



Perencanaan Strategik Untuk Penyusunan Program Hima Elektro

Kaliurang Yogyakarta, 21 Januari 2012

Overview

- Merumuskan proses perencanaan strategik
- Menjelaskan bagaimana melaksanakan suatu perencanaan strategik

Introductions

- Tuliskan nama Anda
- Posisi Anda di Hima Elektro
- Mengapa Anda berada disini?
- Apa harapan Anda mengikuti kegiatan ini?

What is Strategic Planning?

- Proses untuk menentukan prioritas apa yang akan Anda lakukan di masa mendatang
- Memaksa Anda untuk membuat pilihan tentang apa yang akan dilakukan dan yang tidak dilakukan
- Menarik seluruh organisasi secara bersama-sama untuk melaksanakan rencana itu
- Menunjukkan secara jelas dimana sumberdaya akan ditempatkan

Why do Strategic Planning?

- Jika Anda gagal untuk merencanakan, maka Anda merencanakan kegagalan. Anda harus proaktif tentang masa depan
- Perencanaan strategik akan meningkatkan kinerja organisasi
- Merencanakan untuk berfikir jangka panjang
- Menyelesaikan masalah utama pada tingkat makro
- Mengkomunikasikan apa yang penting untuk dilakukan

Fundamental Questions to Ask

- Dimana Anda berada saat ini? (Evaluasi)
- Dimana Anda membutuhkan sesuatu ?
(Kondisi yang akan datang/Kesenjangan)
- Bagaimana Anda mengatasi kesenjangan itu? (Perencanaan strategik)
- Bagaimana Anda akan memantau kemajuan itu?

Strategic Planning Model

A B C D E

Where we are

Where we want to be

How we will do it

How are we doing

Assessment

Baseline

Components

Down to
Specifics

Evaluate

- *Environmental Scan*

- *Situation – Past, Present and Future*

- *Mission & Vision*

- *Performance Measurement*

- *Performance Management*

- *Background Information*

- *Significant Issues*

- *Values / Guiding Principles*

- *Targets / Standards of Performance*

- *Review Progress – Balanced Scorecard*

- *Situational Analysis*

- *Align / Fit with Capabilities*

- *Major Goals*

- *Initiatives and Projects*

- *Take Corrective Actions*

- *SWOT – Strength's, Weaknesses, Opportunities, Threats*

- *Gaps*

- *Specific Objectives*

- *Action Plans*

- *Feedback upstream – revise plans*

Assessment Model: S W O T

Internal Assessment: Organizational assets, resources, people, culture, systems, partnerships, suppliers, . . .



External Assessment: Marketplace, competitor's, social trends, technology, regulatory environment, economic cycles .



SWOT

Good Points

- Easy to Understand
- Apply at any organizational level

SWOT

Possible Pitfalls

- Needs to be Analytical and Specific
- Be honest about your weaknesses

Organizational Profile: Key Performance Categories

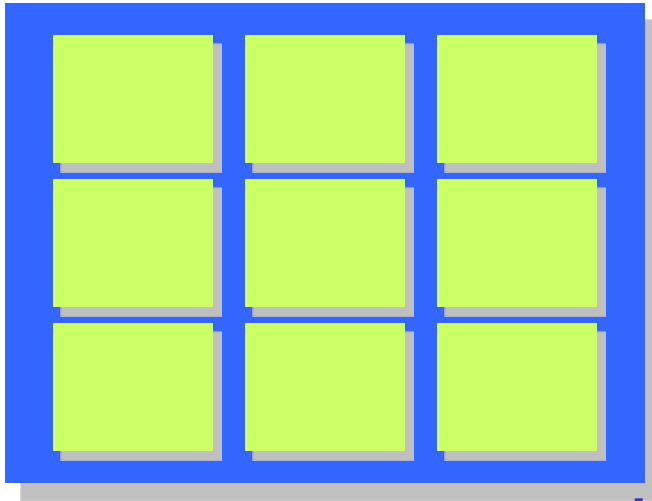
Baseline

- Mahasiswa
- Produk dan layanan
- Keuangan
- Sumber daya manusia
- Operasional
- Eksternal

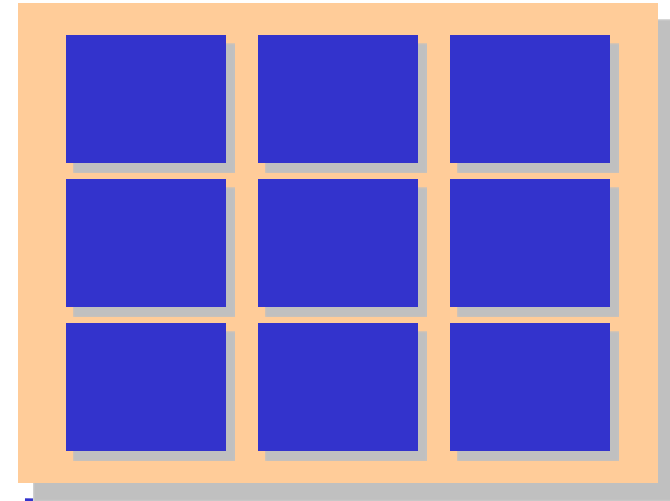
Gap Analysis

Baseline

Baseline / Org Profile

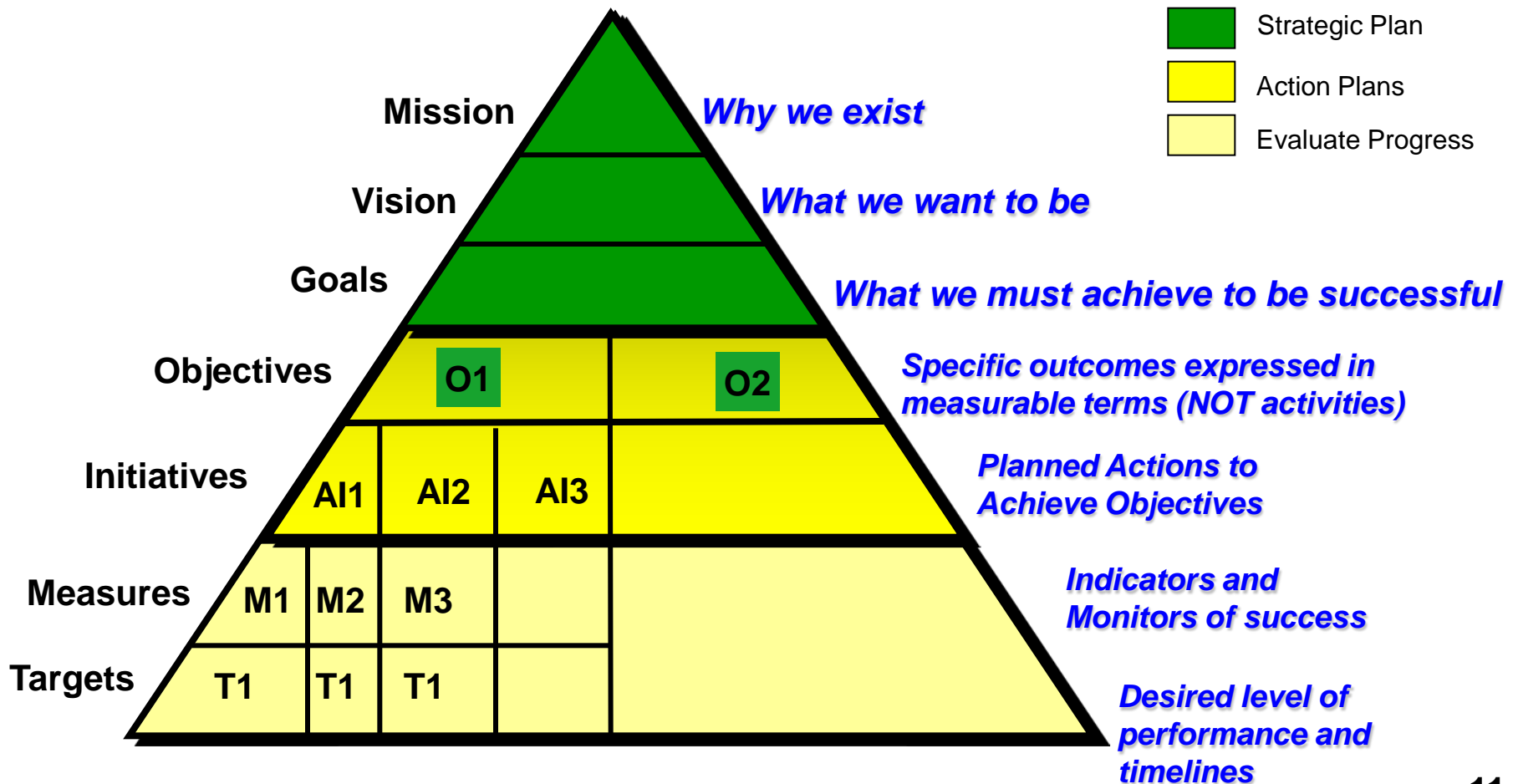


Challenges / SWOT



Gap = Basis for Long-Term Strategic Plan

Major Components of the Strategic Plan



Mission Statement

- Merumuskan esensi dari mengapa organisasi itu ada – apa yang dilakukan
- Menjelaskan kebutuhan mendasar yang diinginkan
- Menyatakan nilai-nilai utama dari organisasi
- Mudah dipahami dan jelas
- Hal yang unik dan menarik dari organisasi ini dan peran yang ingin dilakukan serta bedanya dengan organisasi lain

Vision

- Bagaimana peran organisasi ini di masa mendatang – apa yang disebut dengan sukses
- Pernyataan kondisi akhir yang diinginkan
- Tantangan setiaop orang untuk mencapainya – menginspirasi suatu masa depan
- Memberikan arah jangka panjang untuk seluruh organisasi

Goals

- Describes a future end-state – desired outcome that is supportive of the mission and vision.
- Shapes the way ahead in actionable terms.
- Best applied where there are clear choices about the future.
- Puts strategic focus into the organization – specific ownership of the goal should be assigned to someone within the organization.
- May not work well where things are changing fast – goals tend to be long-term for environments that have limited choices about the future.

Developing Goals

- Cascade from the top of the Strategic Plan – Mission, Vision, Guiding Principles.
- Look at your strategic analysis – SWOT, Environmental Scan, Past Performance, Gaps . .
- Limit to a critical few – such as five to eight goals.
- Broad participation in the development of goals: Consensus from above – buy-in at the execution level.
- Should drive higher levels of performance and close a critical performance gap.

Objectives

- Relevant - directly supports the goal
- Compels the organization into action
- Specific enough so we can quantify and measure the results
- Simple and easy to understand
- Realistic and attainable
- Conveys responsibility and ownership
- Acceptable to those who must execute
- May need several objectives to meet a goal

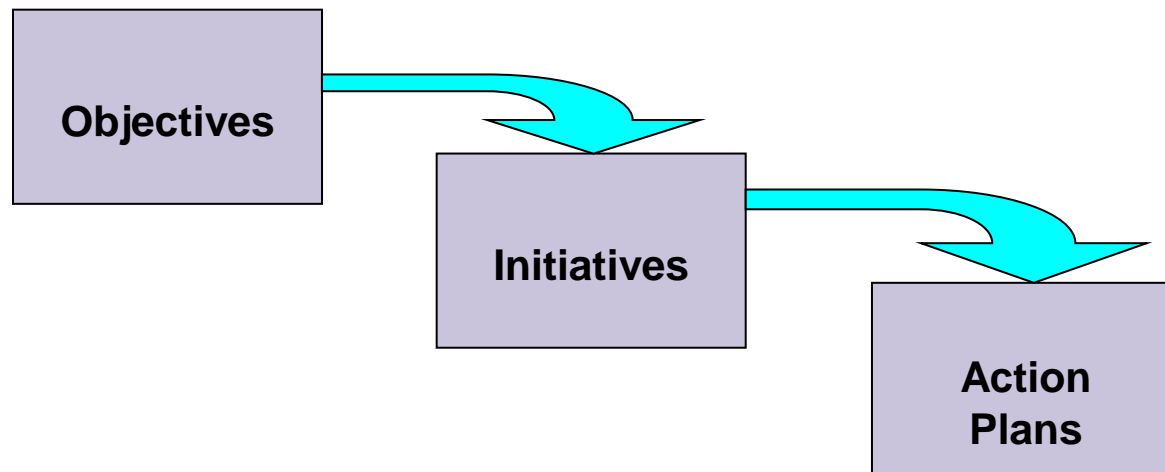
Goals vs. Objectives

<u>GOALS</u>	<u>OBJECTIVES</u>
Very short statement, few words	Longer statement, more descriptive
Broad in scope	Narrow in scope
Directly relates to the Mission Statement	Indirectly relates to the Mission Statement
Covers long time period (such as 10 years)	Covers short time period (such 1 year budget cycle)

What are Action Plans?

Down to
Specifics

- The Action Plan identifies the **specific steps** that will be taken to achieve the initiatives and strategic objectives – where the rubber meets the road
- Each Initiative has a supporting Action Plan(s) attached to it
- Action Plans are geared toward operations, procedures, and processes
- They describe who does what, when it will be completed, and how the organization knows when steps are completed
- Like Initiatives, Action Plans require the monitoring of progress on Objectives, for which measures are needed



Characteristics of Action Plan

Down to
Specifics

- **Assign responsibility** for the successful completion of the Action Plan. Who is responsible? What are the roles and responsibilities?
- **Detail all required steps** to achieve the Initiative that the Action Plan is supporting. Where will the actions be taken?
- **Establish a time frame** for the completion each steps. When will we need to take these actions?
- **Establish the resources** required to complete the steps. How much will it take to execute these actions?
- Define the **specific actions** (steps) that must be taken to implement the initiative. **Determine the deliverables (in measurable terms)** that should result from **completion** of individual steps. **Identify in-process measures** to ensure the processes used to carry out the action are working as intended. **Define the expected results** and milestones of the action plan.
- Provide a **brief status report on each step**, whether completed or not. What **communication process** will we follow? How well are we doing in executing our action plan?
- Based on the above criteria, you should be able to clearly define your action plan. **If you have several action plans, you may have to prioritize.**

Action Plan Execution

Down to
Specifics

- Requires that you have answered the Who, What, How, Where, and When questions related to the project or initiative that drives strategic execution
- **Coordinate** with lower level sections, administrative and operating personnel since they will execute the Action Plan in the form of specific work plans
- **Assign action** responsibility and set timelines – Develop working plans and schedules that have specific action steps
- Resource the project or initiative and document in the form of detail budgets (**may require reallocation prior to execution**)
- **Monitor** progress against milestones and measurements
- **Correct and revise action** plans per comparison of actual results against original action plan

Criteria for Good Measures

Down to
Specifics

Integrity – Complete; useful; inclusive of several types of measure; designed to measure the most important activities of the organization

Reliable: Consistent

Accurate - Correct

Timely – Available when needed: designed to use and report data in a usable timeframe

Confidential and Secure: Free from inappropriate release or attack

Targets

Down to
Specifics

- For each measurement, you should have at least one target
- Targets should stretch the organization to higher levels of performance
- Incremental improvements over current performance can be used to establish your targets
- Targets put focus on your strategy
- When you reach your targets, you have successfully executed your strategy

Examples of Targets

Down to
Specifics

Average Time to Process New Employee Setups in DB	65 days Year 2007	60 days Year 2008	55 days Year 2009
Utilization Rate for Rental Housing Units	90% for Year 2007	92% for Year 2008	95% for Year 2009
Toxic Sites meeting in-service compliance	55% for Year 2007	70% for Year 2008	95% for Year 2009
Personnel Fully Trained in Safety and Emergency	65% by 2 rd Quarter	75% by 3 th Quarter	90% by 4 th Quarter
Open Positions Filled after 30 day promotion period	75 positions Sept 2007	100 positions Jan 2008	135 positions July 2008
% Reduction in Orders Filled Short in 1 st Cycle	50% by Year 2008	65% by Year 2009	85% by Year 2010

What Resources? How to Link?

Every Action Plan should identify the following:

- The people resources needed to succeed
- The time resources needed to succeed
- The money resources needed to succeed
- The physical resources (facilities, technology, etc.) needed to succeed

Resource information is gathered by Objective Owners which is provided to the Budget Coordinators for each Business Unit.

Resources identified for each Action Plan are used to establish the total cost of the Initiative.

Cost-bundling of Initiatives at the Objective level is used by our Business Unit Budget Coordinators to create the Operating Plan Budget



Terima kasih
Atas perhatiannya!