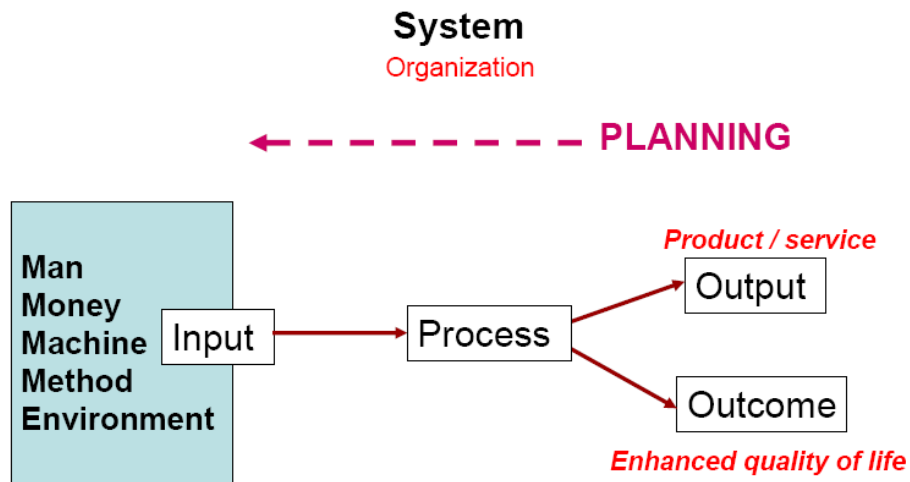


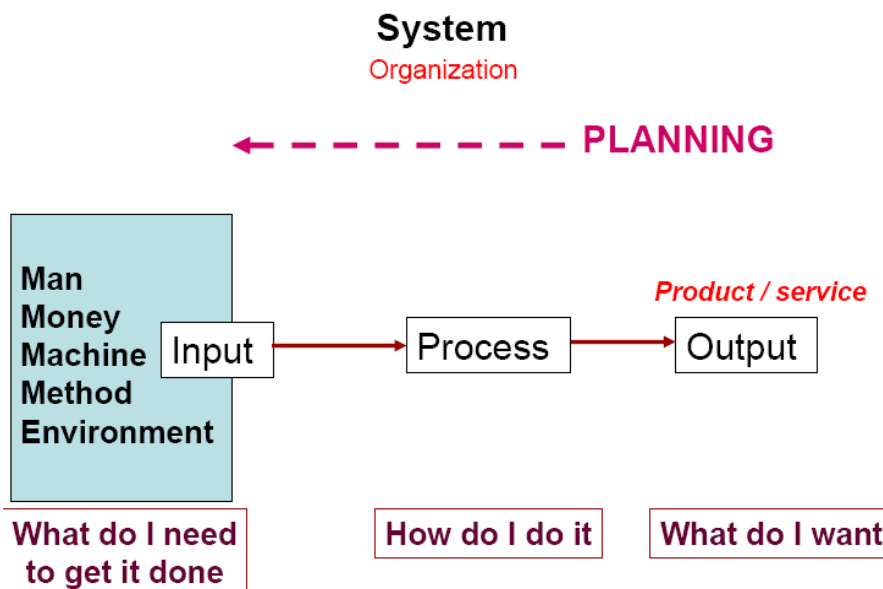
## PLANNING

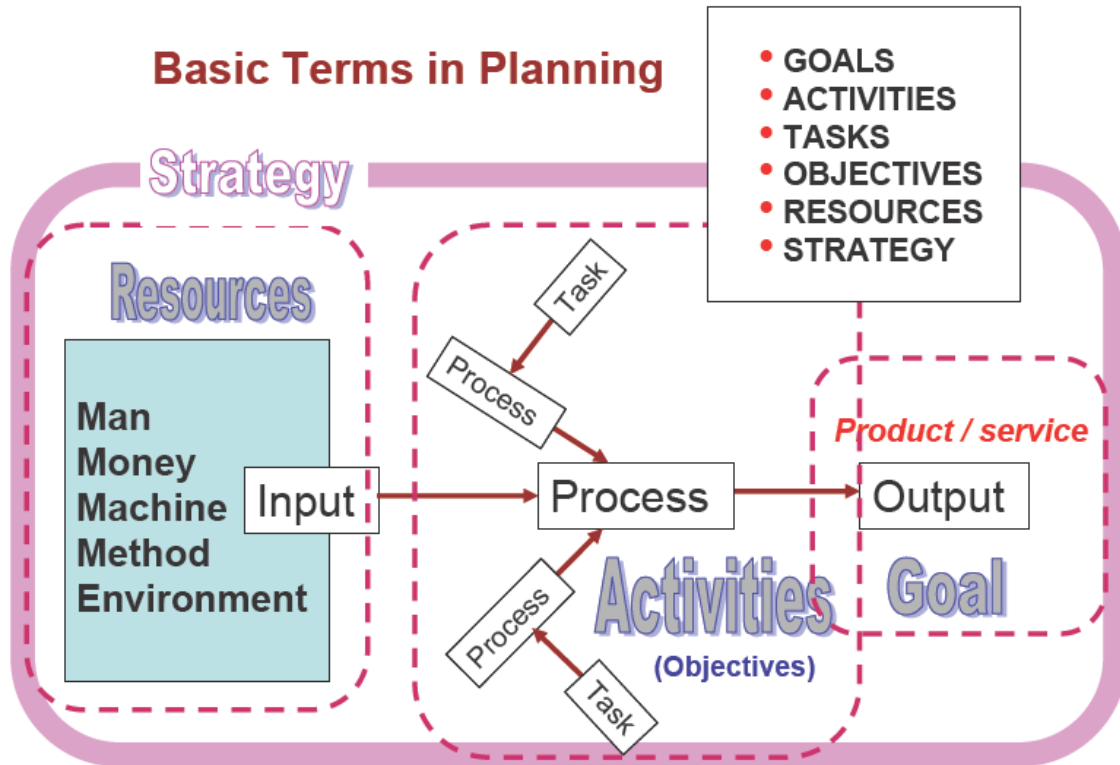
### 1. Definition

- **Planning** is setting the direction towards a goal and then guiding the **system** to follow the direction for desired outcome.
- **Strategic Planning** defines objectives, assesses both internal and external situations to formulate strategy, implement the strategy, evaluate the progress, and make adjustments to stay on track.



### Activity





## 2. Phases in Planning

- Establish goals
- Environmental scanning
- Analyse situation
- Establish strategies to reach goals
- Establish objectives for processes/tasks
- Communicate plan document
- Delegate responsibilities and time lines
- Establish monitoring mechanism
- Acknowledge completion/ celebrate success

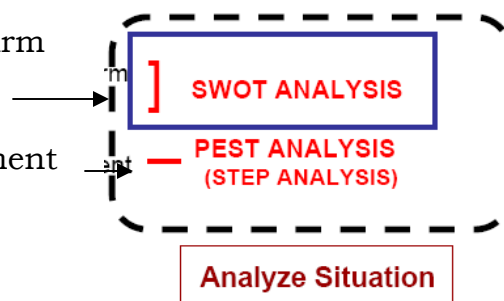
## 3. Establish Goals

- In line with organizational vision, mission.
- **SMARTER**
  - **S**pecific

- Tangible
- E.g.
  - To improve quality (not that specific)
  - To achieve ISO certification (more specific)
- **M**easurable
  - Can be audited, indicators
  - E.g.
    - To build 4 health centers
    - To decrease maternal mortality by 30%
    - To increase attendances at toddler clinic by 20%
- **A**chievable
  - Within the capability of system
- **R**ealistic
- **T**ime frame
- **E**xtending
  - Stretching performer's capabilities
- **R**ewarding
  - Worth the effort.
  - Recognition

#### 4. Environmental Scanning

- Internal analysis of the firm
- Task environment
- External macro environment



- **SWOT** analysis (internal analysis and task environment)
  - **S**trengths
    - What are the advantages do you have?

- What do you do well?
- What relevant resources do you have access to?
- What do other people see as your strength?
- Consider strengths in relation to your competitor/rival.
- **Weaknesses**
  - What do you do badly?
  - What should you avoid?
  - What could you improve?
  - What do other people see as your weaknesses?
  - Consider form internal and external basis
    - What other perceive as your weaknesses
- **Opportunities**
  - Opportunities within the system?
  - Favourable trends?
    - Changes in technology
    - Changes in government policy
    - Local events
    - Changes in population profiles
  - Consider opportunities based on strengths
- **Threats**
  - What obstacle do you face?
  - Do you have cash flow problems?
  - Are specifications to your jobs changing?
  - Changes in policies?
  - Are there risks involved? → **risk analysis**
  - Risks analysis
    - Definition
      - To assess risk
      - To determine measures to be taken to minimize disruption to plans

- To determine strategies to control risks
- Risk = perceived extend of possible loss
- Risk = probability of event x cost of event
- Identify risks/threats
  - Human – transfer, illness
  - Procedural – system failures
  - Nature – floods, epidemic
  - Technical – tech failure
  - Political – regime change
  - Financial – reduced budget
- Estimate risks
  - Assess likelihood of threat being realized
  - Assess possible impact
  - Probability x cost project
- Manage risks
  - Using available resources
  - Contingency planning
  - Investing in new resources
- Review risk management
  - Post mortem of risk analysis and management exercise
  - Test systems and plans
- **PEST** analysis (external environmental screening)
  - **P**olitical
    - Government policies
    - Employment laws
    - Environmental regulations
    - Political stability
      - Local political figure
  - **E**conomic
    - Budget cuts

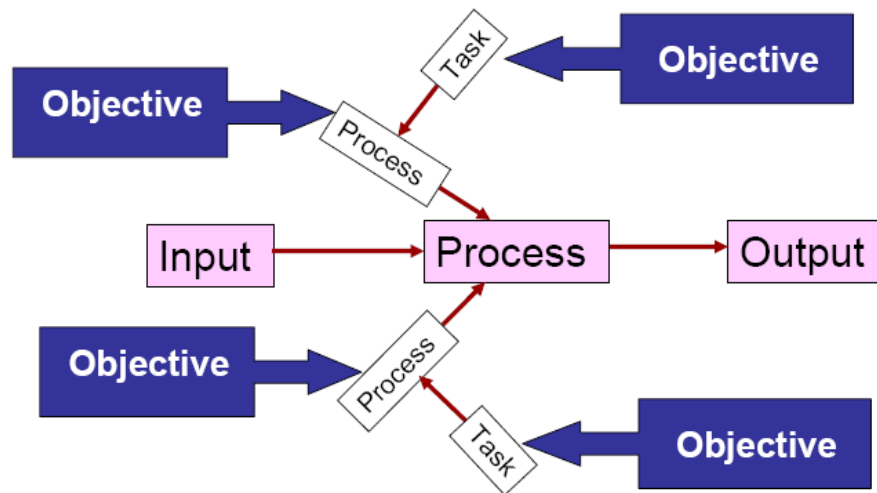
- Budget policies
- Economic slowdown
  - Cutting down economic deficit
- **Social**
  - Demands
    - Demand for short services waiting times
    - Accountability in service
  - Community demand via media
  - Population migration
  - Emphasis on safety
  - Population growth rate
- Force-Field analysis

### FORCE – FIELD ANALYSIS

		ASSIST (Positive)				HINDER (Negative)				
Management	Officer	←————→								Superior
Staff Commitment	Middle Managers					←————→				Senior Officers
Receptiveness	Visitor's Board	←————→								Public
Finance	Fund holding Authority	←————→								Superior

5. Establish strategies to reach goals
  - Strategic planning for achieving targets
    - Specialist involvement in the projects
    - Funding for quality training
    - Strategies for motivating staff

6. Establish objectives for processes/tasks



7. Communicate plan documents

- A leader is as good as he communicates
- Communication
  - Who – to communicate to
  - Where – to communicate
  - When – to communicate
  - What – to communicate
  - How – to communicate
- Selling the project plan to different groups – accreditation
  - Doctors & specialist
    - We Doctors deserve to work in
      - A quality environment
      - Using dependable equipment
      - Assisted by personnel proficient in their jobs
      - To achieve this, our roles are...
  - Middle managers
    - Easier management through guidelines, procedures, protocols
    - Not dictated by personal whims and fancies of seniors

- Objective assessment
- Clear goals for achievement
- And our roles for accreditation are...
- Support groups
- When communicating an idea
  - Do it everywhere
  - As often as possible
  - People remember most what they are most often reminded to do.

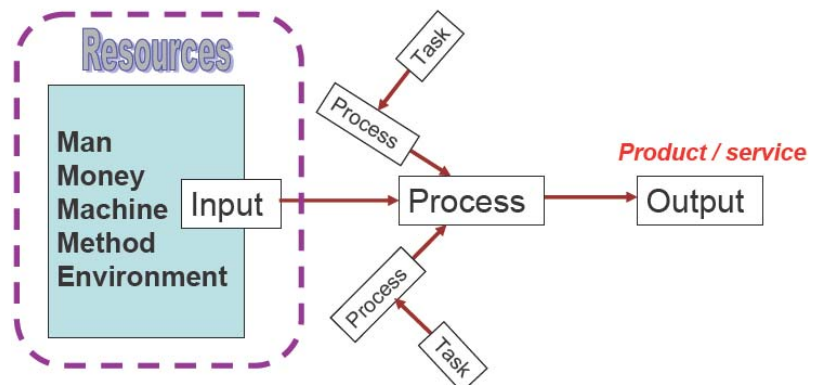
#### 8. Delegate responsibilities and time lines

- Delegation & Monitoring enable and empowered by
  - Training
  - Continuous support
  - Timely back up
  - Allow creativity and initiative
  - Monitor agreed milestones for progress
  - Feedback – positive/negative
  - Emphasis on what could be done to improve

#### 9. Recognition

- Pat on the back
- Letter of appreciation
- Award
- Favourable appraisal
- Promotion

#### 10. Input for Planning



- Man
  - Management
    - Skill, leadership style, competence
  - People
    - Skill level, age, mix
  - Knowledge
    - Experience
    - Training in related field
  - Attitude
    - Ability to adapt, cooperative, motivated, resourceful
- Money
  - Specific budget for project
    - Applying for budget
    - Justification for budget
    - Cost benefits analysis
    - Cost effective analysis
  - Using available funds
    - Prioritization
  - Allocation of funds
    - Monitoring expenditure
    - Final accounts
- Machine
  - Equipment
    - Accessible
    - Functioning
    - Fit for the purpose
  - Materials
    - Appropriate quality
    - Sufficient quantity
- Method

- Processes
  - Processes adopted, technology employed, system used
- Systems
  - Procedure adopted to ensure conversion process (input > output) proceeds efficiently
- Environment]
  - Refer to the **PEST** analysis