

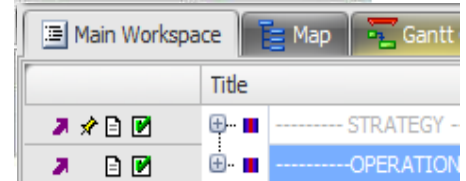
## Configuring ManagePro to Work with Your Business Needs #2 of 2 5 Steps to Set up the Strategy Section

Preface: The purpose of this document is not to address how to form a strategy, but does make the following assumptions about strategy for the purpose of helping you configure ManagePro in a way that will help you drive performance and execution ability. Assumptions include:

Strategy is all about growth; strategic initiatives only exist except to drive growth

Strategic plans are ultimately a set of fallible assumptions that must be tested and often require ongoing course corrections to deliver the best results

After all the planning, what's left over as a functioning strategy is driven by three factors: 1. The value proposition being rewarded in the market, 2. Personal preferences of the management team and 3. Execution ability.

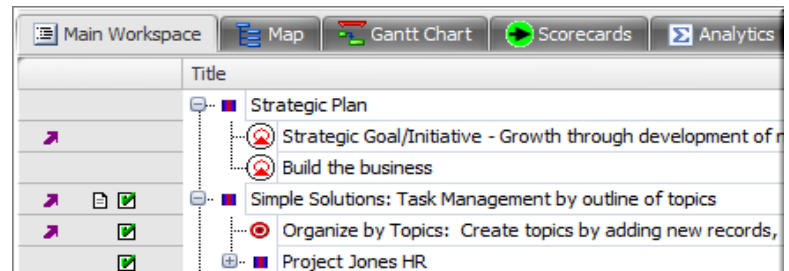


### Step 1 of 5 – Outline the Strategic Plan

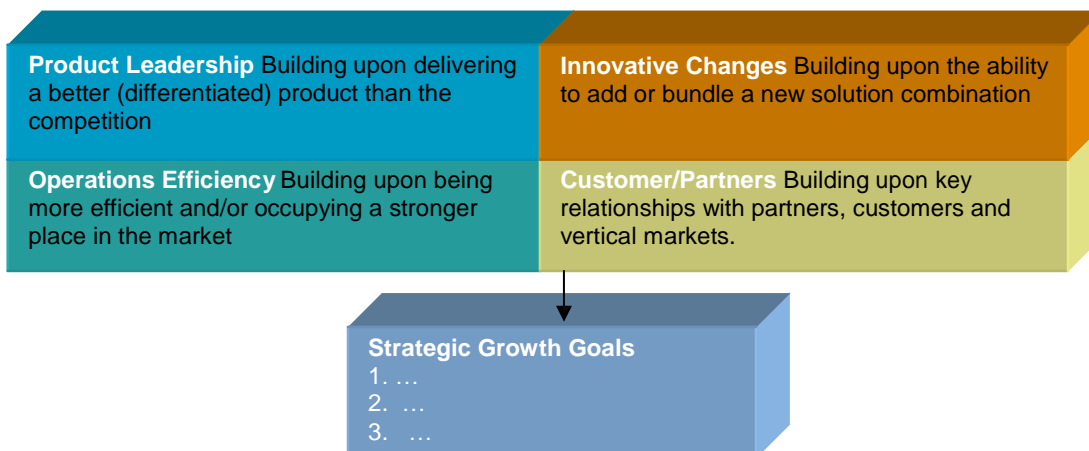
If you've read the first (Operations) configuration document, you've already created two top level line items, but if not, create two Heading records entitled Strategy and Operations on the first level of your database.

Underneath the STRATEGY line item, enter your top three to six strategic goals or objectives (e.g. "The primary initiatives that are assumed will drive growth").

Use the Details view to enter at a minimum a summary description of the scope of the initiative and the issues and challenges that will need to be addressed to achieve the objective. You'll also be adding how you will measure performance on each strategic goal, but more about that in a moment.



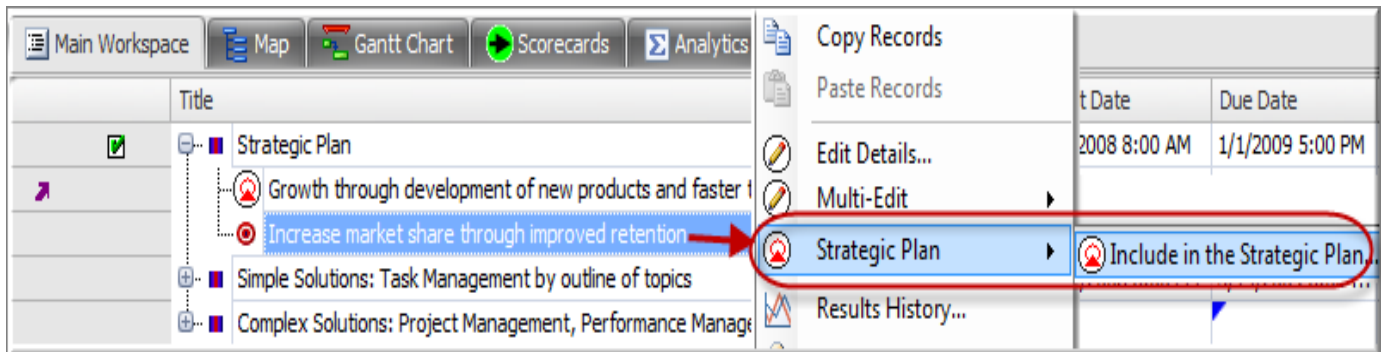
Your strategic objectives should typically fall into one of the four following categories for business growth:





## Step 2 of 5 – Add the goals entered under STRATEGY to your Strategic Plan

Highlight each goal you've entered, right click and choose the Strategic plan/Include in the Strategic Plan option. This adds them to your Strategic Plan and links them up with ManagePro's strategic scoring and alignment tools. Notice that when you add goals to the strategic plan the icon changes from a target to the mountain with the sun rising.



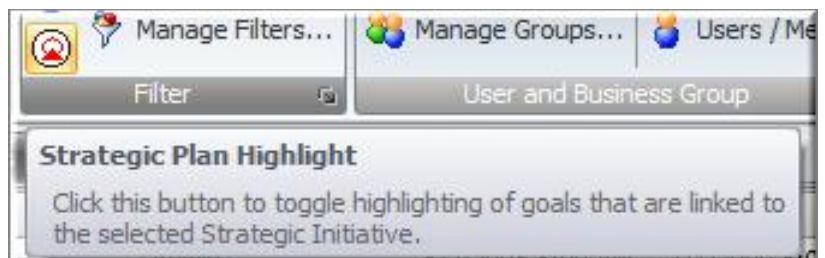
## Step 3 of 5 – Link Strategic Goals to the project supporting them in Operations

Some users prefer to put the supporting projects and action items directly underneath the Strategic Goals. This works if you have just a few supporting action steps, otherwise it begins to clutter the strategic plan. We suggest you link the strategic goals and/or sub-goals, if you have multiple levels, to the various projects you have within the Operations section of the database outline. Here's how.

To link a project to a strategic goal, simply highlight the project line item, right click, and choose the Strategic Plan/Link to Strategic Plan option. A list of goals that you have previously identified in Step 2 as being part of the strategic plan will be listed. Point to the goal that the currently selected project supports and click OK. Note that ManagePro only supports a one to one connection between a project and a strategic plan.



**Note:** Once you have completed this linkage, test by highlighting any of the strategic goals and click the Strategic Plan Highlight filter button. If you are using a View that displays all records it will expand the view to grey out all line items except those that support the currently highlighted Strategic Goal. This gives you an excellent context for which business groups are doing "what" to support the strategic plan.





## Step 4 of 5 – Setup the Scoring Metrics for the Strategic Goals

ManagePro supports four different types of scoring preference, all of which are selectable in the Scoring details window for each strategic goal. Let's go over those briefly (you'll find more details in the Help file) before we review the specifics of setting up a scorecard.

Essentially the score can be calculated from either:

The results values entered via progress updates on the strategic goal

The average of the scores derived from (the results) of the strategic goal's subgoals

A weighted average of the strategic goal's subgoals, or

A weighted average of the goals and projects linked to the strategic goal. The last two options require a weight value (use the Weight field) for each line item being used.

The screenshot shows a window titled "Scoring Criteria". It has four rows of labels and values:

- Score Basis: Strategic Weighted Average (dropdown menu)
- Target Value: Results
- Baseline Value: Sub-Goal Weighted Average
- Score Weight: Strategic Weighted Average

The dropdown menu for "Score Basis" is open, showing four options: "Results", "Sub-Goal Average", "Sub-Goal Weighted Average", and "Strategic Weighted Average". The "Strategic Weighted Average" option is currently selected and highlighted in blue.

Let's proceed with setting up a scorecard and for the purposes of this document. Let's assume you will be choosing to score based upon the results directly entered for the strategic goal. Set up the scorecard for each strategic goal by selecting the Scorecard tab in the details window.

Essentially the steps in setting up a scorecard are:

1. Define the measurement basis,
2. Select the format (%,\$,#) of the results values to be scored,
3. Establish the Target value and Baseline values.

Note: In general we suggest using a value of 0 as a baseline for goals that represent an increase (ex. Sales growth), and if goal's target represents a decrease from last year, use last year's results as the baseline value (ex. Costs/emp)

4. Set the color globe ranges to indicate appropriate performance thresholds (note that green parameters over-ride yellow and red, yellow parameters over-ride red)
5. Determine whether the trend indicator will be based upon the last two progress updates, or an average over a date range.

The screenshot shows a window with several tabs: "Details", "Notes", "Documents", "Scoring", and "Progress Updates". The "Scoring" tab is active. The window is divided into three main sections:

- Formatting Options:** Type: Percent, Decimal Places: 0.
- Scoring Criteria:**
  - Score Basis: Results (selected with a blue checkmark)
  - Target Value: 15.
  - Baseline Value: 0.
  - Score Weight: 100 (selected with a blue checkmark)
  - Measurement Basis: Profit YTD/Prev YR/Employee
  - High Performance: Green circle, >=, 15.
  - Borderline Performance: Yellow circle, >=, 10.
  - Low Performance: Red circle, <, 10.
- Trend Definition:** Results Value: From the last 2 Progress Updates

The Help file contains much more detail. Performance Solutions Technology also provides a strategic scorecard service to pull your strategic plan into ManagePro, complete with scorecards and alignment. To find out more information go to

<http://www.managepro.com/services.consulting.html>



## Step 5 of 5 – Tracking Performance - What gets measured, gets done

Best practices demand that you use metrics, period. Our recommendation is that you not place a goal under the Strategic heading, unless you plan to set a measurable target and regularly track progress. It's an important discipline that will pay-off in performance improvement as you hold yourself and others accountable to achieve the desired objectives.

Setting up metrics in ManagePro and posting progress updates creates a scorecard effect in both the Scorecard view and the GAPR Map view. Both views provide a powerful set of dashboard metrics on your key goals to track results to date against the target value, and the trend of results over time as demonstrated below. Both views use a simple red-yellow-green color alert system. Let's look at an example below:

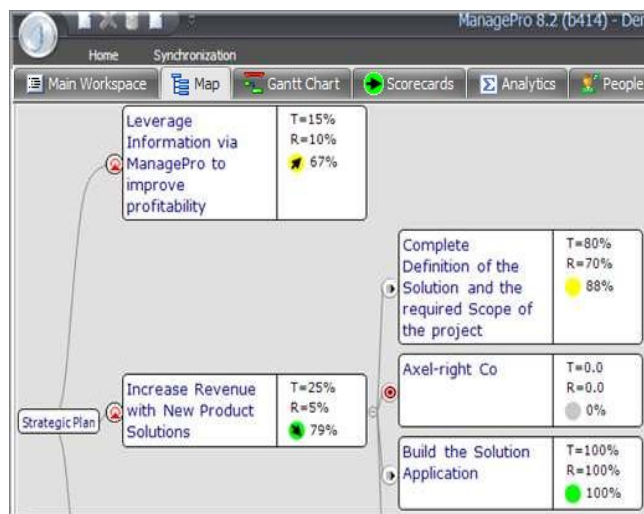
In the screen shots below the goal of "Leverage Information via ManagePro..." has the following parameters defined:

1. Measurement basis – Profit Year-to-date/Previous Year/by# of Employees
2. Target – 15%
3. Results – pulling from the latest progress update entry is 10%
4. Score – 67%, dividing the results by the target value, and yellow because this goal's result range has been specified as yellow or marginal when between 60 and 99% of the target value
5. Trend is pointed upward, meaning results are improving over time

Title	Who	Measurement Basis	Target	Results	Score
STRATEGY	Admin*		0.0	0.0	0%
Leverage Information via ManagePro to improve profitability	Admin*	Profit YTD/Prev YR/Employee	15%	10%	67%
Increase Revenue with New Product Solutions	Admin*	Revenue Increase	25%	5%	79%
Improve Market Penetration via increased c...	Admin*	Customer Rentention	50%	50%	100%

The Scorecard tab has two scorecard displays, a general scorecard reflecting any line item that has a scorecard set up with results, and a Strategic Scorecard which displays strategic goals and those projects aligned beneath them. Note: You may need to build this scorecard view if it is not in your database – see the Help file for instructions.

The map view displays the strategic goals with their aligned supporting projects in a graphical way, which you may find better suits your preference. It's the first sub-tabbed view within the Map view. On the right side of each record box are displayed the Target, latest Results and Score values.



## Side Notes:

Before we conclude this section on STRATEGY, let us share a few tips that will prove to be helpful guides at one time or another as you complete this area of your database and put it to work for your team and organization.

A goal isn't really a goal unless it has some form of metrics and a plan for measuring it over time. Goals without a plan or metrics... are really just aspirations.

Don't enter goals or objectives unless you plan on tracking the progress. Goals should be outcomes (what matters) not one more listing of tasks or activities.

Moving from working in a goal, plan-based manner is a significant migration. Most people organize themselves at work based upon tasks, function and routine... not goals and plans. Given that this is a transition and change for most people, start simply (ex. work with your top 3 goals) and track updating and documentation very carefully to ensure a successful transition and software adoption.

A plan is more important over time than the goal! Working (documenting) the plan is essential for organizational visibility, and a measure of your organization's level of maturity. But most important, working a plan dramatically increases the probability of reaching the desired outcome. Be sure to read the document we provide on setting up the OPERATIONS section of your database. (for more information go to <http://www.managepro.com/operations.pdf>)

The results field in the views and goal details is fed by the latest Progress Update/ Results field value. You or your team should be entering Results numbers as they post their Progress updates. You can enter into that field directly in a GAPR view (without going through a progress update), but no trend will be computed.

Reality Check – When you have completed the first draft of your Strategic Plan ask yourself:  
“If someone new to the organization looked at this, could they easily see what our goals are, how we measure progress, and what the plan and assumptions are to reach those goals?  
Are the strategic objectives consistent with the facts about your organization and the market?  
Stepping back a moment, are you comfortable claiming that these are the objectives and action steps/milestones most likely to drive your organization's growth?  
“Does it all fit or link together... is it easy to see the connection between action plans and ultimate strategic goals?”

This document has been a brief jump-start section. There's much more to learn and take advantage of as you address strategic and operational goals and their execution within ManagePro and your organization. Good luck.

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