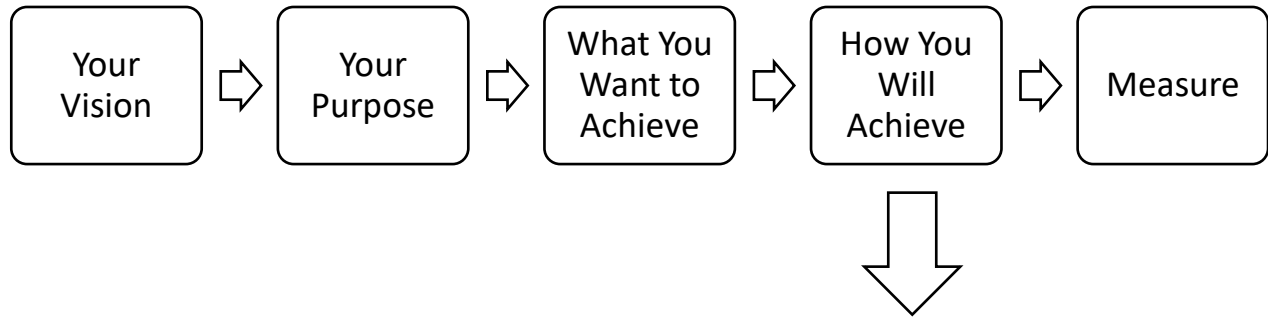
Planning Framework - #2



Planning Framework - #2 Simplified



Planning Process Overview



Brainstorm with Planning Team

Solid Planning Assumptions:

What are the key issues that will likely impact your business during the planning period?

Examples of Areas to Consider:

1. Availability of reliable and capable workforce.
2. Equipment and other resources.
3. Raw material costs / availability
4. Financial resources.
5. Demand for our type of work.
6. Continue with more relevant assumptions.

Survey the Internal and External Landscape

Brainstorm:

- Assumptions
- SWOT
- Priorities
- Actions

SWOT Analysis



Brainstorm with Planning Team - SWOT

Answer these sets of questions:

1. What are our 3 - greatest strengths?
2. How do we know?
3. How will we leverage them?

Example:

Strength: Our reputation in the industry.

How Do We Know: Five awards from National Asphalt Pavement Association in 3 – years.

How to Leverage: Greater presence on website – greater presence in community – greater presence on social media.

1. What are our 3 - greatest weaknesses?
2. How do we know?
3. How will we improve?

1. What are our 3 - greatest opportunities?
2. How do we know?
3. How will we capitalize on them?

1. What are our 3 - greatest threats?
2. How do we know?
3. How will we master them?

Download SWOT Worksheets


If all you are trying to do is essentially the same thing as your rivals, then it's unlikely you'll be very successful. – Michael Porter


The secret of getting ahead is getting started. The secret of getting started is breaking your complex overwhelming tasks into smaller manageable tasks, and then starting on the first one.
 Mark Twain

Rarely are opportunities presented to you in a perfect way. In a nice little box with a yellow bow on top. Here, open it, it's perfect. You'll love it. Opportunities – the good ones – are messy, confusing, and hard to recognize. They're risky. They challenge you. - Susan Wojcicki

Choosing Priorities

IMPACT



| EFFORT |  | Priority Matrix | Low \$ - \$\$ | Medium \$\$ - \$\$\$ | High \$\$\$ - \$\$\$\$ |
|---------------|---|-----------------|------------------|-------------------------|---------------------------|
| | | Low | | | |
| | | Medium | | | |
| | | High | | | |

Consolidating Opportunities

| Opportunity | Chance of Achieving L/M/H | Cost to Achieve \$\$ | Impact if Successful \$\$\$\$ | Timing of Impact I/ST/LT |
|-------------|------------------------------|-------------------------|----------------------------------|-----------------------------|
| #1 | | | | |
| #2 | | | | |
| #3 | | | | |

Action Plan

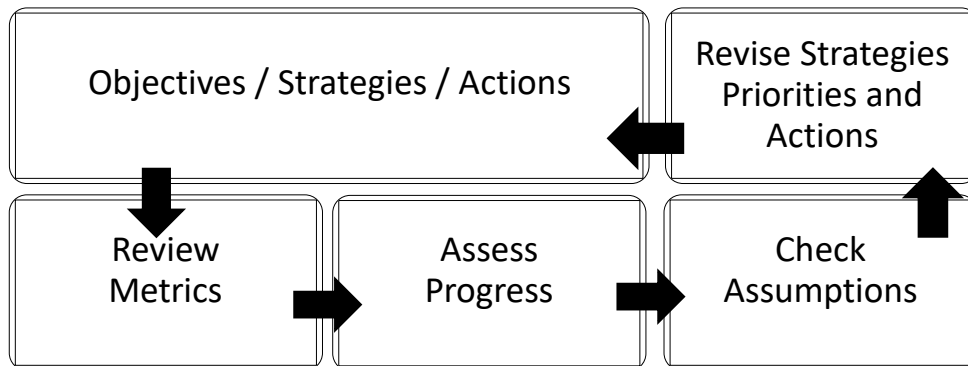
Objective: _____.

Strategy: _____.

| What | Who | When | Resources |
|-------------------------------------|------------------|---|-------------------|
| All Actions Bite Sized Tasks | Assign Ownership | Set Realistic Deadlines | Set Up to Succeed |
| | | <ul style="list-style-type: none"> • Manage Plan • Provide Updates • Celebrate Success | |
| | | | |

“Nothing is particularly hard if you break it into small jobs.” - Ray Kroc – Founder McDonalds

Implementation of a Written Plan



Why Your Plans Should Be in Writing

- Ensures all pieces fit together.
- Achieves consistency across territory lines.
- Forces you to organize your thoughts in advance of your actions so you can set priorities.
- Helps identify “landmines” in advance so you can design ways to avoid them.
- Allows for input and buy in from others.
- Documents a defensible business case which supports the requests for resources to achieve results.
- Brings increased commitment and accountability.
- Provides a roadmap – a report card – a yardstick for measuring results and a base for celebration.
- Substantially increases the probability of success.

Strategic Planning for Profitable Growth Conclusion

When it comes to strategic planning, it is a challenge for leaders. For many it is easier not to do it.

The economy and the competition will force leaders to adapt. It is better to plan how you will adapt versus being forced to react.

Contact Randy Goruk to learn how he can help you and your team expand on what you've learned here. He can help you create a strategic plan that prepares you for a downturn in the economy and sets you apart from your competition.

What's Next?

Thank you for your engagement during my presentation on "Creating a Strategic Plan for Profitable Growth" Now, let's turn these insights into your competitive edge.

Please provide me some feedback on today's presentation and download worksheets here:

**<https://talk.ac/randygoruk>
code: MICA**

Then, here are a few suggestions on what to do next:

1. Get together with your team to complete the worksheets (or create your own).
Complete them over several days.
2. Continue to develop and refine your plans that will lead you to profitable growth.
3. Contact me directly for guidance and to challenge your thinking.

If you crave continuous learning, my weekly leadership tips and our other leadership development services are rich with relevant content to refine and elevate your skills.



Ask me about our other Leadership Development Services

- ◆ Executive Coaching ◆ Leadership Coaching ◆ Mastermind Groups ◆
- ◆ Online Courses ◆ Strategic Planning Facilitation ◆ Custom Workshops