Westport Public Schools

2021 Strategic Plan Next Steps

Our Timeline

April/May/June 2021 DESIGN	June 2021 DESIGN	July 2021 DESIGN	August 2021 DESIGN	September 2021 IMPLEMENT/SUSTAIN

Assess situation and gather information

Define Strategy Map

Identify measures & initiatives

Reaffirm Strategy Map

Establish process to monitor ongoing progress

Initiate Strategy Execution Process & Begin Evaulation/Sustatining
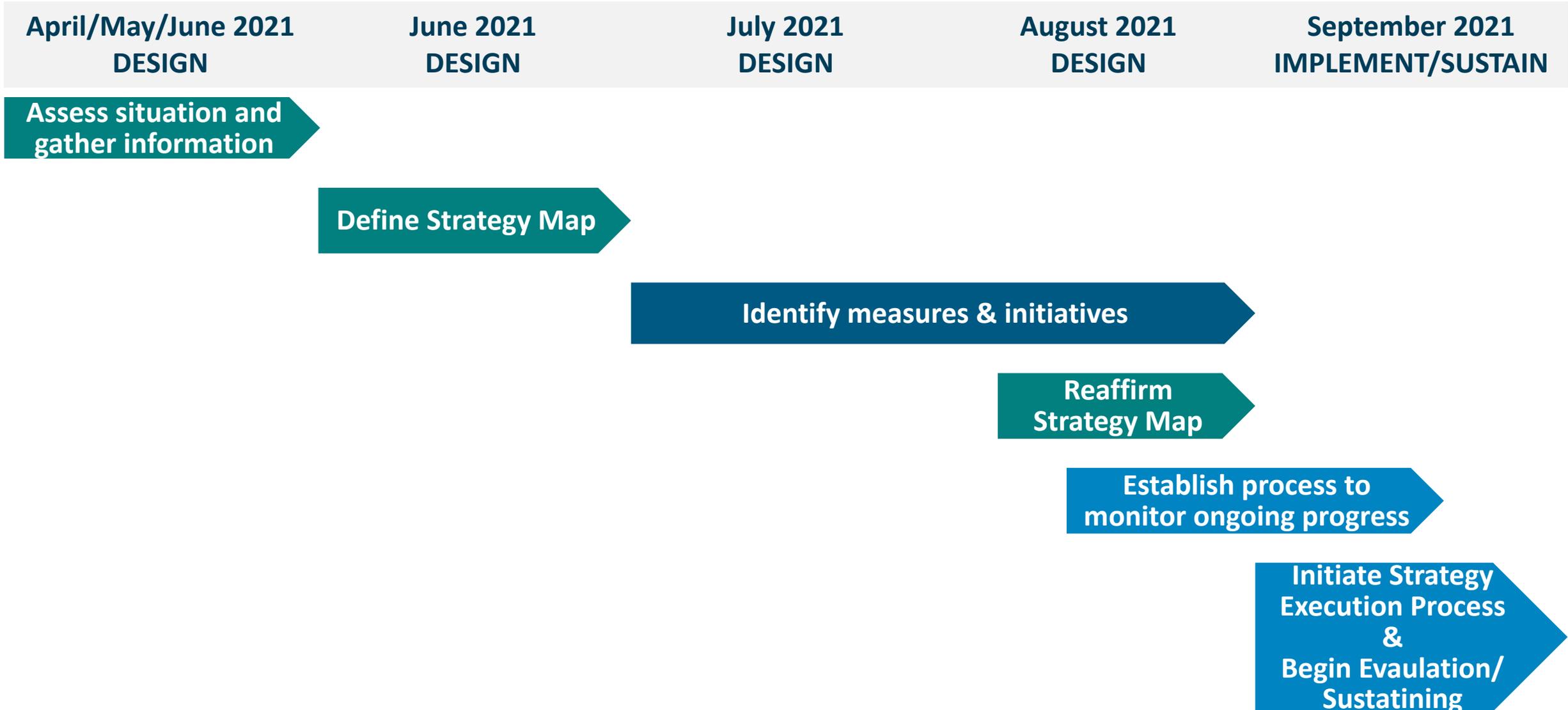
WPS Strategic Planning History

- WPS Strategic Plan 2017-2020
  – Five Distinct Realms
  – Five Goals

- Westport 2025 Lens
  – 21st Century Learning Expectations

What is Balanced Scorecard?

- Developed by Dr. Robert Kaplan of Harvard University and Dr. David Norton as a framework for measuring organizational performance using a more balanced set of performance measures.

- Balanced Scorecard has evolved beyond the simple use of perspectives and it is now a holistic system for managing organizational strategy.

- BSC is a strategic <u>planning</u> and <u>management</u> system used to:
  - **Communicate** what is trying to be accomplished
  - **Align** the day-to-day work that everyone is doing with strategy
  - **Prioritize** projects, initiatives, and services
  - **Measure** and **Monitor** progress towards strategic targets

A proven framework for both for-profit and mission-based organizations

Merck & Co., US
- Worldwide sales increased 110% from $22 billion to $46 billion
- Employee's customer focus was 4.75x higher
- Clinical cycle times improved 7%

Compartamos Banco, Mexico
- Share price increased 335%
- Market share increased 17%

Incheon International Airport Corporation, South Korea
- Dividends increased by 57.9%
- Number of international passenger numbers increased by 23%

Catholic Charities Archdiocese of Boston, US
- Converted a $1.6 million budget deficit into a surplus
- Overhead costs fell by more than 2% of revenue.
- Number of people served increased by 34%, an additional 2500 people

Dubai Police, UAE
- Cost of security per 100,000 people has dropped by 6%
- Serious crime has dropped by 45%
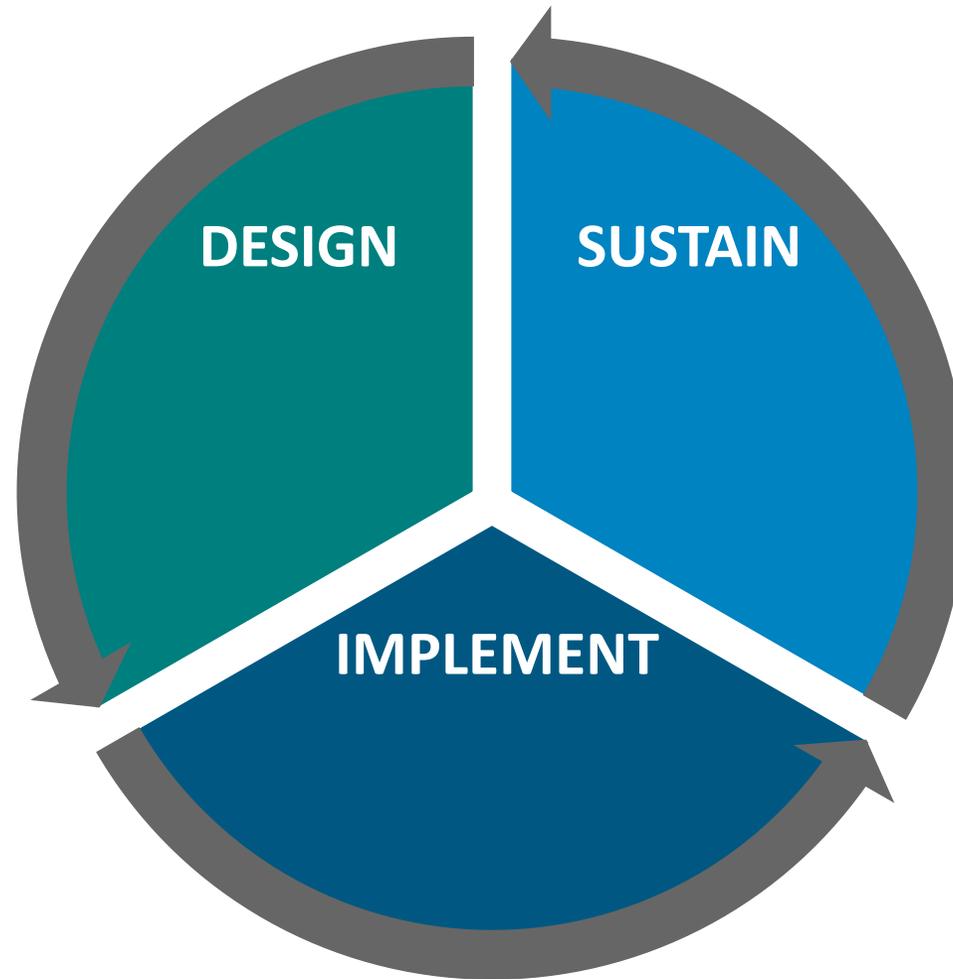- Employee retention has improved by 69%

To Execute Strategy, Organizations Must Drive Change

Strategy execution is about ***driving change*** –
- building the organizational capabilities to create value ***faster than business as usual***

Achieving the Vision

Vision

VALUE

Today

Strategy Execution

Business as Usual

TIME
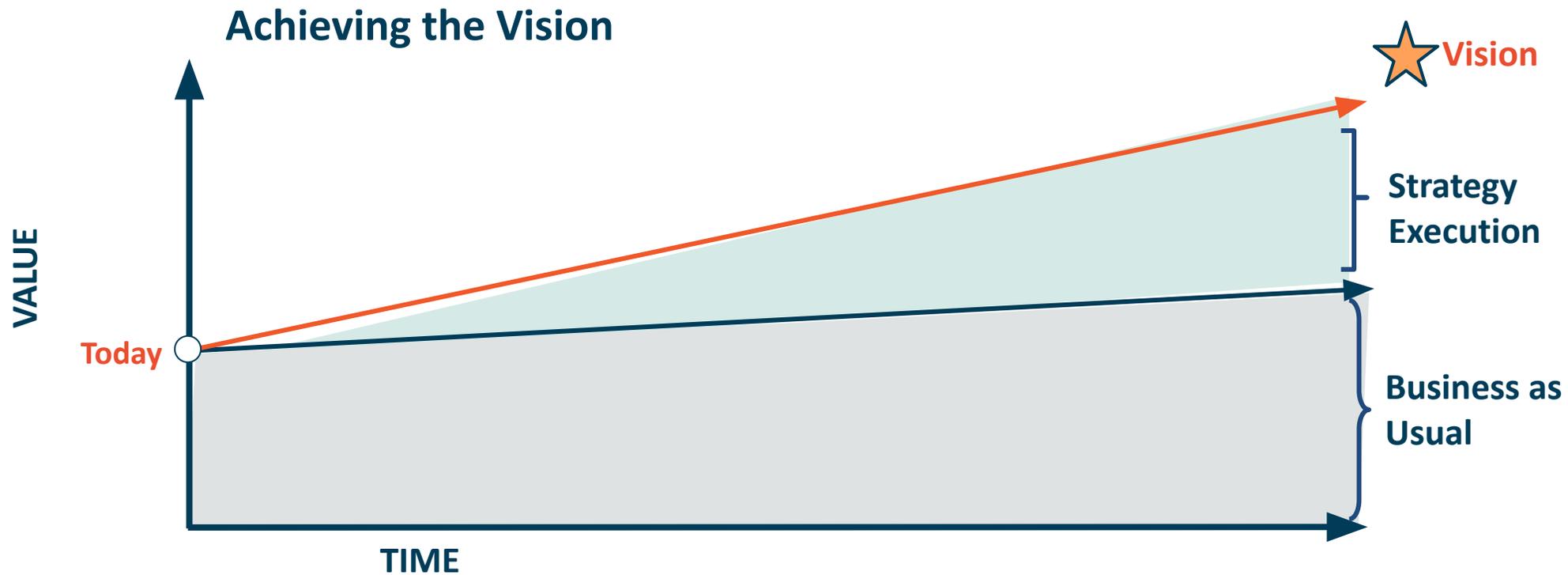
Strategy Management System: a Framework for Execution
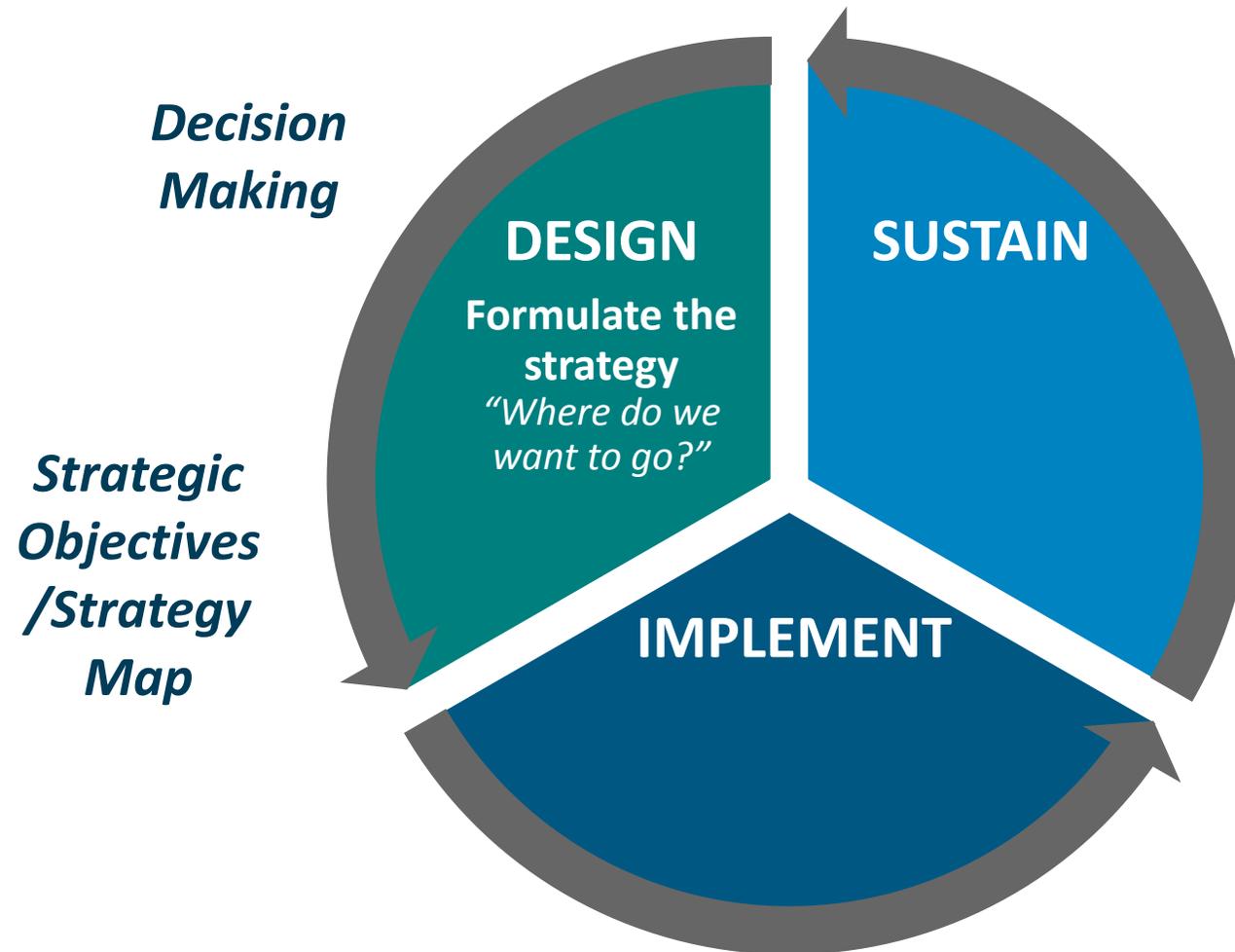
A Strategy Management System (SMS): a Framework for Execution

Decision Making

Strategic Objectives /Strategy Map

DESIGN
Formulate the strategy
"Where do we want to go?"

SUSTAIN

IMPLEMENT

A Strategy Management System (SMS): a Framework for Execution

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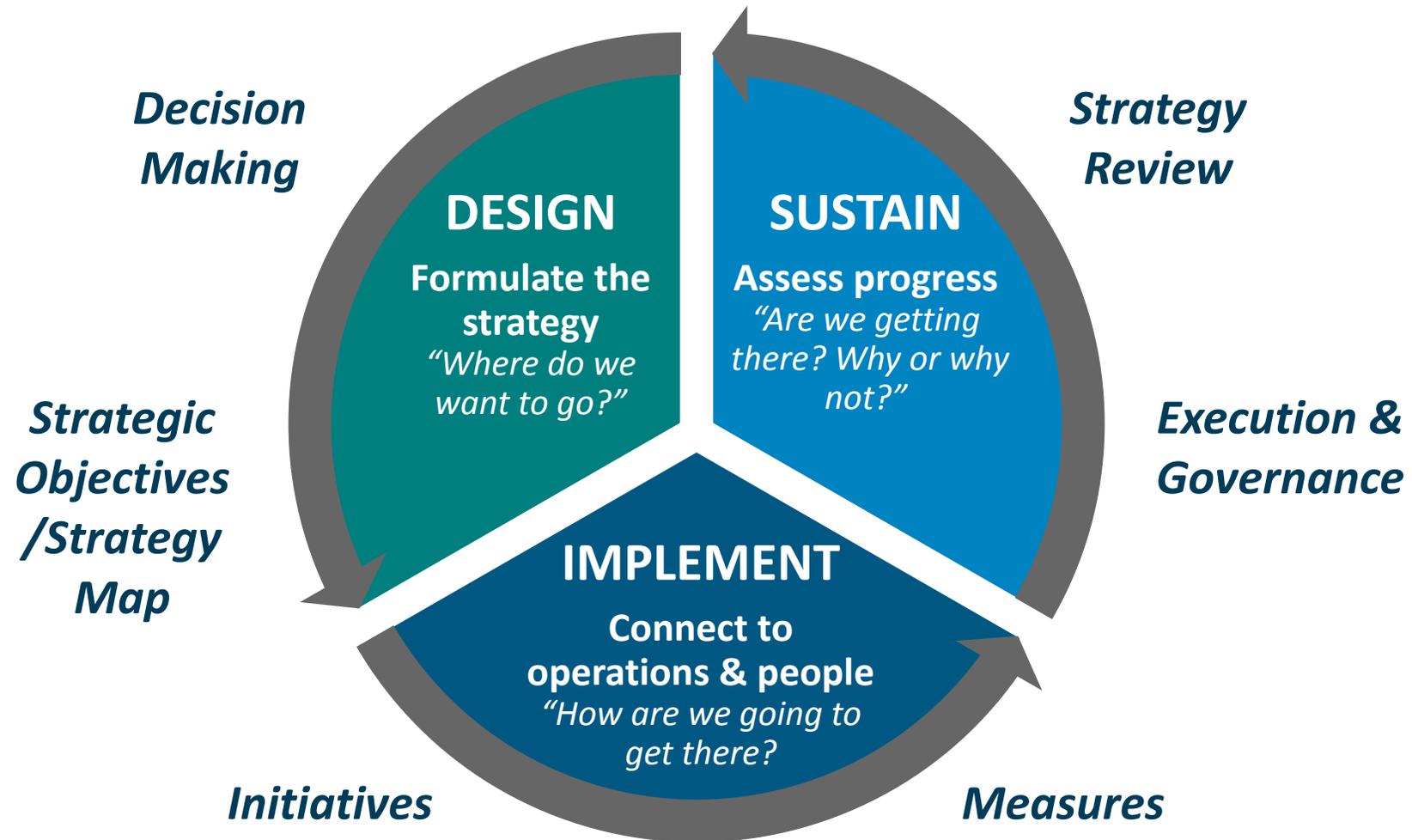
Three Elements Driving Strategic Change

① STRATEGIC OBJECTIVES

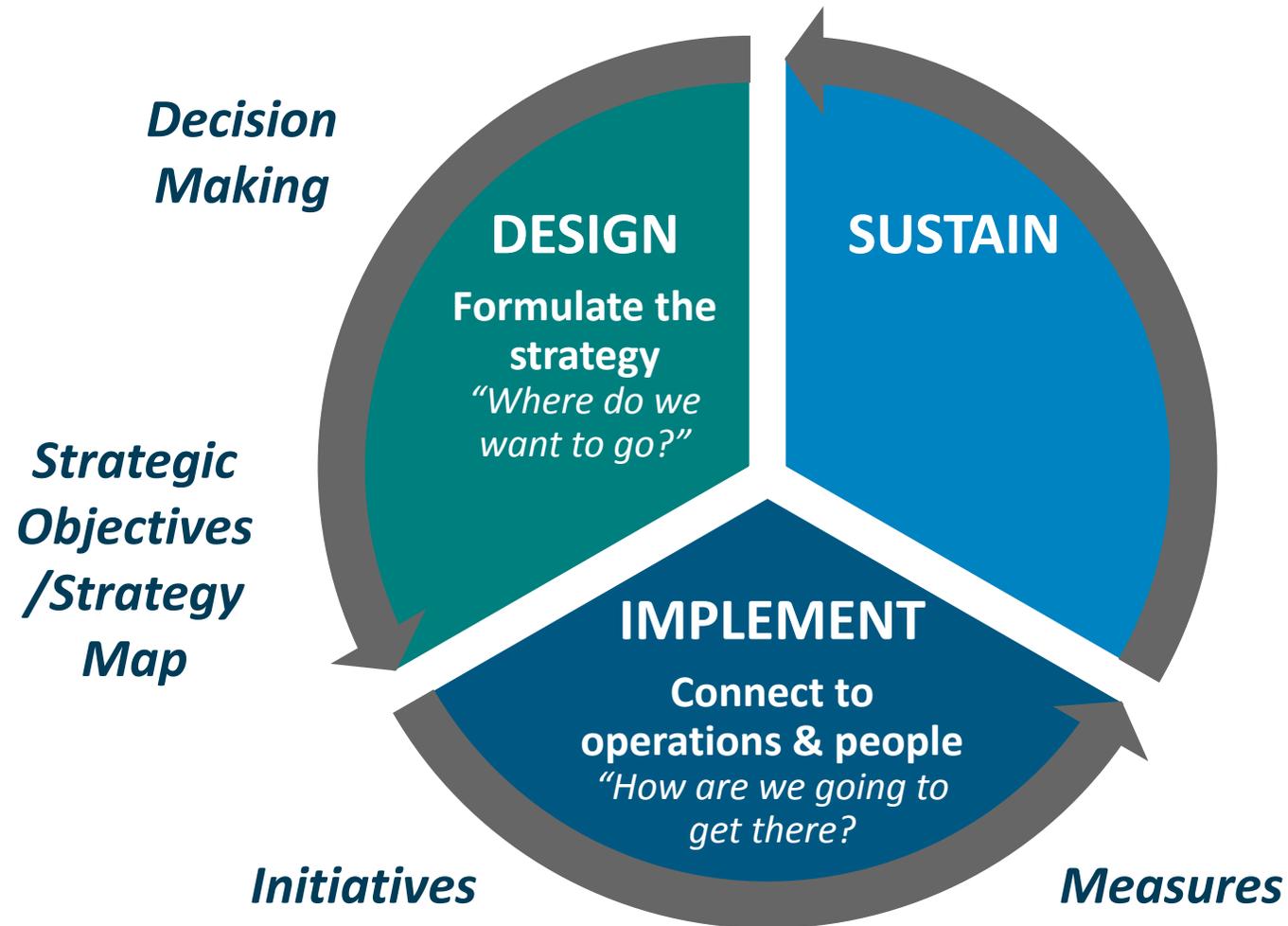*Objectives articulate the discrete areas of required strategic change for the organization to drive*

> Win the war for talent

② MEASURE(S) & TARGET(S)

Measures drive behavioral changes and track progress toward achieving the objective intent

Measure
> Time to fill open positions

Target
> 60 days

130

Time (days)

60

Gap

Actual | Target

③ INITIATIVE(S)

Initiatives help close the gap between our current and desired performance

> Recruiting Process Revamp

Strategic Objective Definitions

An objective definition:

- provide detail behind each objective

- Communicates everything necessary to achieve the objective and reduce ambiguity

  – **<u>Why</u> is it important?**

  – **<u>What</u> are we trying to accomplish?**

  – **<u>How</u> are we going to accomplish it?**

- Is concise enough to understand without being overwhelmed

Win The War for Talent

(WHY)The people in our organization and their capacity to perform are the system's greatest resource and competitive advantage. (WHAT)We are trying to attract and retain the highest performing individuals to deliver the work of our system. through innovative recruiting and training initiatives. (HOW) We will design innovative recruiting and training initiatives to attract highly talented new employees while providing ongoing direct and self-guided training to continually improve the performance of our employees.

The strategy map articulates the capabilities to be built

Vision: *Be known by our customers as the innovators in our space, resulting in doubled profits by the end of 2025*

Illustrative

FINANCIAL

Meet profitability targets

Sell more cars

Increase profit per car sold

CUSTOMER

End Customers

Dealers

"The buying process is easy and fun"

"Cutting edge technology"

"Tremendous value for my customers"

INTERNAL PROCESS

Top Sales Process

Best R&D

Top Tier Ops

Understand our end customer

Refine driverless technology

Scale manufacturing process

Continuously improve buy process

Innovate in car technology

Reduce human error

TALENT & TECH.

Win the war for talent

Drive the culture of innovation

Build top tier technology

15
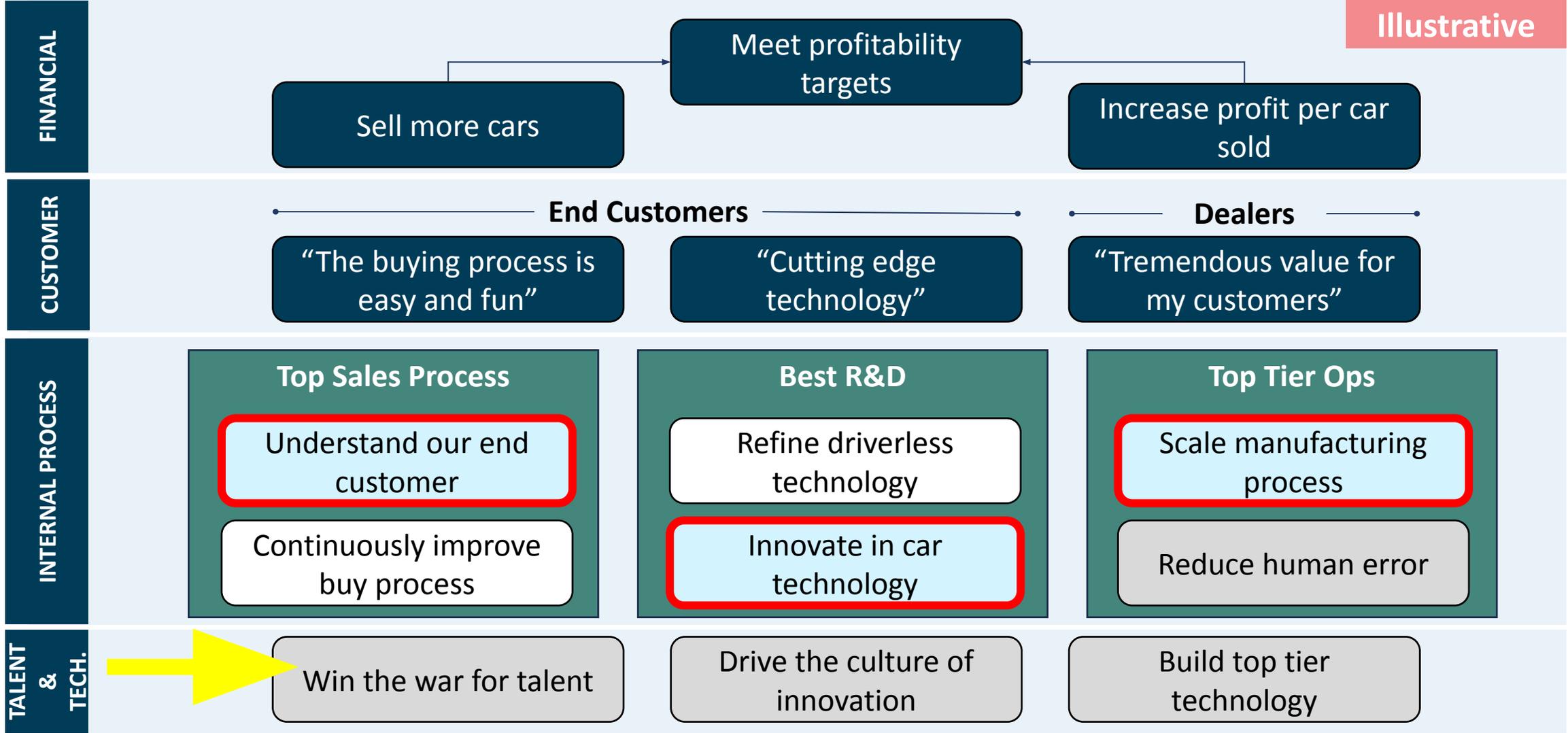
Driving Strategic Change Requires Three Elements

1 STRATEGIC OBJECTIVES

Objectives articulate the discrete areas of required strategic change for the organization to drive

Win the war for talent

2 MEASURE(S) & TARGET(S)

Measures drive behavioral changes and track progress toward achieving the objective intent

Measure — Time to fill open positions

Target — 60 days

Time (days)

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Gap

Actual | Target

3 INITIATIVE(S)

Initiatives help close the gap between our current and desired performance

Recruiting Process Revamp
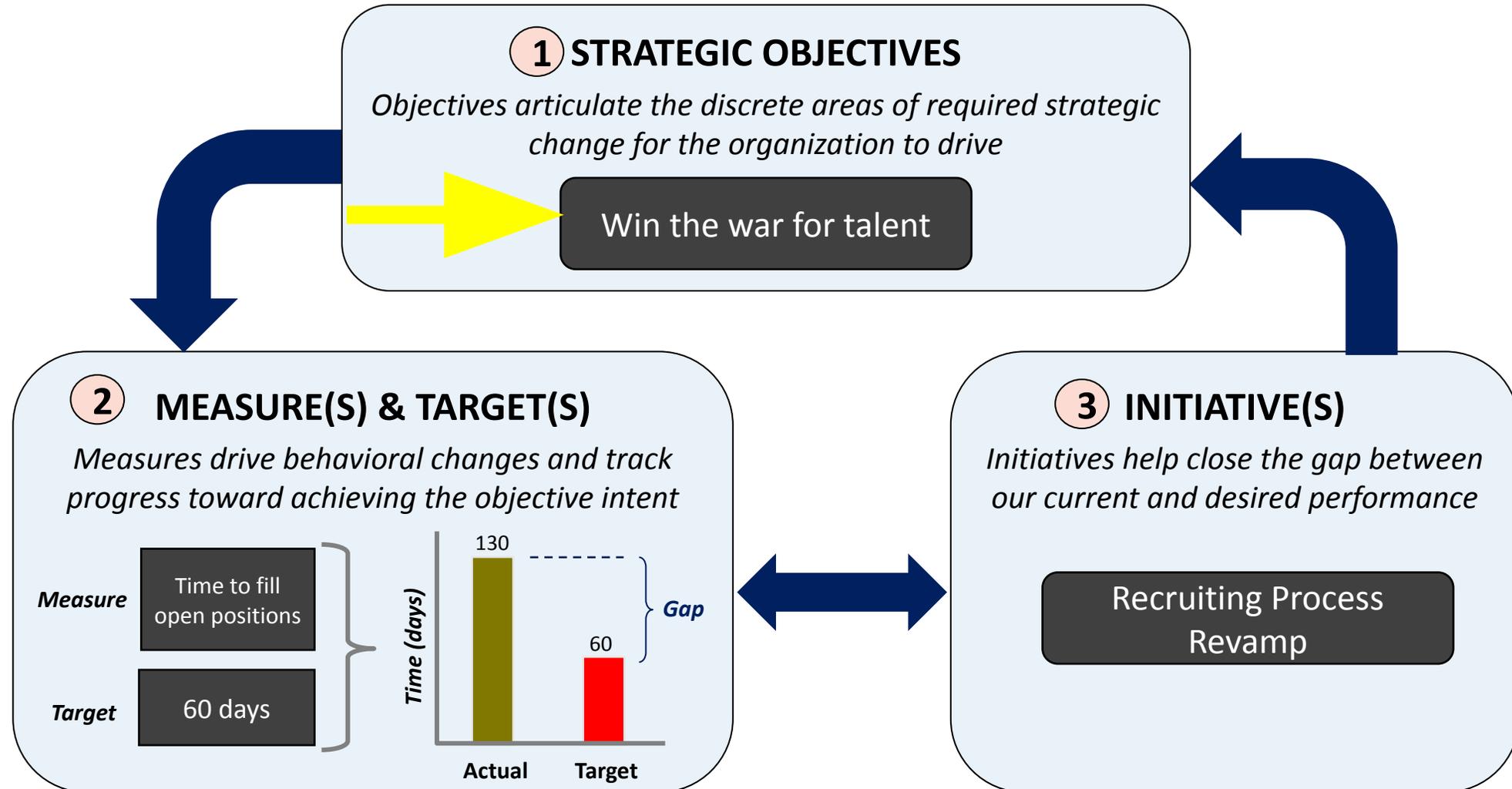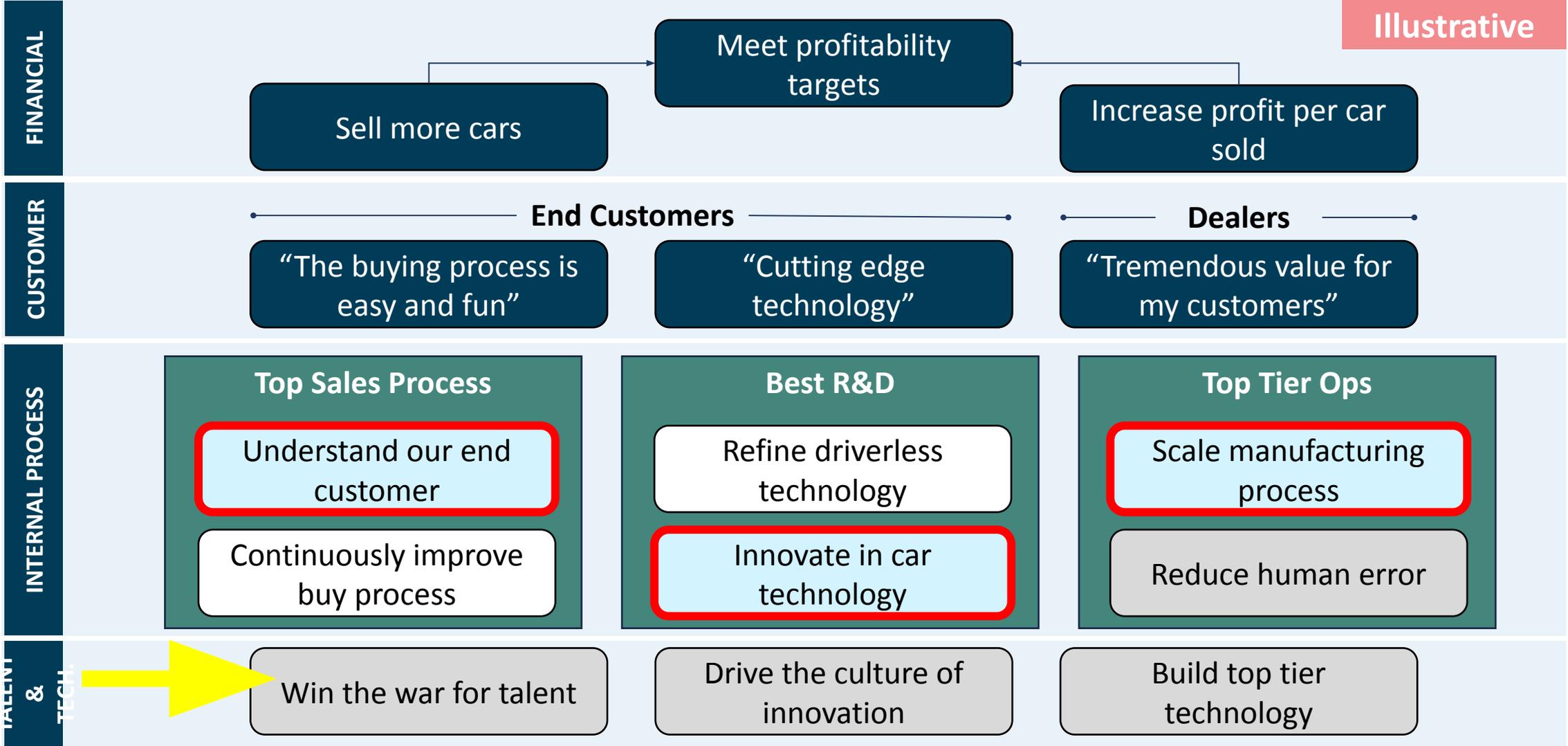
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The full set of objectives, measures, and initiatives becomes the execution roadmap

	Objectives	Measures	Initiatives
Financial	Meet profitability targets	▪ Net Income ($M)	
	Sell more cars	▪ Revenue by location and product segment ($000)	
	Increase profit per car sold	▪ Profitability by product segment ($M)	
Customer	"I love buying this brand"	▪ Customer survey score (top box)	
	"Cutting edge technology"	▪ Customer survey score (top box)	
		▪ Geographic density index	
	"Tremendous value for my customers"	▪ Customer survey score (top box)	
		▪ # dealers	
Internal Process	**Top Sales Process**		
	Understand our end customer	▪ Customer feedback touch points (#000)	▪ Social media feedback program
	Continuously improve buy process	▪ Customer churn (%)	▪ Customer journey program development
	Best R&D		
	Refine driverless technology	▪ Business cases with >15% ROI (#)	▪ Driverless technology pilot
		▪ # industry recognitions for driverless technology	
	Innovate in car technology	▪ # R&D pipeline opportunities	▪ Industry expert network
	Top Tier Ops		
	Scale manufacturing process	▪ SG&A as a % of total cost (%)	▪ Equipment automation and upgrades
	Reduce human error	▪ Defect rate (%)	▪ Order fulfillment process redesign
Talent & Technology	Win the war for talent	▪ Time to fill open hires (days)	▪ Recruiting process revamp
		▪ Retention of high-potentials (%)	
	Drive the culture of innovation	▪ # innovation suggestion box submissions	▪ Innovation think tank
		▪ # innovations implemented	
	Build top tier technology	▪ Custom reports (#)	▪ Analytics and reporting upgrade

Regular review creates organizational learning

Strategy is a hypotheses.
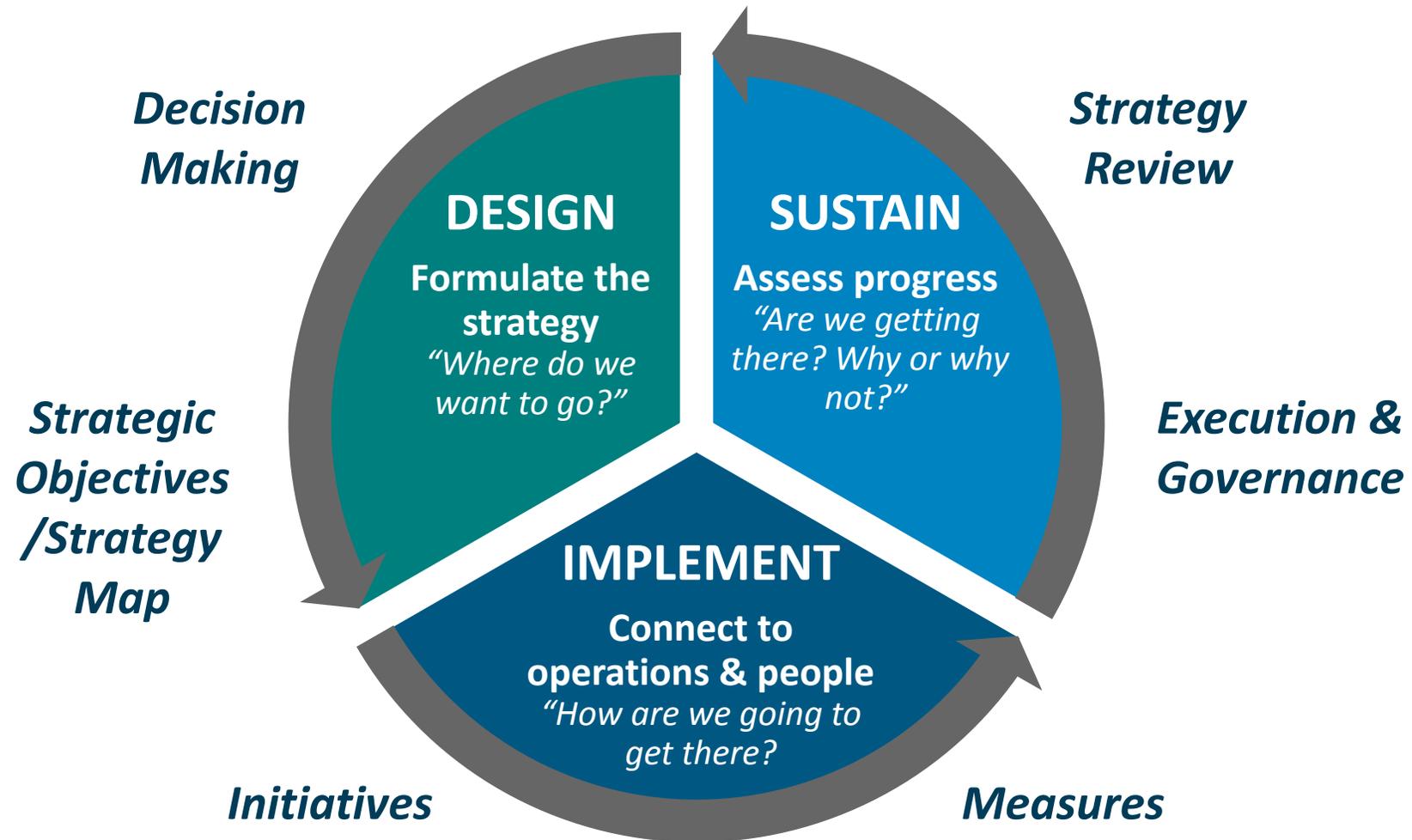A disciplined process is needed to regularly monitor and adjust the strategy.

Preemptively identify problems and their causes

Question assumptions underlying the strategy

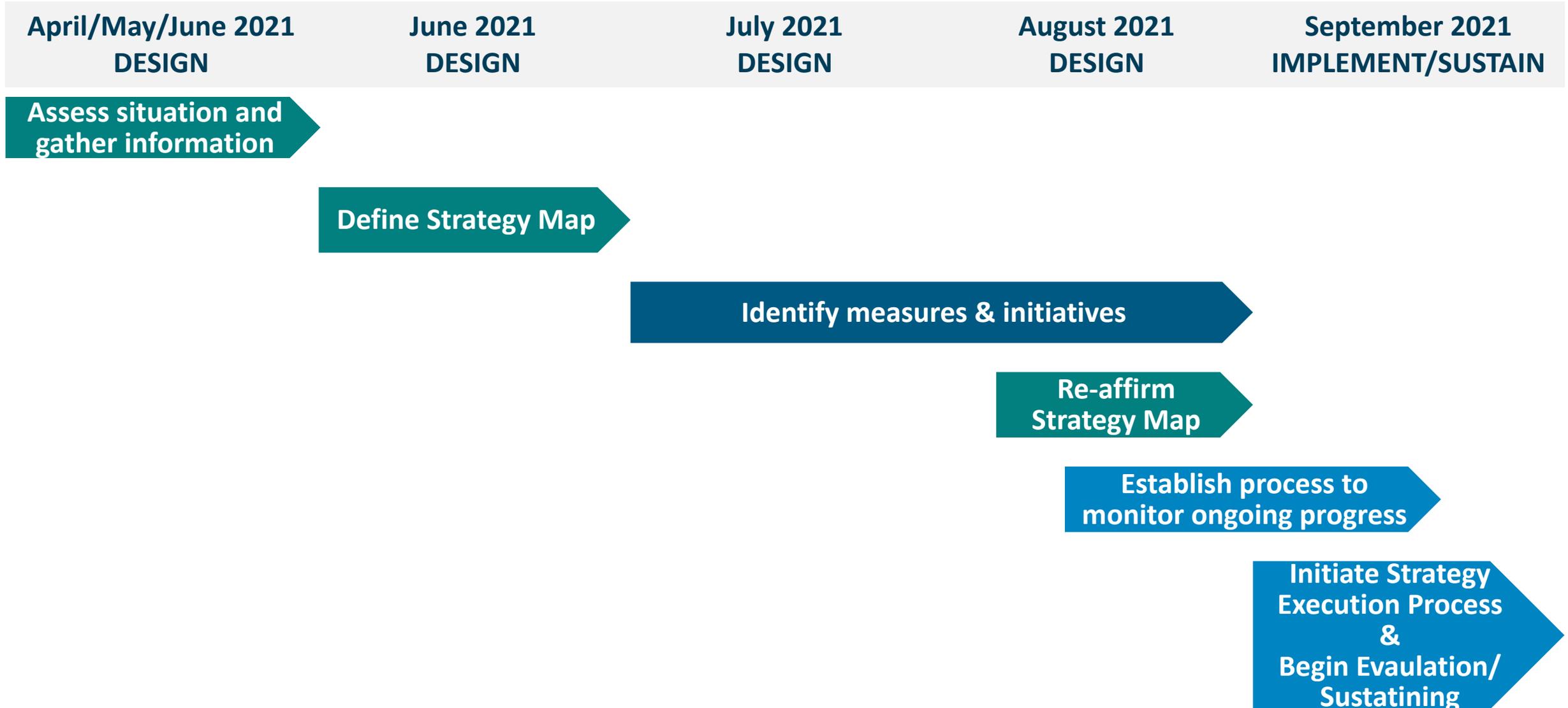Encourage informed, data-driven, decision-making

Incorporate the learning into future strategic choices

A Strategy Management System (SMS): a Framework for Execution

Decision Making

Strategy Review

Strategic Objectives /Strategy Map

Execution & Governance

Initiatives

Measures

DESIGN — Formulate the strategy *"Where do we want to go?"*

SUSTAIN — Assess progress *"Are we getting there? Why or why not?"*

IMPLEMENT — Connect to operations & people *"How are we going to get there?"*

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