



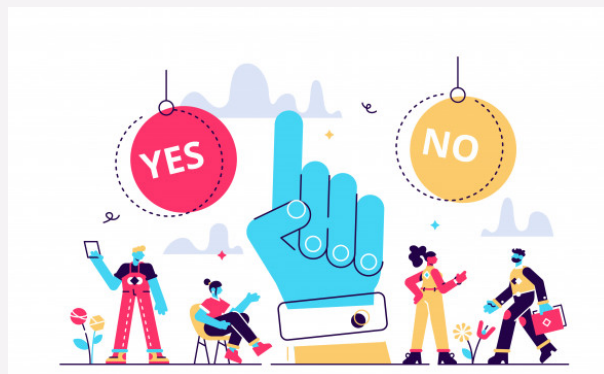
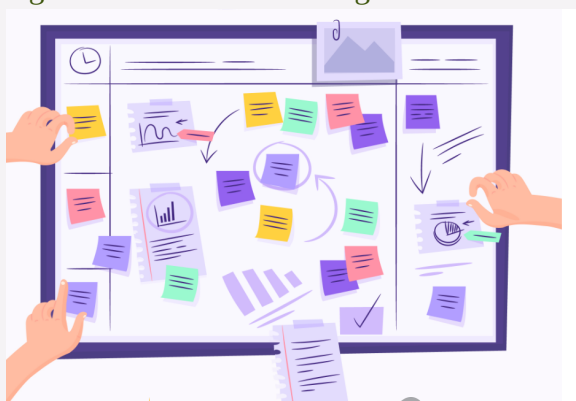
# TOOLS AND METHODS FOR ORGANIZATION AND REALIZATION OF SUSTAINABLE DEVELOPMENT AND SOCIAL ENTERPRISES

COLLECTED MATERIAL



In everyday life, all of us make and execute certain plans to achieve our goals. From an organizational point of view. However, planning is defined as “*process by which an organization identifies its short-term and long-term goals, design, and implement strategies to achieve them*”. One of the important aspects of planning is to allocate resources and manpower in an organization.

Most experts believe managers cannot be effective unless they plan. Also a large part of planning is decision making.



# PLANNING AND DECISION-MAKING

## PLANNING

**Planning** determines how an organization can get to where it wants to go. It determines what an organization will do to accomplish its objectives. To achieve all objectives planners must keep in mind the organization's mission, environment, resources, and values. All of these play an important role in successful planning.

There are six steps in planning process (First picture on the right). The planning process is defined as the steps to define goals and making the best action plans to achieve it.



- **Defining goal**

Goal setting is the first and important step in the planning process. Goals are defined at the organizational, department, and individual level and are meant to be achieved in future in a specific time period. A goal can be short-term, mid-term or long-term. Plans are devised which are aimed at achieving these predefined goals. Goals specify what to achieve by defined rules, policies, process, resources, strategies, etc.

- **Collecting information**

Gathering information like facts and figures required to achieve goals is a necessary part of planning. Target audience, circumstances, market information, competitor's strategy, etc. are required to make a right and effective plan.

- **Analyzing information**

The next step in the planning process is interpreting information as per goals. Analyzing information includes organizing collected information as per importance, identifying accuracy and relevancy of information from different sources, its unique features, sources and reliability for the organization.

- **Making plan**

Once relevant information is collected and analyzed, the next step is to formulate a plan to achieve defined goals; the plan includes identifying different activities, required resources, timelines, etc. to implement a plan.

- **Implement plan**

Implementing a plan refers to allocate defined activities, resources, time guidelines to individuals. In this step, strategies and plans are converted into actions to achieve goals. Implementation of plans also requires allocation of responsibility in the team which is responsible for accomplishing the plan.

- **Monitor plan**

Once a plan is implemented, it's necessary to evaluate and monitor its effectiveness and impact according to desired goals.

Both planning and decision-making are connected to each other. These are the most important aspects of management functions. Planning requires a series of decisions to be incorporated in advance. The foundation of planning is decision-making. The role of a planner demands good decision-making abilities also as the planner has to take a lot of decisions simultaneously. So, decision-making is an important task in planning. Simultaneous and a number of decisions make a plan. In the absence of decision-making, it's not possible to answer what, how, when, and who is planning. To execute planned activities, decision-making is compulsory.

## DECISION-MAKING

**Decision making** was thought of as a management function all by itself, but now almost everyone places it with planning. Regardless of how you view it, decision making is a critical part of being an effective manager. Managers make dozens of decisions every day. Many are quite small but some are huge. Your success as a manager depends on how well you make decisions. A decision is a choice between alternatives and decision making is the process of choosing one alternative over the others. Making good decisions should be a process. It is a process of identifying problems and resolving them, or of identifying opportunities and taking advantage of them.

The process is made up of two components:

- **Judgment** – a process of evaluating alternatives
- **Choice** – a process of selecting a specific alternative to implement

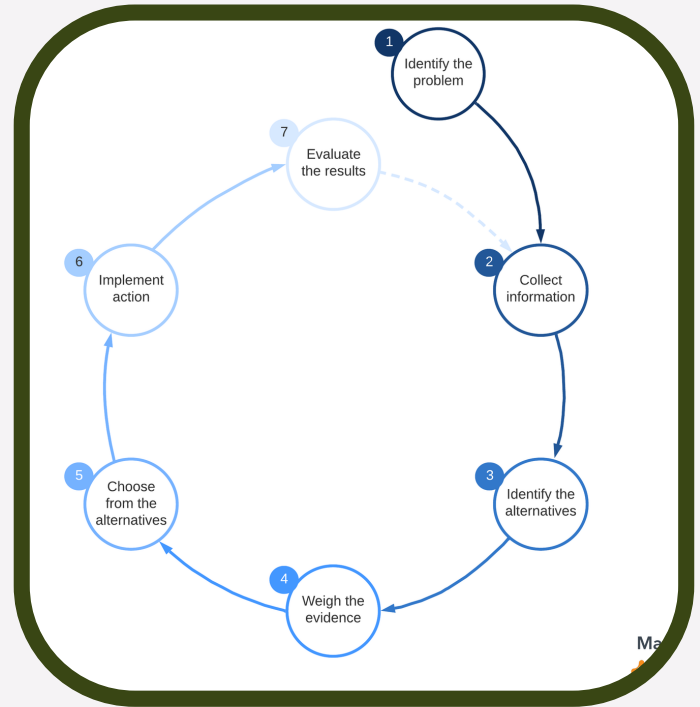
Judgment can occur without being followed by choice. However, some level of judgment will always precede choice.

### • Identify the decision

To make a decision, you must first identify the problem you need to solve or the question you need to answer. Clearly define your decision. If you misidentify the problem to solve, or if the problem you've chosen is too broad, you'll knock the decision train off the track before it even leaves the station. If you need to achieve a specific goal from your decision, make it measurable and timely so you know for certain that you met the goal at the end of the process.

### • Gather relevant information

Once you have identified your decision, it's time to gather the information relevant to that choice. Do an internal assessment, seeing where your organization has succeeded and failed in areas related to your decision. Also, seek information from external sources, including studies, market research, and, in some cases, evaluation from paid consultants.



The decision-making process is a step-by-step process allowing professionals to solve problems by weighing evidence, examining alternatives, and choosing a path from there. This defined process also provides an opportunity, at the end, to review whether the decision was the right one.

- **Identify the alternatives**

With relevant information now at your fingertips, identify possible solutions to your problem. There is usually more than one option to consider when trying to meet a goal—for example, if your company is trying to gain more engagement on social media, your alternatives could include paid social advertisements, a change in your organic social media strategy, or a combination of the two.

- **Weigh the evidence**

Once you have identified multiple alternatives, weigh the evidence for or against said alternatives. See what companies have done in the past to succeed in these areas, and take a good hard look at your own organization's wins and losses. Identify potential pitfalls for each of your alternatives, and weigh those against the possible rewards.

- **Choose among alternatives**

Here is the part of the decision-making process where you, you know, make the decision. Hopefully, you've identified and clarified what decision needs to be made, gathered all relevant information, and developed and considered the potential paths to take. You are perfectly prepared to choose.

- **Take action**

Once you've made your decision, act on it! Develop a plan to make your decision tangible and achievable. Develop a project plan related to your decision, and then set the team loose on their tasks once the plan is in place.

- **Review your decision**

After a predetermined amount of time—which you defined in step one of the decision-making process—take an honest look back at your decision. Did you solve the problem? Did you answer the question? Did you meet your goals?

## **SUSTAINABLE DEVELOPMENT IN BUSINESS - WHY DO THE SDGS MATTER FOR BUSINESS?**

Business is a vital partner in achieving the Sustainable Development Goals. Companies can contribute through their core activities, and we ask companies everywhere to assess their impact, set ambitious goals and communicate transparently about the results (written by Ban Ki-moon, United Nations Secretary-General).

Covering a wide spectrum of sustainable development topics relevant to companies – such as poverty, health, education, climate change and environmental degradation – the SDGs can help to connect business strategies with global priorities. Companies can use the SDGs as an overarching framework to shape, steer, communicate and report their strategies, goals and activities, allowing them to capitalize on a range of benefits such as:

- Identifying future business opportunities
- Enhancing the value of corporate sustainability
- Strengthening stakeholder relations and keeping the pace with policy developments
- Stabilizing societies and markets
- Using a common language and shared purpose



## REFERENCES AND MORE INTERESTING READING

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