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# STRATEGIC PLANNING: GOALS SETTING AND ENHANCING COMPETITIVE ADVANTAGE IN 2024

By

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# PURPOSE OF PRESENTATION

1. To underscore the importance of planning and strategy for individuals and organisations.
2. To explicate on the place of execution in the success of organisations.
3. To identify what is required for the efficient and effective functioning of organisations.
4. To identify what is required for the efficient and effective functioning of organisations
5. To show how exit planning can lead to a more effective, efficient and competitive FIDA.





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# OUTLINE OF PRESENTATION

1. Introduction
2. Organisational Strategy
3. Strategy and Execution
4. Organisational Effectiveness
5. Exit Planning
6. FIDA and Exit Planning
7. Conclusion





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# 1. INTRODUCTION

- Planning is very important in the life of individuals and organisations. Planning is a process of deciding in advance where we want to get to (our goal) and how we will get there.
- Planning helps us to identify our goals, understand the goals, work towards achieving them and how best to use our resources (people, time, money, information and equipment)







**An idiot with  
a plan can  
beat a genius  
without a  
plan.**

**WARREN BUFFETT**





## 2. ORGANISATIONAL STRATEGY

- Any Serious organisation in the 21<sup>st</sup> Century must have a strategic plan. FIDA has a Strategic Plan.
- Strategy is about key issues for the **future survival of the organisation**: How to compete; revenue mobilisation, resource allocation, relationship with competitors etc.
- Strategy is a **coherent pattern of decisions, actions and approaches**, which if properly formulated, implanted, implemented and controlled will enable an organisation build capability, manage change, build competitive advantage and achieve sustainable successful performance (ISMN)





# Domain of Strategy

In the domain of strategy, four elements are important:

1. The Objective or Mandate of the organisation .
2. The environment in which the organisation operates:  
Political, Economic, Social and Technological context.
3. The Organisation that possess the resources to address the objectives. The resources-Men(and Women) Money and Materials define the strength of the organisation.  
How the organisation is structured.
4. The moves which the Strategist makes to position the organisation and /or the environment so that an objective is achieved.

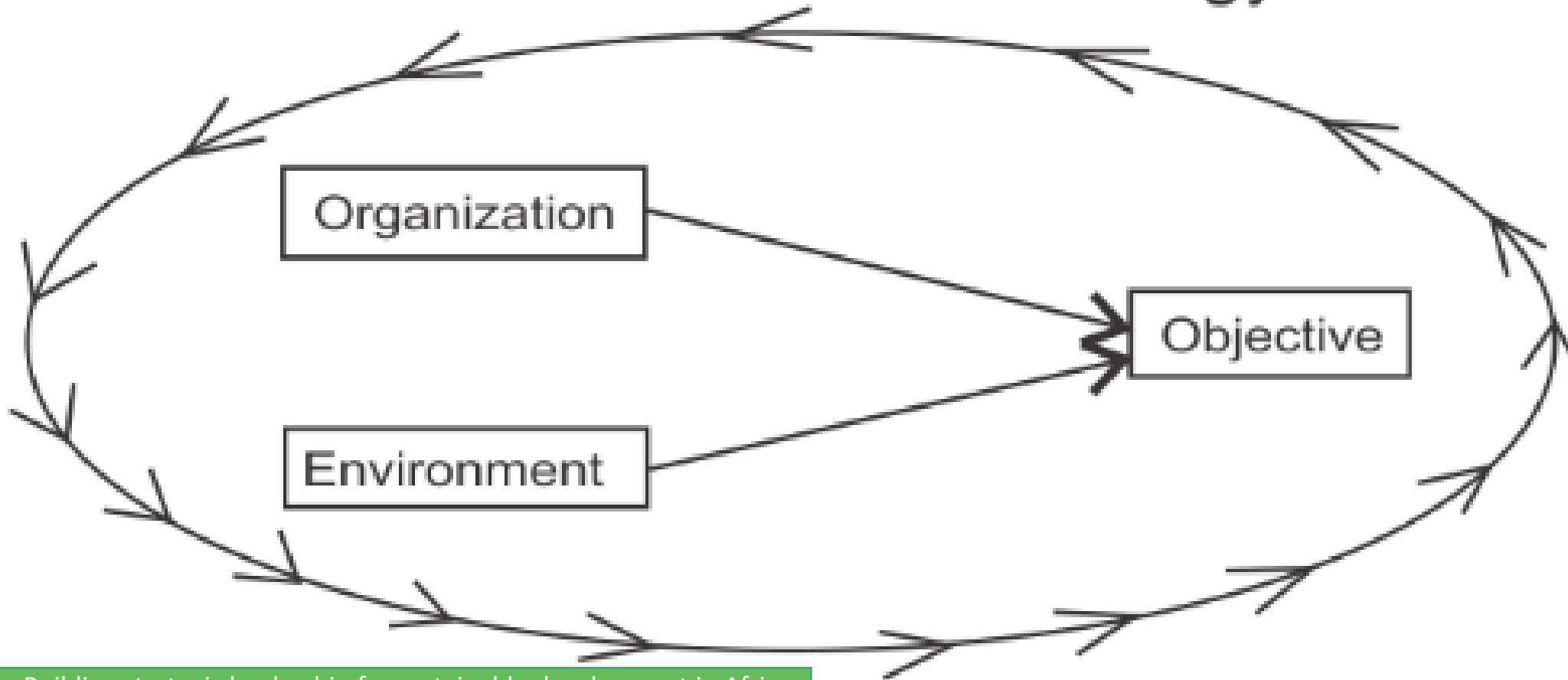






# Nature /Domain of Strategy

## Nature/Domain of Strategy





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# Importance of Organisational Strategy

- Organisational strategy is very important for the proper functioning and survival of organisations.
- “Without s strategy, an the organisation is like a ship without a rudder”- Joel Ross and Michael Kami
- The strategy helps to marshal and allocate the organisation’s resources.
- The strategy helps to create a sense of politics, purpose and priorities.
- The strategy helps the organisation to gain competitive advantage (speed, cost, quality and innovation) in achieving its mandate.
- The strategy helps to define the best future for the organisation
- The Strategy provides strategic direction for the organisation and the actions to be taken to achieve its mandate given the international and national context of its operations.





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# ...Importance of Organisational Strategy

- The strategy proposes what needs to be done by the organization to achieve its mandate following assessment of its performance over the years.
- The strategy provides a framework and focus for improvement within the organisation as a whole.
- The strategy provides guidance on what needs to be done to reposition the organisation for performance.
- Provide guidance to management to make sound decisions in the day to day operations as well as its long term aspirations of the organisation.
- Provide a monitoring and evaluation framework for measurement of the performance and result of the organisation.





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# 3. STRATEGY AND EXECUTION

“Leaders can design wonderful strategies, but the success of the organisation resides in the execution of those strategies. The people in the middle are those who make it work.”- Ralph Stayer

- “You cannot build a reputation on what you are going to do”- Henry Ford
- “Execution is the chariot of genius”- William Blake
- “A bad decision well implemented is better than a brilliant decision not well implemented.”- Peter Schutz





# ...EXECUTION

- Execution is a system of getting things done through questioning, analysis and follow-through.
- It is a discipline for meshing strategy with reality, aligning people with goals and achieving results promised.
- It is the way to link the three core processes of any organisation-the pple process, the strategy and operating plan-together to get things done.
- Leaders should ensure that the core processes work well







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# ...THE PROCESS OF EXECUTION

Execution is done by running three processes:

1. **The Strategy Process:** Formulation, Implantation, Implementation and Execution.
2. **People Process:** Hire the right people, develop them, develop a leadership pipeline and succession, and have good HR management.
3. **Operations:** Develop yearly, monthly and weekly operating plans from the strategic plan. Provide resources to implement the plan. Be realistic. Follow through and review.





# 4. ORGANISATIONAL EFFECTIVENESS

- The effective and efficient functioning of organisations require Leadership and Management.
- Organisations strive for three key things:
  - a. Effectiveness
  - b. Efficiency
  - c. Competitive advantage (Cost, Speed, Quality and Innovation)





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# ...Organisational Effectiveness

- Many organizations perform poorly as a result of several interlocking factors including lack of understanding of their mandate; lack of or poor strategy to operationalise policies, weaknesses in the agencies or organizations in terms of capacity, competence, capability, culture, creativity and control (the six Cs of organizational effectiveness).

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# The Mckinsey Seven S Model for Org

HARD S	
1.Strategy	Plan of action developed to achieve competitive advantage
2. Structure	The way an organisation's authority, people and resources are arranged
3. Systems	Formal and informal procedures used to manage the organisation and its operations
SOFT S	
4. Shared Values	Fundamental values and guiding principles that govern the organisation
5. Skills	Organisation's core competencies developed through experience and training
6. Staffing	The development, training and socialisation of the organisation's resources
7. Style	The organisation's approach to leadership, business operations and the market



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## 5. EXIT PLANNING

- **Exit Planning is a crucial aspect of organizational strategy.**
- **Exit Planning is the process of preparation for the exit of an Exco for a new Exco.**
- **Exit Planning involves a deliberate and thoughtful approach to winding down or transitioning an organisation.**
- **A well executed exit plan ensures sustainability of impact.**







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# ...Exit Planning

- Exit Planning can be divided into three phases:
  - i. **Transition Planning**: This involves improvement of the organisation (6 Cs-Capacity, Competence, Capability, Culture, Creativity & Control) and & 7 S-Strategy, Structure, Shared Values, Skills, Staffing and Style).
  - ii. **Exit Strategy**: This involves what the Exco will hand over to the new Exco and what the outgoing Exco will leave as legacy:
    - Projects
    - Resources
    - Partnerships

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# ...Exit Planning

- iii. **Succession Planning:** This is a planned leadership departure and not emergency departure (Nov, 2024).
- The objective is to maintain stability: Plan to attract the best candidates and conduct credible election.
  - Plan for knowledge transfer and induction of new Exco
  - Ensure alignment, accessibility, assessment and advancement of the new exco.





# ...Exit Planning

## Steps in Succession Planning:

1. Assess what vacancies exist and what skills are needed.
2. Align internal vision as captured in the strategic plan
3. Cultivate internal talent
4. Outline executive search
5. Transition individual into the role-onboarding, induction, hand holding and mentoring.





## 6. FIDA AND EXIT PLANNING

**Goal of FIDA Exit Planning should be:**

**1. Increased efficiency, effectiveness and Competitive advantage of FIDA on a continuous basis:**

- **Improve the 6 Cs of organizational effectiveness (capacity, competence, capability, culture, creativity and control)**
- **Focus on the Seven S of organizational effectiveness (Strategy, Structure, Systems, Shared values, skills, staffing and style)**





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# ...FIDA AND EXIT PLANNING

## 2. What to hand over to new Exco:

- Projects
- Resources
- Strategic Partnerships
- Brand and Visibility
- Preparation through capacity building (Leadership, Project Management, Communication, M & E)
- Technology







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# ...FIDA and Exit Planning

**3. Legacy: What the Exco will be remembered for:**

- Leadership style
- Projects
- Resources

**4. Peaceful succession and seamless transition to a new visionary and dynamic exco.**





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# ...FIDA and Exit Planning



A leader's lasting value is measured  
by succession.

— John C. Maxwell —

AZ QUOTES



# 7. CONCLUSION

- **Planning and Strategy are very important in the life of individuals and organisations.**
- **“An idiot with a plan can beat a genius without a plan”-Warren Buffet**
- **Execution of Strategy is crucial for the success of an organisation.**





# ...Conclusion

- The leadership and effective running of organisations require leadership and management.
- Leaders and managers can work for organizational effectiveness, efficiency and competitive advantage.





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# ...Conclusion

- Exit planning is a veritable tool to ensure continued superior performance of organisations.
- FTIDA can execute an Exit Plan that will ensure the emergence of a visionary and dynamic leadership in November, 2024.





*tesekkürle* Спасибо شكراً Ese gan  
Na gode m' Merci köszzi tack så mycke  
uku Thank you faleminderin  
We k'obiruo Danke Song song díky kiito  
takk Obrigada Mulțumesc nandri  
Ευχαριστώ Grazie anugurihiitosumi הדה  
Muchas gracias dhanya-waad tack köszönöm  
Dalu nnu o ačiû Terima Kasih  
aitäh děkuji vam mange tak salamo





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# Group Work

**What activities, processes and documentation should FIDA put in place for a successful transition?**





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• **THANK YOU**





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