

DELEGATE'S WORKBOOK

planning

LESSONS
FROM THE
WILD



the **LEOPARD**
in your
business

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LONDOLZI
Productions

Lifts you up where you belong!

delegate's workbook

ACKNOWLEDGEMENTS

This Series has been developed as a Joint Venture comprising Londolozzi Productions, SPA Publications, and Learning Resources. Londolozzi Productions supplied the Wildlife footage and SPA Publications compiled the Management Themes, Workbooks and Scripts. Learning Resources provided scriptwriters and industry expertise and is responsible for global distribution and support.

The final product has been a combination of the efforts of Oloff Berg (Production manager), Lorinda Ellis (Marketing), Anton Truesdale (Production), Bev Judd (Workbooks), Wilson Main (Scripts) and Ricky Robinson (Distribution). The Series Concept, Management Themes and Learning Points were the brainchild of Stuart Pennington.

Produced by
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LEARNING OUTCOMES

Learning Outcomes from this programme are:



***“If you don't have a plan
you won't have a life”***

- Be aware of the link between survival lessons in the wild and today's business world
- Understand the overall importance of planning
- Understand the importance of a focused plan
- Understand the importance of a meticulously clear plan related to goals
- Understand why it is important to work to a clear plan with carefully detailed objectives
- Understand the importance of acquiring a thorough knowledge of resources
- Understand the importance of understanding the target
- Understand the importance of taking strengths and weaknesses into account when planning
- Understand the importance of keeping focused
- Understand why it is important to know your environment
- Understand the importance of risk management
- Understand the importance of setting high performance standards
- Understand the importance of a measurement system

INTRODUCTION

Welcome to this lesson on *Planning* in the “Lessons from the Wild” series.

The video tells you an interesting story and it builds a set of memories around *planning* that will be unforgettable.

This lesson on *Planning* is designed to help you achieve four goals:

1. Define the attributes of *good planning*
2. Assess yourself and your own team against *good planning practices*
3. Identify opportunities for improving your own, and your team's *planning practices*
4. Compile a workplace action plan to become like a leopard - better at *planning*

This workbook is not a test; it is designed to ensure that you have fun while learning something new.

THE LEOPARD

Circumstances, Behaviours and Characteristics



The Leopard is found in a variety of habitat types ranging from desert country to equatorial forest and from high mountains to the coast. It is found within the proximity of large urban areas and lives successfully outside contained game reserve areas. The leopard population in Sub-Sahara Africa is considered to be very healthy.

The leopard's success is based on three characteristics:

1. Its effectiveness as a solo hunter
2. Its ability to "haul" prey into a tree out of reach of competing predators
3. Its ability to adapt to a change in circumstances (there is a well documented example of a Leopard that, when stranded on an island during the flooding of Kariba in Zimbabwe, adapted to a diet of fish)

At Londolozi during the 1970's, a game ranger who became fascinated by the shyness and illusive nature of the leopard, spent many months habituating the leopard to the presence of game viewing vehicles. This leopard, in turn, felt at ease in the presence of game viewing vehicles with her young. In many respects, this leopard became the icon of Londolozi and exposed visitors for the first time to regular sightings during the day.

The female leopard is territorial and will generally proclaim a territory smaller than that of the male. She will give birth to one to three cubs, which she hides in lairs in outcrops of granite boulders, or in old ant bear holes dug into the side of termite mounds thickly covered with vegetation, or in dense thickets at the bottom of deep gulleys. She will constantly move these cubs as lions and spotted hyena pose a major threat as competition.

It is a fact that all the major predators - lion, wild dogs, hyena, leopards and cheetah - compete with each other. While they may occupy the same "space", it's generally acknowledged that the pecking order on a kill is as follows: lions, wild dogs, hyenas, leopards, cheetah. At twelve months old, the mother leopard becomes less and less tolerant of her offspring, striking out aggressively when they approach and signalling to them that it is time that they moved on and established their own territory.

The leopard has often been called the "prince of predators", largely because of its stealth, its knowledge of its territory, its ability as a solo hunter, and not least of all its beauty. As a hunter it will kill anything from fully-grown Gemsbok to small rodents. In the majority of cases it will haul its prey up a tree and then feed at leisure, sometimes over a period of two to three days. As a mother, the female leopard is quick to teach her offspring the skills of solo hunting and looking after themselves. Generally speaking, the male leopard will cover a range of females within his larger territory and he plays no role in the upbringing of offspring.

* Adapted from Page 192 The Complete Book of South African Mammals.

* Adapted from Page 193 The Complete Book of South African Mammals.

THE LEOPARD

Distribution and Status



The leopard is found throughout the Southern Africa sub-region except for the central interior of South Africa. Good populations still survive throughout Namibia, Botswana and Mozambique.

HABITAT

The leopard is tolerant of a wide range of habitats and climatic conditions: mountains, rocks, bushveld, woodlands, desert, semi-desert, forest; from sea level to two thousand metres above sea level and in areas receiving less than 100mm of rain to areas receiving more than 1200mm of rain.

SOUNDS

The leopard makes a repeated rasping cough like a saw cutting through wood, used as a territorial call by both male and female and by a female in oestrus. It snarls, hisses and growls when aggressive.

FOOD

The leopard stalks silently and depends mainly on hearing and eyesight to hunt. It uses available cover and infinite patience to get close to prey before making a final rush. It catches prey with front paws and extended claws. It kills with a bite to the throat, usually silently and effectively. After feeding, it will cover scraps and stomach contents with sand and grass and it hoists its kill into trees if there is competition from other predators.

BREEDING

The leopard is a non- seasonal breeder; cubs are born at any time of the year after a gestation period of 100 days. The main cause of mortality amongst cubs is being preyed upon by lions and spotted hyena.

SOCIAL SYSTEM

The leopard is solitary and territorial. Males hold large territories encompassing the territories of 2 to 3 females. Females defend their territories against other females and males against other males.

PLANNING

INDIVIDUAL EXERCISE

1. Think about a situation when a *plan really came together*.

2. List THREE lessons that you learnt from this planning exercise.

3. Think about a situation in which a *plan was an absolute disaster*.

4. List THREE reasons why you think that this happened.

Group Feedback

PLANNING IN YOUR BUSINESS

INDIVIDUAL EXERCISE

1. When are you involved in *Planning* in your business?

2. Write down when you think your business plans most effectively.

3. Write down when you think your business plans least effectively.

Group Feedback

GOOD PLANNING PRACTICES

GROUP EXERCISE - PLANNING

Planning Defined

“Good planning involves forecasting, scheduling, reporting and controlling. The frequency of these events will depend on the nature of the task at hand.”

Think back to the video that you have watched. Using the leopard as your metaphor, list your “one-word” points that best describe *good planning practices* in your business in the context of forecasting, scheduling, reporting and controlling.

Group Feedback

GOOD PLANNING PRACTICES

continued

Good Planning Practices Defined

Copy down the definition from Transparency / OHP 2.

GROUP EXERCISE

Recall the video and share the images that you remember which represent these planning practices.

Good Planning practices	Video Image
Clear Goals	
Measurable Objectives	
Growth targets	
Customer/market penetration	
Resource allocation	
Management strength and weaknesses	
Risk analysis	
Performance management	

GOOD PLANNING PRACTICES

continued

GROUP EXERCISE

Assess Planning Practices in your Organisation

Good planning involves forecasting, scheduling, reporting and controlling. The frequency of these events will depend on the nature of the task at hand.

	Time Horizon	Typical Documents
FORECASTING	1 - 3 Years	Business Plan Performance Review Departmental Plan
SCHEDULING	1 - 6 months	Scorecards Targets Objectives Budgets
REPORTING	Weekly Monthly	Review of Achievement Vs Forecast Vs Schedules Progress to Date
CONTROLLING	Daily Weekly	Risk Management Actual vs. Forecast Actual vs. Schedule Actual vs. Budget Remedial Action Eliminating Poor Performance Damage Control

How often do these activities happen in your business as far as you know?

FORECASTING	Every 6 months	Every Year	Sometimes	Don't know
SCHEDULING	Every month	Every 6 months	Sometimes	Don't know
REPORTING	Every week	Every month	Sometimes	Don't know
CONTROLLING	Every day	Every week	Sometimes	Don't know

SELF ASSESSMENT

INDIVIDUAL EXERCISE

Your Business

List the planning activities and frequency thereof that you are involved in by completing the exercise below.

Activity	Yes	No	Frequency
Forecasting			
Scheduling			
Reporting			
Controlling			

Your Role

List where and when you are involved in these processes and how the processes are documented.

Activity	Where? / When?	How?
Forecasting		
Scheduling		
Reporting		
Controlling		

BUSINESS ASSESSMENT

INDIVIDUAL EXERCISE

Overall, how would you rate your business?

Tick the appropriate box

1. Couldn't be worse
2. Below Average
3. Average
4. Good
5. Exceptional

	1	2	3	4	5
Forecasting					
Scheduling					
Reporting					
Controlling					

BUSINESS ASSESSMENT

continued

INDIVIDUAL EXERCISE

1. Having watched the video, what was the most important Learning Point on *Planning* as it affects the business that you work in?

2. Taking each of the Learning Points from the video, please rate your business in terms of planning practices on a Scale of 1 - 5.

1. Couldn't be worse
2. Below Average
3. Average
4. Good
5. Exceptional

Learning Points

Each goal is clear	1	2	3	4	5
Each goal has at least two measurable objectives	1	2	3	4	5
Our business has clear targets for growth	1	2	3	4	5
We understand our customers and our market segment	1	2	3	4	5
Resources are managed effectively If we build on our strengths and manage our weaknesses	1	2	3	4	5
We understand risk and manage it well	1	2	3	4	5
We have clear performance standards, which are connected with the strategy of our business	1	2	3	4	5

BUSINESS ASSESSMENT

GROUP EXERCISE

Moving towards Best Practice

In a group of 3 to 4 people, take each one of the Learning Points and answer the following question:

“When we are doing this well, how will it show?”

List no more than 3 points for each behaviour

- a. Each goal is clear

We will be doing this well when

1. _____
2. _____
3. _____

- b. Each goal has at least two measurable objectives

We will be doing this well when

1. _____
2. _____
3. _____

BUSINESS ASSESSMENT

continued

GROUP EXERCISE

Moving towards Best Practice

- c. Our business has clear targets for growth

We will be doing this well when

1. _____
2. _____
3. _____

- d. We understand our customers and our market segment

We will be doing this well when

1. _____
2. _____
3. _____

- e. Resources are managed effectively if we build on our strengths and manage our weaknesses

We will be doing this well when

1. _____
2. _____
3. _____

BUSINESS ASSESSMENT

continued

GROUP EXERCISE

Moving towards Best Practice

- f. We understand risk and manage it well

We will be doing this well when

1. _____
2. _____
3. _____

- g. We have clear performance standards, which are connected with the strategy of our business

We will be doing this well when

1. _____
2. _____
3. _____

'PLANNING BEST PRACTICE' - WORLD CLASS PLANNING

As an individual, read the five levels listed below and tick what level represents the way planning happens in your organisation. Remember, choose the "level" that **mostly** reflects planning in your organisation.

THE LEVELS (climbing the ladder)

LADDER	MEASURES
LEVEL 1	<ul style="list-style-type: none"> • Managers give orders, workers just do what they have to • Some people don't know what their job is, or how it is measured • Plans are not written; the goalposts continually change • Managers say: We don't need plans as we know what we need to do
LEVEL 2	<ul style="list-style-type: none"> • Each person's responsibilities are clearly defined • There is a well-defined organisation chart • Top management has defined goals but these are not well translated into forecasts, schedules, reports and controls • Plans are mostly in the form of budgets

‘PLANNING BEST PRACTICE’ - WORLD CLASS PLANNING

continued

LADDER	MEASURES
LEVEL 3	<ul style="list-style-type: none"> • Top management agree on a Vision, Goals and Values and decide on their annual objectives as a team • These are turned into more specific forecasts, schedules, reports and controls at each lower level of management • Regular follow-up reviews take place both on company performance and individual performance. Projects are permanently in place for planning improvement • At least 80% of objectives are achieved at year-end
LEVEL 4	<ul style="list-style-type: none"> • The company's goals are clear and actionable by all • Employees all understand exactly how they can contribute • Forecasts, schedules, reports and controls deliver improved service levels & cycle time has improved by 15/20% • Management co-ordinate their efforts across departments • At least 90% of objectives have been achieved by year-end
LEVEL 5	<ul style="list-style-type: none"> • Measurable objectives are agreed annually in every department • Teamwork and co-operation exist at every level • Forecast, schedules, reports and controls deliver improved elimination of waste, improved service levels and improved efficiencies • Cycle time has improved by 30% • People work to achieve the goals even under changing conditions • 100% of goals are achieved or exceeded

Rating your organisation

Which Level most appropriately describes your organisation in terms of planning best practice?

Level 1	Level 2	Level 3	Level 4	Level 5
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CONTRIBUTION TO THE IMPROVEMENT OF PLANNING

INDIVIDUAL EXERCISE

Improvement of Planning

1. Considering the characteristics of *Planning* identify where you think the biggest improvement is required in your business?
 (Prioritise the characteristics below from: Most Important = 1, to Least Important = 7)

Practice	Priority
We have good, clear goals that everyone understands	
Each goal has at least two measurable objectives	
Our business has clear targets for growth	
We understand our customers and our market segment	
Resources are managed effectively If we build on our strengths and manage our weaknesses	
We understand risk and we manage it well	
We have clear performance standards which are connected with the strategy of our business	

Transfer your Top Three priorities to your Action Plan on the next page.

ACTION PLANS

Make your Action Plan S.M.A.R.T.

Specific, Measurable, Agreed, Realistic, Time-framed

Individual Action Plan

My personal commitment to my business to improve planning is:

Group Action Plan

Our Top Three priorities for better planning as defined on the previous page are consolidated as follows:

Obstacles

Considering these priorities, what are the major obstacles to be overcome to enable us to improve our planning?

1.

2.

3.

World Class Benchmark

As a team we are currently now at:

LEVEL in terms of the exercise on page 21.

Our commitment is to reach:

LEVEL by _____ (date).

TEAM REQUEST

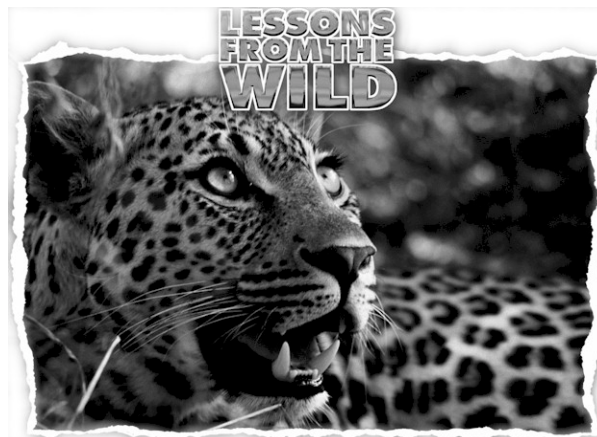
GROUP EXERCISE

In a group of 3 or 4 people, please identify the "Group Request" you have of your organization which you believe would definitely result in improved planning.

Our Request is

QUOTE

***"If you don't have a plan
you won't have a life"***



THE LESSONS FROM THE WILD SERIES

FEEDBACK for your Facilitator

If you had to choose THREE videos, which you believe would help you learn more about the work you are currently doing, which would they be?

- THE WILD DOG IN YOUR BUSINESS : *Teamwork*
- THE BABOON IN YOUR BUSINESS : *Joy In Work*
- THE LEOPARD IN YOUR BUSINESS : *Planning*
- THE TIGER IN YOUR BUSINESS : *Surviving With Change*
- THE TERMITE IN YOUR BUSINESS : *Eliminating Waste*
- THE MONGOOSE IN YOUR BUSINESS : *Continuous Learning*
- THE KUDU IN YOUR BUSINESS : *Purposeful Communication*
- THE CROCODILE IN YOUR BUSINESS : *Beating The Competition*
- THE CHEETAH IN YOUR BUSINESS : *Nurturing Talent*
- THE WEAVER IN YOUR BUSINESS : *Best Operating Practice*
- THE LION IN YOUR BUSINESS : *Leadership*
- THE ELEPHANT IN YOUR BUSINESS : *Managing The Environment*
- THE GIRAFFE IN YOUR BUSINESS : *Vision*
- THE BUFFALO IN YOUR BUSINESS : *Managing Stress*
- THE RHINO IN YOUR BUSINESS : *Selling Techniques*
- THE ZEBRA IN YOUR BUSINESS : *Managing Diversity*

We hope you have found this workbook helpful & enjoyable. We wish you luck with planning!

