

# Strategies for Strategic Plans

SMO 441

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As Director of Writing Across the Curriculum, I'll be working with faculty and students across the university to improve student writing. I consult with instructors and departments, and I teach writing in a wide variety of courses when students in those courses are starting a writing assignment. I will also be working with students and faculty in the Department of English and Film Studies, my home department.

I am the author, co-author, or editor of six books and 29 articles, including *Writing Instruction in Canadian Universities*. My current research interests include the development of doctoral student writing, writing assignments across disciplinary fields, and rhetorical approaches to text encoding. Currently I serve as co-President of the Canadian Association for the Study of Discourse and Writing (CASDW), the

**Recent presentations to classes**  
This page contains links to slides displayed at presentations I've given to classes.

**Research and faculty presentations**

**Digital rhetoric**

<http://www.ualberta.ca/~graves1/index.html>

# Genre as social action

- S. Miller (1984) described genre as a rhetorical action that recurs within a social setting
- The sharing of meaning is intersubjective and negotiated through discourse (spoken and written language acts) among the group—again, perhaps thesis proposals might be a useful example; journal article reviewers perform a similar function through their reviews of manuscripts
- These shared discourses form into typical types of documents (genres); **today we focus on the strategic plan**

# Genre sets

- Genres typically do not occur alone but instead as part of a set of social actions within a group
- What other genres are have you written in your undergraduate business courses?

# Strategic plans: The Genre

- Your assignment is a version or one of a related set of documents called strategic plans
- To understand the bigger class of documents, let's review some advice given to writers in business contexts

# Strategic Planning Advice

- Strategic planning is the formal consideration of an organization's future course. All strategic planning deals with at least one of three key questions:
  - "What do we do?"
  - "For whom do we do it?"
  - "How do we excel?"

[http://en.wikipedia.org/wiki/Strategic\\_planning](http://en.wikipedia.org/wiki/Strategic_planning)

# Five Elements of a Strategic Plan

- Vision
- Mission Statement
- Critical Success Factors
- Strategies & Actions for Objectives
- Prioritized Implementation Schedule

<http://www.cwc.org/market/mkt4.htm>

# One-day plan

1. Be the best. (competitive advantage)
2. State your purpose. (what are we trying to accomplish?)
3. Visualize the future. (what will we look like at the end of the course?)
4. Take an inventory. (SWOT)
5. Profile your customers. (what do our customers need?)
6. Write your goals (measurable) and objectives (broad).
7. Assess your resources. (time and money)
8. Take action. (develop explicit action plans)
9. Keep score. (measure your results)
10. Make strategy a habit.

The Ten-Step, One-Day Strategic Plan: The simple way to keep your business on track  
From [Erica Olsen, M3 Planning](#)

<http://entrepreneurs.about.com/od/businessplan/a/10stepstrategic.htm>



# The assignment

- Mini strategic plan for CAPSIM®
- 10 pgs; 5 pgs of text; Sept. 27; group written
- “reflect your team and your team’s strategy, both in form and content”

# Key questions

- What are your objectives?
- What is your over-arching strategy(ies) for achieving them?
- How do you intend to implement them through six rounds of play?

“Follow a logic that is both coherent and convincing”

**What are your objectives?**

**What is your over-arching  
strategy(ies) ?**

**How do you intend to  
implement your  
strategies?**

# Organization

- Introduction
- Mission statement
- Assessing the situation
- Strategies, goals, and objectives
- Implementation strategy

Do you need to write the document in this order?