

Organizational Performance and Strategic Planning

Consider for a moment that you decide to go skiing. There is signage directing you on the safe slopes and advising you of the slopes that are not safe. Throughout the week, you followed the signs and adhered to the designated path for all skiers. You are now very confident with your ability to ski on the black run. The next day, you seek more of a challenge and take the path that is off-limits. As you are heading back to the lodge, a whiteout occurs. When it clears, you are totally disoriented and cannot find your way back to the lodge.

Lack of strategic planning is like a whiteout and can leave an entire organization disoriented. How can the HR professional prepare the employees, managers, and leaders to understand and utilize performance management and strategic planning on a daily basis? The HR professional must ensure that everyone understands the concept of strategic planning, which is to determine the organization's future goals, recognize obstacles, develop a plan to ensure the organization has clear visibility to move forward, and maintain competitive advantage. The performance management system must depend on the strategic planning process that has been executed if it is to be of any use to the organization. "The behaviors, results, and developmental plans of all employees must be aligned with the vision, mission, goals, and strategies of the organization and unit" (Aguinis, 2013, p. 81). The HR professional must be sure that each manager and leader realize that a well-designed performance management system is the main component for the successful implementation of an organization's strategic plan. All employees, managers, and leaders must adhere to the policies that have been established.

Reasons Why Strategic Plans Fail

Strategic planning is a process that involves describing the organization's destination, assessing barriers that stand in the way of that destination, and selecting approaches for moving forward. The main goal of strategic planning is to allocate resources in a way that provides organizations with a competitive advantage. There are several reasons strategic plans fail.

(Aguinis, 2013, p. 60)

Review the tabs to study the reasons behind the fail of strategic plans through examples.



Additional Materials

From your course textbook, *Performance Management*, read the following chapter:

- Performance Management and Strategic Planning

From the South University Online Library, read the following article:

- [The Missing Link to Strategic Planning: Meeting Methodology Lines Up Performance Management with Execution](#)



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