

Strategic Planning 101

April 9, 2024



Leadership
Development
Program

Webcast Tech Tips and Reminders



Please mute your microphone unless presenting.



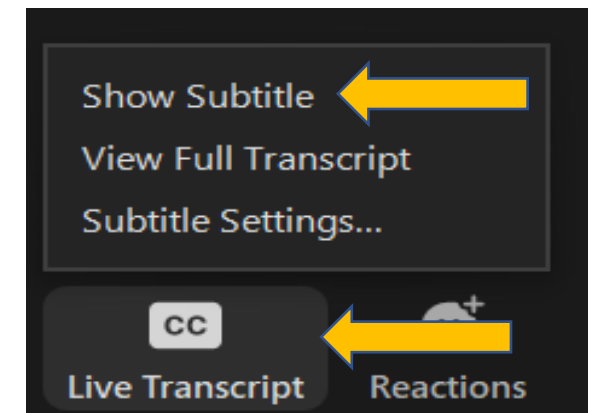
Chat function on bottom of screen is available – and presenters will see questions posted.



This event is being recorded and will be emailed to all registrants.



Closed captioning is available. To enable this feature on a computer, click “Live Transcript” and “Show Subtitle.” For users on a phone or tablet, captioning will be enabled automatically.

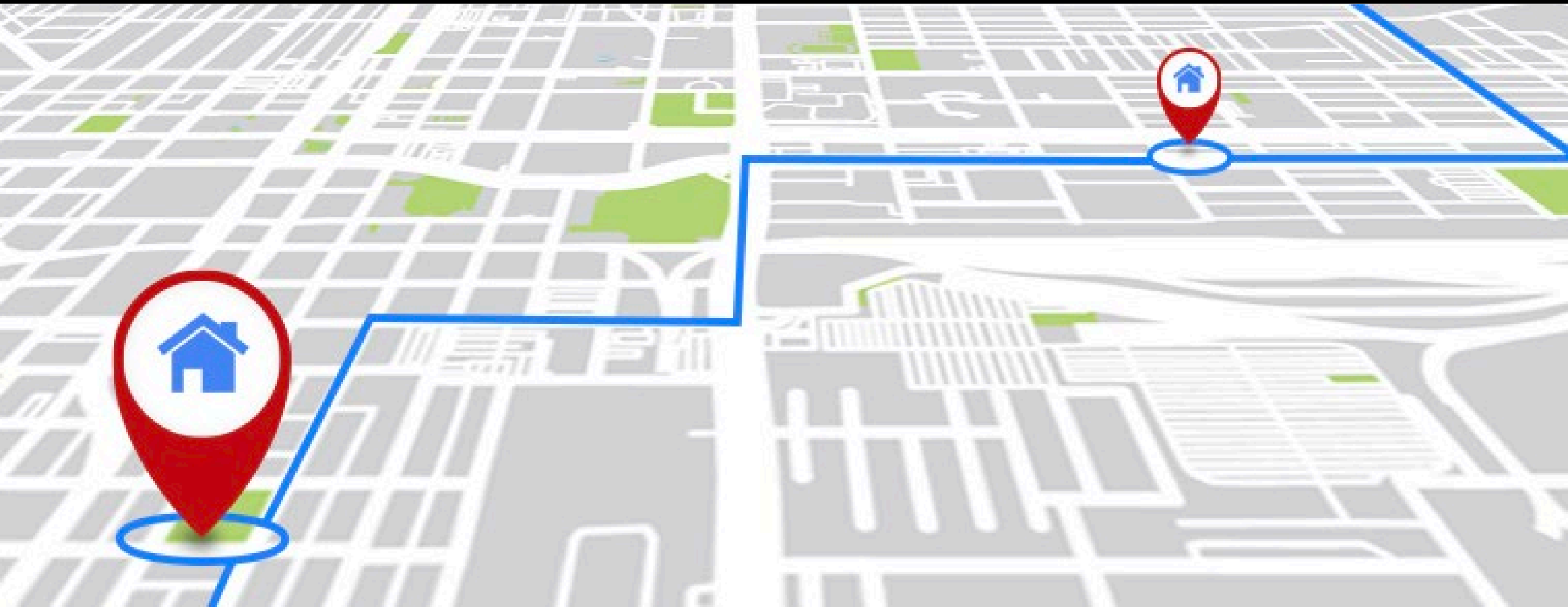


Strategic Planning: Navigating Your Journey

Veronica L. Meadows, CAE
Chief Strategy Officer



Would you drive somewhere you've never been without directions?





Benefits of Strategic Planning

- Direction and focus
- Improved decision-making
- Resource optimization
- Enhanced adaptability
- Stakeholder engagement and alignment

Discussion Framework

Setting the destination

Planning the route

Adapting to change

Monitoring progress



Setting the Destination

WHO YOU ARE

Mission
Values

A

A red dot representing the starting point of the journey.

DESTINATION

Vision

B

A red dot representing the destination of the journey.



Setting the Destination

- **WHY** are you setting out on this journey, what is your **MISSION**?
- **HOW** will you get there, what **VALUES** will guide you?
- **WHAT** do you seek to accomplish? – **VISION**

WHY = Mission

Purpose

Value

Stakeholders



HOW = Values

- Defines culture and identity
- Guides behavior and decision-making
- Shapes relationships and collaboration
- Attracts and retains talent
- Builds trust and reputation

WHAT = Vision

- Long-term goals and aspirations
- Innovation and adaptability
- Impact and contribution
- Market leadership and/or influence



LA Firm Example

Mission

- To design and create sustainable outdoor spaces that enhance quality of life and connect people with nature

Vision

- To be the premier landscape architecture firm known for our innovative designs, environmental stewardship, and commitment to client satisfaction.

Values:

- Creativity: We believe in pushing boundaries and embracing creativity to deliver unique and inspiring landscape designs.
- Sustainability: We are dedicated to environmental responsibility, incorporating sustainable practices and materials into our projects.
- Collaboration: We value collaboration and partnership, working closely with clients, stakeholders, and communities to create meaningful landscapes.
- Excellence: We strive for excellence in everything we do, delivering high-quality designs and exceptional service to our clients.

Planning the Route



WHO YOU ARE

Mission
Values



DESTINATION

Vision



Planning the Route

Goals
Objectives
Strategies (Tactics)





Goals

Broad, long-term critical outcomes that are reasonable to achieve within a time frame and with available resources.



Objectives

Break down goals into more explicit directions by providing quantitative measurements.



Strategies (tactics)

Specific actions that will be taken to meet objectives and goals.

Example Goals

- **Design Leadership:** Establish ourselves as leaders in landscape architecture by delivering innovative and sustainable designs that inspire and delight.
- **Client Satisfaction:** Exceed client expectations by delivering exceptional service and tailored solutions that enhance their outdoor spaces.
- **Operational Excellence:** Optimize efficiency and streamline operations to deliver projects on time and within budget while minimizing environmental impact.



Example Objectives

Design Leadership - Establish ourselves as leaders in landscape architecture by delivering innovative and sustainable designs that inspire and delight.

- Win at least **three major design awards** within the next three years.
- Expand our portfolio to include projects in **at least two new market sectors** within the next two years.
- Increase our visibility and recognition in the industry by **securing speaking engagements at major conferences and events**.

Client Satisfaction - : Exceed client expectations by delivering exceptional service and tailored solutions that enhance their outdoor spaces.

- Achieve **a client satisfaction rating of 90%** or above based on post-project surveys within the next year.
- Increase **client referrals by 25%** within the next two years.
- Implement **a client feedback system** to continuously monitor and improve our services and processes.

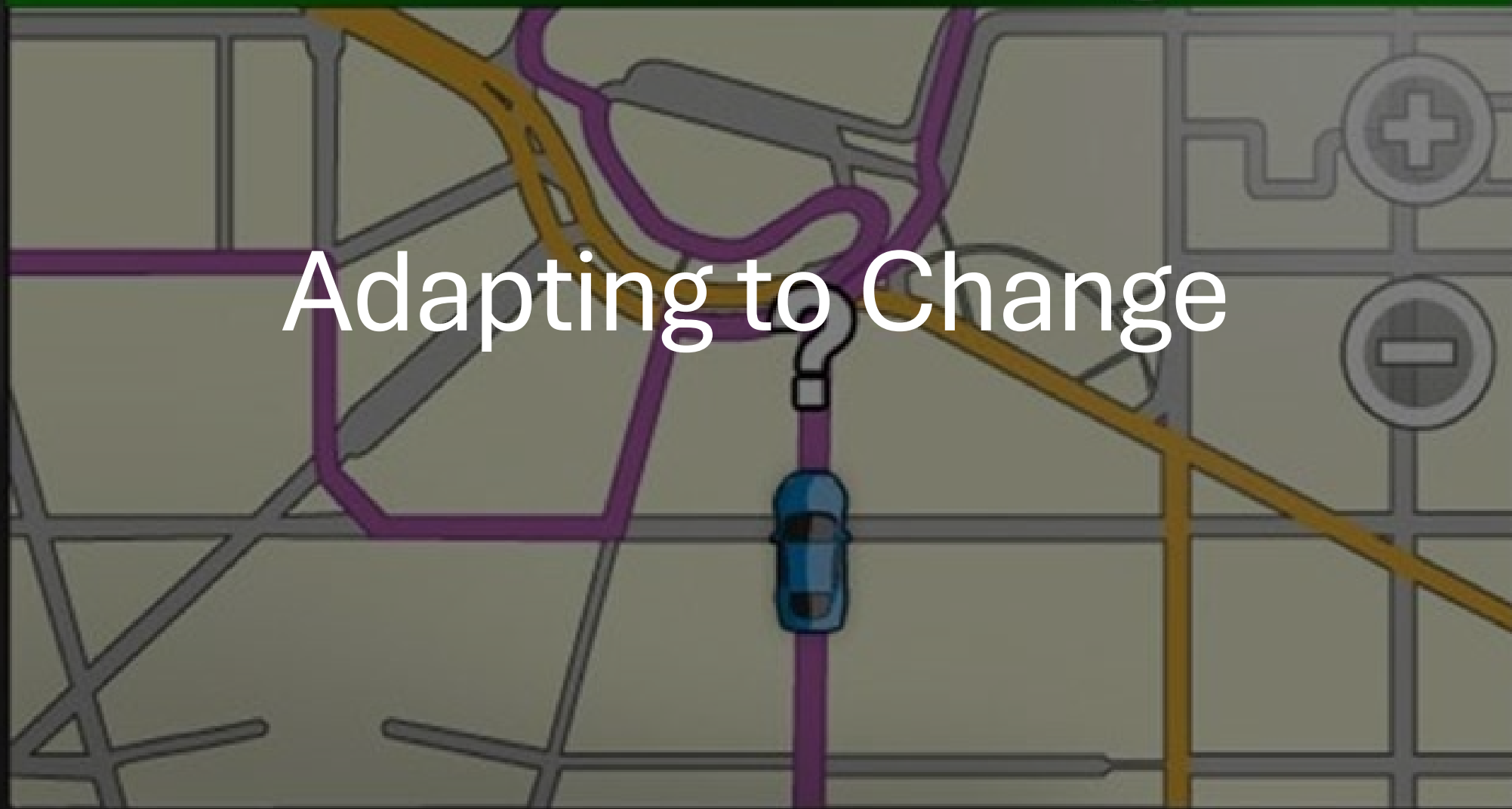
Operational Excellence - Optimize efficiency and streamline operations to deliver projects on time and within budget while minimizing environmental impact.

- **Reduce project delivery time by 15%** through improved project management and workflow optimization within the next two years.
- Implement sustainable design principles and practices **across all projects** to minimize environmental footprint.
- Enhance staff training and development programs to foster a **culture of continuous improvement and innovation**.

Mission: To design and create sustainable outdoor spaces that enhance quality of life and connect people with nature.		
Vision: To be the premier landscape architecture firm known for our innovative designs, environmental stewardship, and commitment to client satisfaction.		
Design Leadership: Establish ourselves as leaders in landscape architecture by delivering innovative and sustainable designs that inspire and delight.	Client Satisfaction: Exceed client expectations by delivering exceptional service and tailored solutions that enhance their outdoor spaces.	Operational Excellence: Optimize efficiency and streamline operations to deliver projects on time and within budget while minimizing environmental impact.
Objectives: <ul style="list-style-type: none"> Win at least three major design awards within the next three years. Expand our portfolio to include projects in at least two new market sectors within the next two years. Increase our visibility and recognition in the industry by securing speaking engagements at major conferences and events. 	Objectives: <ul style="list-style-type: none"> Achieve a client satisfaction rating of 90% or above based on post-project surveys within the next year. Increase client referrals by 25% within the next two years. Implement a client feedback system to continuously improve our services and processes. 	Objectives: <ul style="list-style-type: none"> Reduce project delivery time by 15% through improved project management and workflow optimization within the next two years. Implement sustainable design principles and practices across all projects to minimize environmental footprint. Enhance staff training and development programs to foster a culture of continuous improvement and innovation.
Strategies: <ul style="list-style-type: none"> Invest in ongoing professional development for our team to stay abreast of the latest trends and technologies in landscape architecture. Collaborate with local artists and artisans to incorporate unique and creative elements into our designs. Actively participate in industry associations and networking events to build relationships and raise our profile within the industry. 	Strategies: <ul style="list-style-type: none"> Foster open and transparent communication with clients throughout the design and construction process, ensuring their vision and needs are met. Provide personalized attention and tailored solutions that reflect each client's unique preferences and objectives. Offer post-project maintenance and support services to ensure the long-term success and sustainability of our designs. 	Strategies <ul style="list-style-type: none"> Invest in project management software and tools to streamline communication, track progress, and manage resources more effectively. Incorporate sustainable design strategies such as native plantings, rainwater harvesting, and green infrastructure into all our projects. Provide ongoing training and professional development opportunities for our team to stay updated on best practices in sustainable design and project management.

Recalculating...

Adapting to Change



Adapting to Change

Scanning
Foresight

WHO YOU ARE

Mission
Values

DESTINATION

Vision



Planning the Route

Goals
Objectives
Strategies (Tactics)

Adapting to Change



Foresight = what drivers of change do you see coming that may have an impact on achieving your mission and goals.



Environmental Scan = understanding what is happening around you that has potential impact on achieving your mission and goals.

foresight

noun [U]

US  /'fɔːr.saɪt/ UK  /'fɔː.saɪt/

Add to word list 

the ability to judge correctly what is going to happen in the future and plan your actions based on this knowledge:

- *She'd **had the foresight** to sell her apartment just before the housing market collapsed.*



Foresight

Environmental Scanning

Business and
Economic

Technology, science
and education

Social Values and
Demographics

Legislative and
Regulatory

Breakout Discussion

Business and
Economic

Technology,
science and
education

Social Values
and
Demographics

Legislative
and
Regulatory

- Identify 1-2 factors in each category that could have an impact on our example Landscape Architecture firm.
- Identify a person to capture your responses and report out.
- We will share a few of your ideas with the larger group.

Report Out



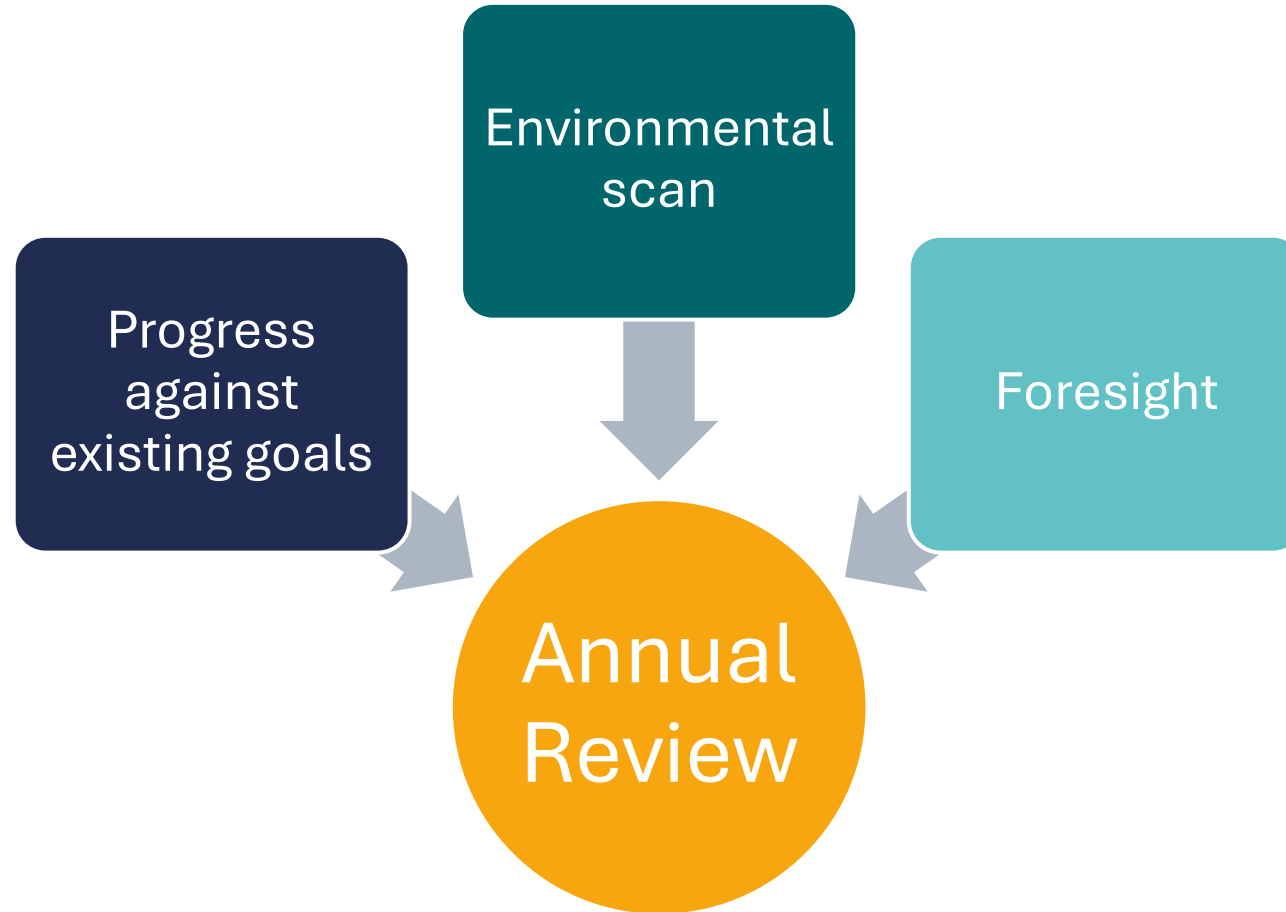
Monitoring Progress



Annual Strategy Cycle



Strategy Review Inputs



A close-up photograph of a black smartphone lying on a physical map. The phone's screen shows a digital map with a green location pin. The physical map beneath it features yellow road lines and green areas. The word "Conclusion" is written in white text across the center of the phone's screen.

Conclusion



Benefits of Strategic Planning

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Thank
you!

Veronica L Meadows, CAE

(Direct) 703-949-9462

vmeadows@clarb.org

Please share
your thoughts!

Responses are requested by April 19



Upcoming Events

Attracting and Retraining the Next Greatest Generation

- May 13,
3:00—4:30 p.m. ET
- Session will not be recorded so please join us live.

CLARB/ASLA Web Licensure Summit

- June 5,
3:00—4:00 p.m. ET

Non-Profit Finance 101

- June 11,
3:00—4:30 p.m. ET
- Includes small group activities with fellow attendees.



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Your
Feedback
with Us

