

Hardwick Strategic Planning Template

Leadership Styles

- Theory X – Goal Oriented – The average human being dislikes work and will avoid it if he can
 - Because of their dislike for work, most people must be controlled and threatened before they will work hard enough
 - The average human being prefers to be directed, dislikes responsibility, is unambiguous, and desires security above everything
 - These assumptions lie behind most organizational principles today and give rise to both “tough” management with punishments and tight controls and “soft” management which aims at harmony at work
 - Both these are wrong because man needs more than financial rewards at work, he also needs some deeper higher order motivation – the opportunity to fulfill himself
 - Theory X managers do not give their staff this opportunity so that the employees behave in the expected fashion
- Theory Y – People Oriented –
 - The expenditure of physical and mental effort in work is as natural as play or rest
 - Control and punishment are not the only ways to make people work, man will direct himself if he is committed to the aims of the organization
 - If a job is satisfying, then the result will be commitment to the organization
 - The average man learns, under proper conditions, not only to accept, but to seek responsibility
 - Imagination, creativity, and ingenuity can be used to solve work problems by a large number of employees
 - Under conditions of modern industrial life, the intellectualities of the average man are only partially utilized
- Source: McGregor, Douglas. The Human Side of Enterprise (1960)

Questions

- Is there something to be changed in your community?
- Vacation
- Books/movie/song title
- Which lane do you want to drive in?
- What is something that no one else knows?

Action Plan Steps

- Identify the issue.
- Determine what you want out of this session.
- If you were the czar of the issue, what the one thing that you would like to see accomplished?
- Get the children’s book “Zoom” – tear out the pages for perspective. Author – Istram Banyai
- What is the first thing that comes to mind when you think of this issue?
- What does the community (organization) do really well with regard to this issue?
- Who are the customers (stakeholders) that will be affected by the issue?
- With regard to this issue, what does this Forum group do very well?
- What do the issue stakeholders need or want from this Forum group?

Hardwick's 7 habits of highly effective communities

1. Passionate Leadership (very focused leadership)
2. Written Mission Statement or Plan
3. Basics are covered – things that no one thinks about until they go wrong
4. Community Spirit – people are proud to be members
5. Business Involvement – Mainstreaming – When businesses see the point of being involved in the community, then you have a good community
6. Active Marketing
7. Outsiders are welcome

If you are not belonging to the “right” groups (right for you, gives you hope), then you have significant unmet needs.

Statistics:

- 30 percent of jobs in Mississippi are in 5 counties
- 50 percent of jobs in Mississippi are in 10 counties
- 25 percent of jobs in Mississippi will be in healthcare by 2020

Group joining factors:

- Race
- Gender
- Age
- Kind of vehicle
- What kind of vacation
- Last book read
- Politics
- Restaurant

Steps to Strategic Planning:

- Mission Statement – What do we want the issue to look like in the next 3-5 years?
- Values – What things does your group “hold dear” with regard to the issue?
- Vision Statement – How do we get to the mission statement?
- Objectives (Mission-related Goals) – What are the major factors that will let us reach our goal?
- Strategies – What specific actions will we take to achieve objectives and then the mission?