

# PILLARS<sup>©</sup>

*\*The PILLARS<sup>©</sup> Approach was created by Penny Raney-Crow of Operational Strategies*

Objectivity is the foundation for strategic thinking. It is only through standing on a pillar that an organizational foundation can be set to go from reactive to creative thinking. We define PILLARS as:



**Plan** - It is important to plan before acting. Many companies become reactive because they spend more time “doing” rather than planning for success.

**Intent** – Organizations that become intentional and deliberate about their business planning for people, processes, and technology control their business rather than being victims of the market situations.

**Leadership** – Leadership establishes the climate for the success of its people, processes and technology. Leadership must be able to provide direction, objectivity, and an environment to grow and develop. It is leadership that executes the plan with intentional movement for success.

**Language** – It is important to learn terminology and language used within the industry of the clients, candidates, and partnerships so that the organization can communicate well with others. Understanding each others’ language gives clarity to the plan with allows the executive by leadership to be intentional.

**Action** – After the planning is done, an organization can be intentional about the direction leadership and staff can take for their business journey. The language allows clear articulation of the action plan with accountability built in.

**Resources** – It is only through planning, being intentional and deliberate, with clear language resulting in action that resources can be identified. Resources are defined as time, budget, people, processes, and technology.

**Sustainability** – This component involves three distinct, yet highly connected categories: Operational, Social, and Environmental. Building an effective Sustainability initiative involves addressing the way you produce and spend revenue, use energy and environmental resources, and engage your employees, customers, and community.

It is through becoming objective that strategies can be identified and deployed. Creative and reactive are anagrams (different words that contain the same letters). It is through becoming creative again that an organization will stop being reactive.

Strategic thinking is as much about asking the right questions as it is about having the right answers. Our goal is to help you learn to ask the right questions.

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