

'Planning with Purpose'

Presentation to Stow Group

15 April 2009

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Leaders



Who is planning what?



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Ian Smith - Bio

Chartered engineer, European Engineer and Chartered Environmentalist

Thames Water - capital programmes and operational planning

Stanton (St Gobain Group) - first senior management role, technical and operations

Aggregate Industries (Holcim Group) - engineering manager to production management

Amey (Grupo Ferrovial) - leading rail maintenance contracts, Group roles in corporate responsibility and corporate governance

Zacharias Trust - Executive Director; move to not for profit sector in 2006

Married to Rosemary; 2 sons - Steve (married to Hayley) and Chris

Member of St Aldates Church, Oxford



Scope

Bible Base

Examples from Scripture

Our Response

Planning overview

- strategic planning

- corporate responsibility

- governance

Questions



Biblical Mandate for Planning

“Suppose one of you wants to build a tower? Will he not first sit down and estimate the cost to see if he has enough money to complete it? For if he lays the foundation and is not able to finish it, everyone who sees it will ridicule him saying, ‘This fellow began to build and was not able to finish.’” Luke 14: 28-30.

“Many are the plans in a man’s heart, but it is the Lord’s purpose that prevails.” Prov 19:21

Also: Ps 20:4, Prov 15:22, Prov 16:7, Prov 20:18



Models from Scripture

Joseph

Genesis 41

- Seeing with spiritual eyes
- Proven wisdom
- Practical application
- The nation saved from famine



Models from Scripture

Nehemiah

Nehemiah Chapters 1 - 6

- Seeing with spiritual eyes (as Joseph)
- Passion to bring change
- Leading his people to rebuild the wall of Jerusalem
- 'Project' delivery



Stewardship

Prayer

Planning

Faith

- Finance
- People
- Time



- Trust
- Divine provision
- Calling

'Make all you can, save all you can, give all you can'
John Wesley



Planning

“Planning is the predetermined use of resources in order to accomplish certain goals and objectives.”

“Good planning builds on what you do already.”





Always.....



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.....use the



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.....right tool



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.....for the job.



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Planning Process

Six Steps

1. Clarification of purpose and mission
2. Gathering information
3. Defining key assumptions
4. Developing an achievable strategy
5. Achieving the plan
6. Demonstrating organisational capability

Time horizon: typically 5 years, revised annually, reviewed 3/6 months

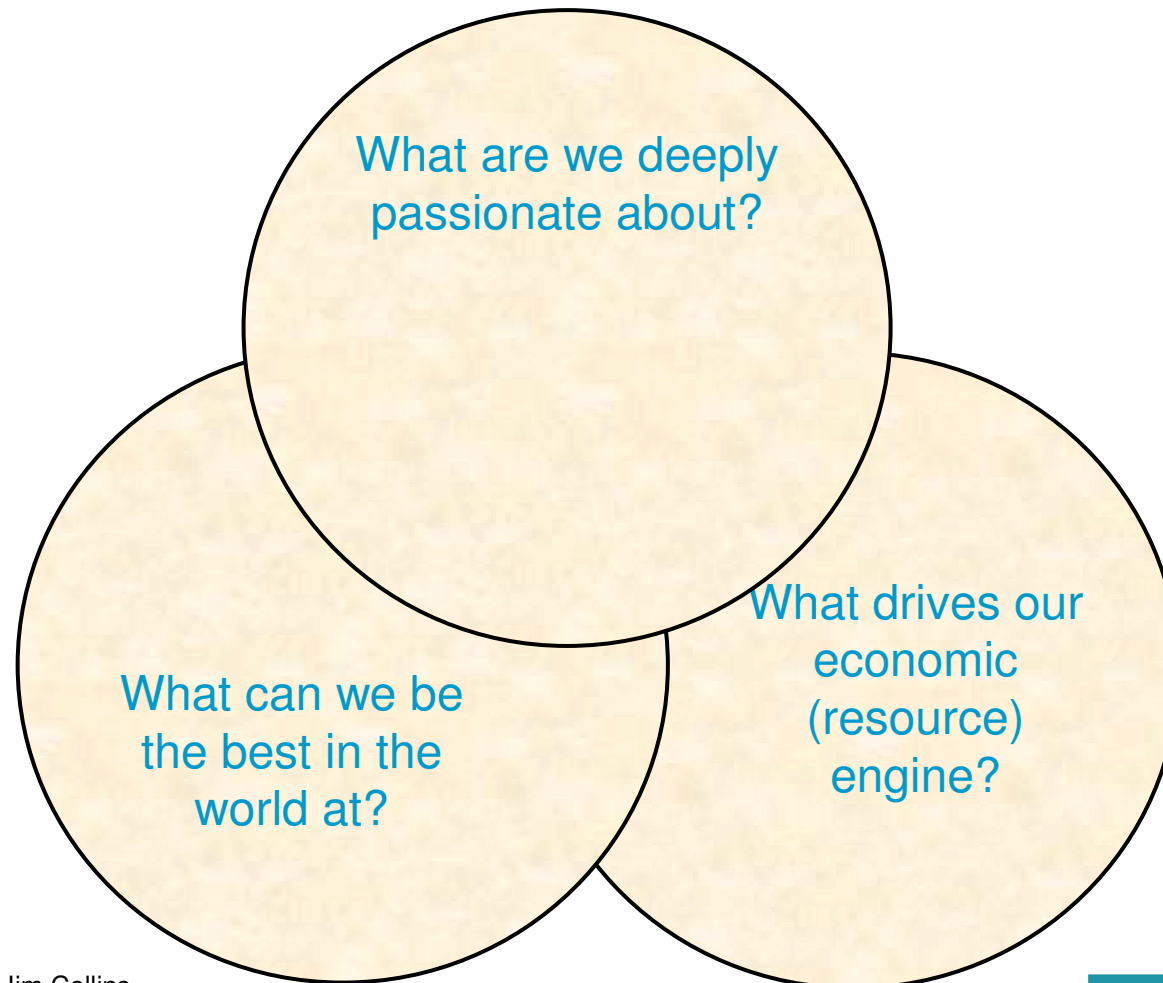


Inputs to the Planning Process (Step 2)

1. Economic trends and forecasts
2. Environmental trends and forecasts
3. Risk
4. Compliance
5. Delivery - 'in house' / outsource
6. Mergers and acquisitions
7. Partnerships
8. Governance and corporate responsibility



Defining Key Assumptions (Step 3)



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.....assessing organisational capability.....



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What the Plan looks like

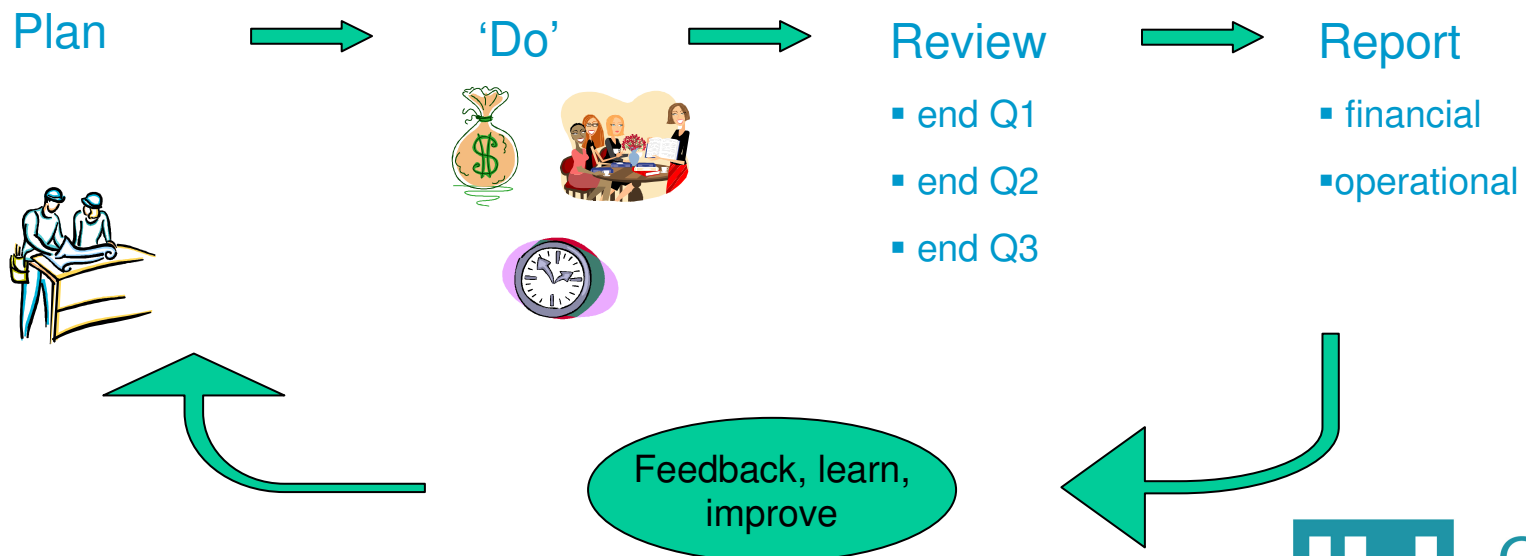
<i>Section</i>	<i>Definition</i>	<i>Content</i>
Mission	Goals, purpose values	Mission, vision and values statements
Strategic Aims	Key priorities and direction	Limited number of priorities. A route for the organisation to follow.
Operational Objectives	Measurable action plan showing tasks needed to meet strategic aims	'SMART' objectives for each strategic aim
Critical Success Factors	Elements the organisation needs to get right to achieve the plan	Defined outcomes that are required from the organisation



Implementation

Four areas where plans can often fail:

1. Communication of the plan
2. Resourcing the plan
3. Managing change
4. Monitoring and measuring



Corporate Responsibility

What impact do you want your business to have in these areas:

1. Society
2. Local community
3. Ethically
4. Staff
5. Customers
6. Supply chain



Governance

Three key aims of good governance:

1. Ensuring value is created and not destroyed
2. It is not 'box ticking' compliance
3. Often means implementing a new *modus operandi* for the organisation



Governance - Ten Essentials

1. Clarity of purpose
2. Clarity of strategy
3. Certainty of values
4. Clarity of role of Board
5. Tools the Board need to monitor health
6. Risk assessment and management framework
7. Staff performance and satisfaction monitoring framework
8. Remuneration framework
9. Compliance - HSE, legal, commercial
10. Appointment of auditors





....risk assessment.....



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Questions

1. Do I need to do more to minimise the risks my company faces whilst maintaining strategic direction?
2. How could the principle of stewardship apply to my business? What practices and behaviours do I need to review and change?
3. What am I currently planning to achieve? What is my motive and who am I seeking to please?
4. Are you able to explain what your company's purpose is to outsiders?

