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L'impatto della pianificazione strategica sulle performance organizzative

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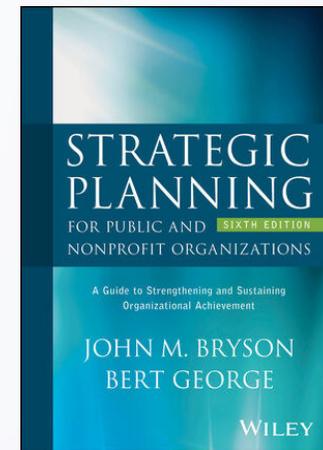
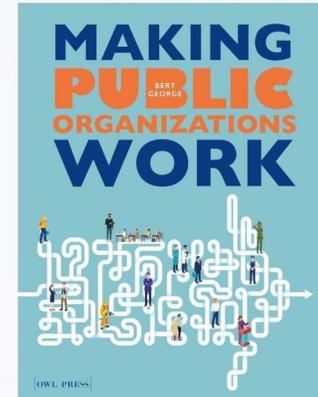
Prof. Bert George – brgeorge@cityu.edu.hk

Professor of Strategic and Behavioral Public
Management

Department of Public and International Affairs

Oggi parleremo di...

- Che cos'è la performance nel settore pubblico?
- Che cos'è la pianificazione strategica?
- Basandoci su evidenze reali, qual è la loro relazione?
- Quali sono le principali conclusioni e principi da tenere in considerazione?





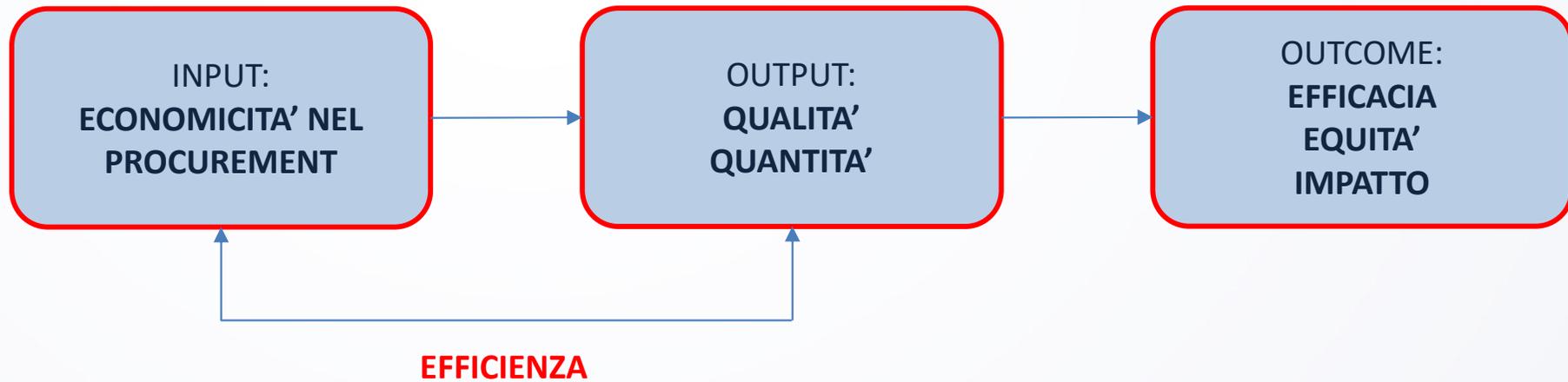
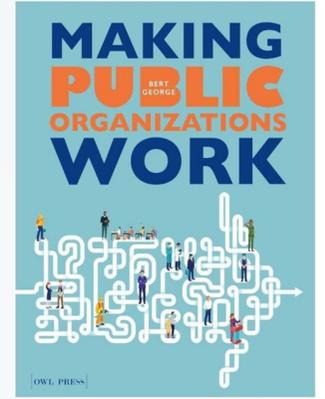
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Cos'è la performance nel settore pubblico?

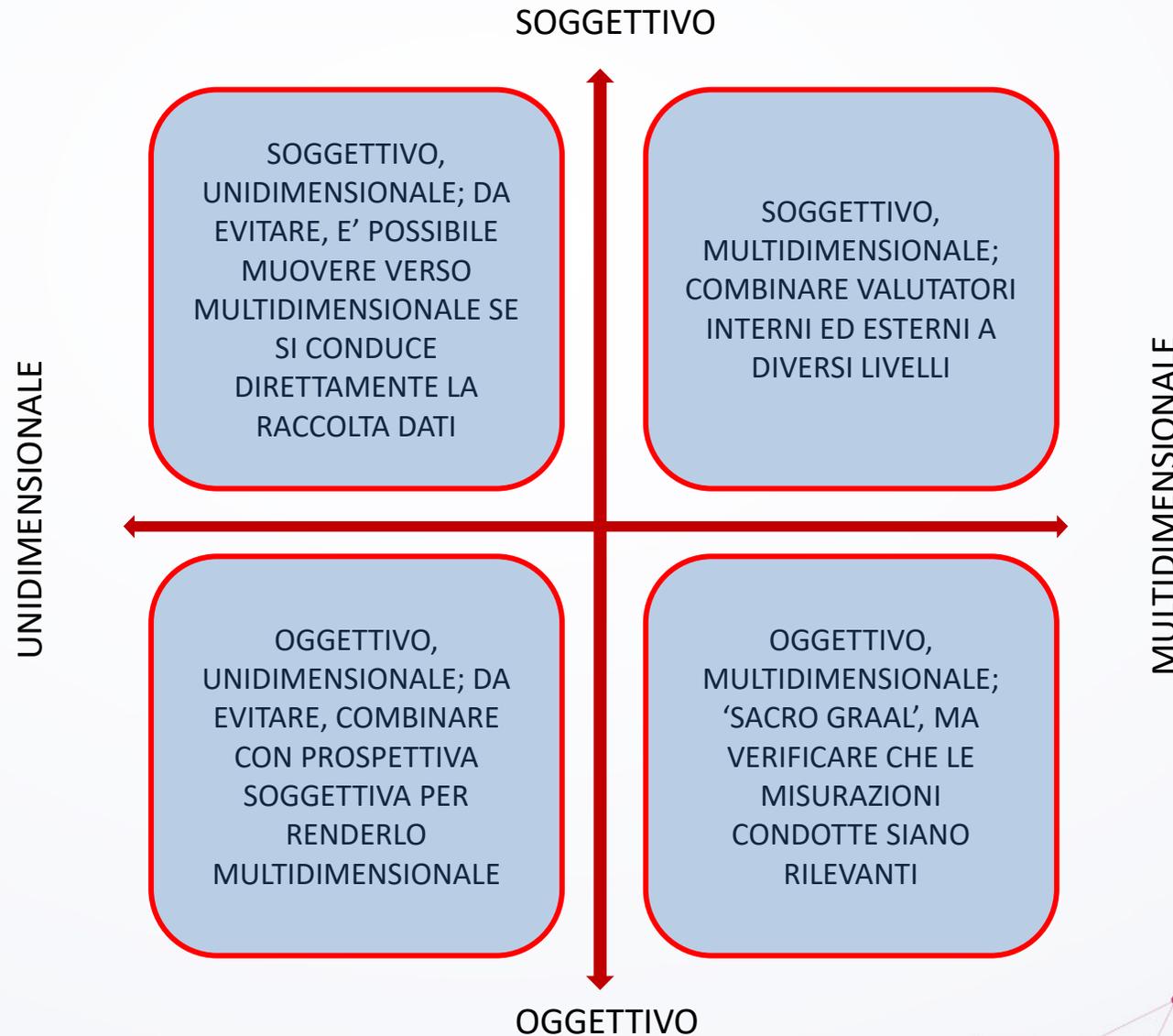
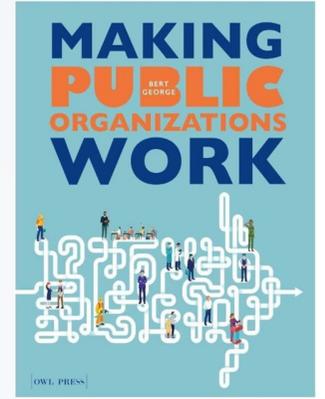
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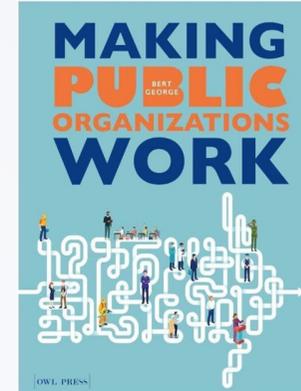
Un concetto multidimensionale



Diversi approcci alla misurazione



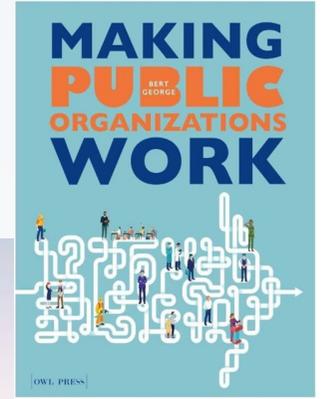
Rassegna di dimensioni e possibili approcci alla misurazione



DIMENSIONE	DEFINIZIONE	MISURAZIONE
ECONOMICITA' NELL'ACQUISTO	AMMONTARE DI RISORSE FINANZIARIE E UMANE IMPIEGATE	SPESE PER I SERVIZI, RISORSE SPESE SU RISORSE IMPEGNATE
EFFICIENZA	% DI OUTPUT RAPPORTATE AGLI INPUT	% FINANZIARIE COME PROXY – GLI ECONOMISTI USANO SPESO L'ANALISI DELLE FRONTIERE (CREARE UNA FRONTIERA CON LE ORGANIZZAZIONI PIU' EFFICIENTI COME COMPARAZIONE)
QUALITA'	MANTENERE LA QUALITA' DEL SERVIZIO	SODDISFAZIONE DEGLI UTENTI DI SERVIZI PUBBLICI
QUANTITA'	SERVIRE UN N. SUFFICIENTE DI UTENTI	NUMERO DI UTENTI CHE SI AVVALGONO DEI SERVIZI
EFFICACIA	REALIZZARE GLI OBIETTIVI STRATEGICI E DI POLICY	OBIETTIVI REALIZZATI SU OBIETTIVI STABILITI
EQUITA'	ASSICURARE CHE GLI UTENTI NON SIANO OSTACOLATI DA BARRIERE ECONOMICHE O SOCIALI	DIVERSITA' DEGLI UTENTI CHE SI AVVALGONO DEI SERVIZI
IMPATTO	CONSEGUENZE SUL TESSUTO SOCIALE DELL'EROGAZIONE DEI SERVIZI PUBBLICI	IMPATTI SOCIALI REALIZZATI DALLE ORGANIZZAZIONI PUBBLICHE
REATTIVITA'	REAGIRE AI FABBISOGNI DEGLI UTENTI	SODDISFAZIONE DEGLI UTENTI RIGUARDO GLI ENTI, POSSIBILITA' DI ESPRIMERE VALUTAZIONI
OUTCOME DEMOCRATICI	PROTEZIONE DEI VALORI DEMOCRATICI	FIDUCIA NEL SISTEMA PUBBLICO (INCLUDE: ACCOUNTABILITY E TRASPARENZA), RISPETTO DEI MANDATI E DELLE NORME
OUTCOME DI GOVERNANCE	LA PA COME PARTNER AFFIDABILE	SODDISFAZIONE DEI PARTNER CHE COLLABORANO CON LA PA; PERFORMANCE DEI NETWORK E DELLE COLLABORAZIONI



Quindi...



PART 1

Macro-level:
Managing reforms,
performance and
values

Colpire il target...
Ma mancare l'obiettivo.



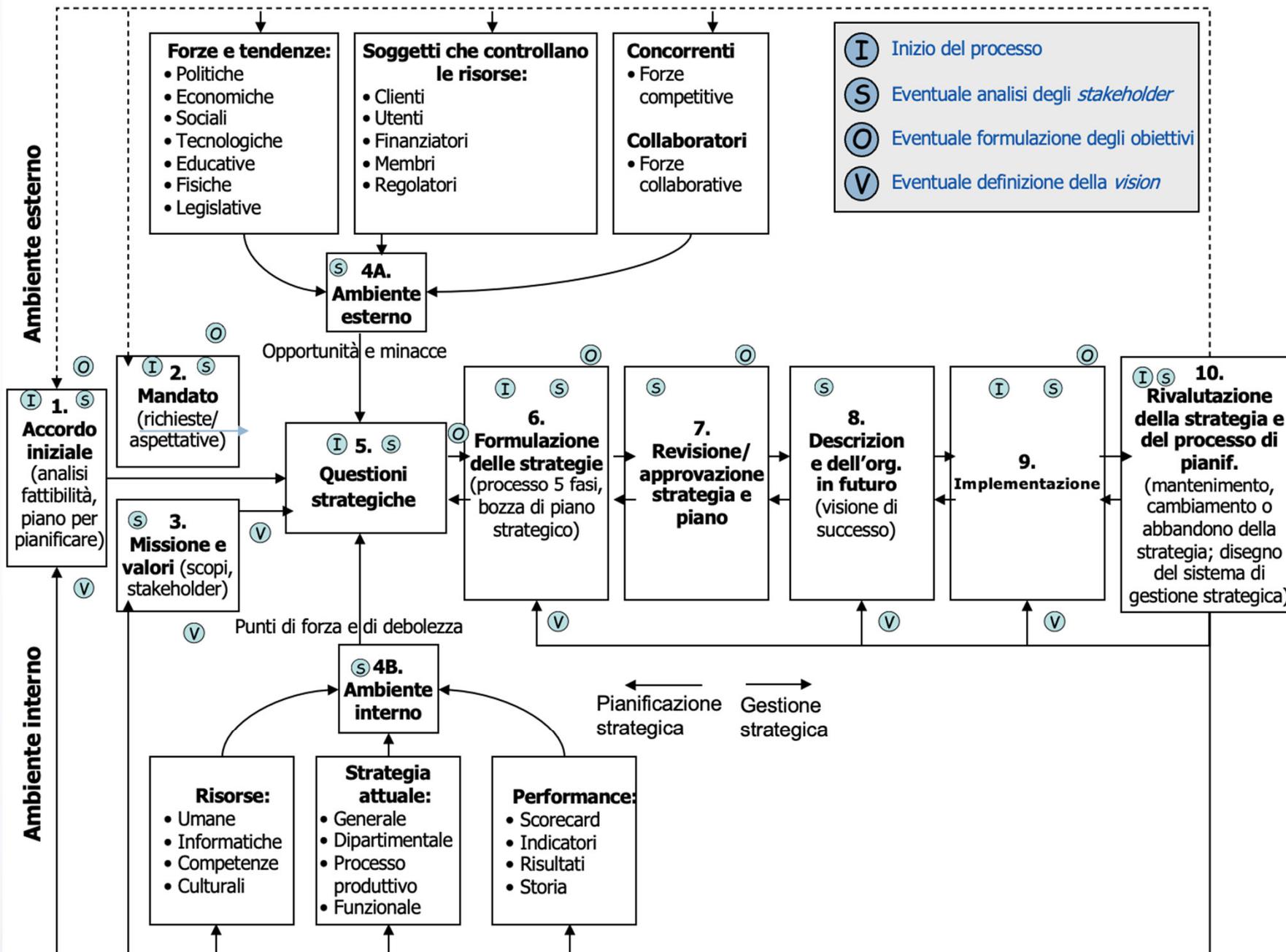
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Cos'è la pianificazione strategica?

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Il Ciclo del Cambiamento Strategico



Abstract

Strategic planning is a widely adopted management approach in contemporary organizations. Underlying its popularity is the assumption that it is a successful practice in public and private organizations that has positive consequences for organizational performance. Nonetheless, strategic planning has been criticized for being overly rational and for inhibiting strategic thinking. This article undertakes a meta-analysis of 87 correlations from 31 empirical studies and asks, Does strategic planning improve organizational performance? A random-effects meta-analysis reveals that strategic planning has a positive, moderate, and significant impact on organizational performance. Meta-regression analysis suggests that the positive impact of strategic planning on organizational performance is strongest when performance is measured as effectiveness and when strategic planning is measured as formal strategic planning. This impact holds across sectors (private and public) and countries (U.S. and non-U.S. contexts). Implications for public administration theory, research, and practice are discussed in the conclusion.

Tre caratteristiche di design della pianificazione strategica

- Formalità: cfr. i diversi passaggi nel modello – sono stati intrapresi?
- Partecipazione: Le S nei passaggi: i diversi stakeholder hanno preso parte lungo il ciclo di pianificazione?
- Completezza: cfr questioni strategiche e formulazione delle strategie – sono state formulate diverse opzioni prima di fare una scelta? Il piano strategico è integrato lungo tutta l’organizzazione?





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Quale relazione?

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Abbiamo svolto una meta-analisi delle evidenze esistenti



RESEARCH ARTICLE | Open Access |

Does Strategic Planning Improve Organizational Performance? A Meta-Analysis

Bert George Richard M. Walker, Joost Monster

First published: 15 October 2019 | <https://doi.org/10.1111/puar.13104> | Citations: 118

SECTIONS

PDF TOOLS SHARE

Abstract

Strategic planning is a widely adopted management approach in contemporary organizations. Underlying its popularity is the assumption that it is a successful practice in public and private organizations that has positive consequences for organizational performance. Nonetheless, strategic planning has been criticized for being overly rational and for inhibiting strategic thinking. This article undertakes a meta-analysis of 87 correlations from 31 empirical studies and asks, Does strategic planning improve organizational performance? A random-effects meta-analysis reveals that strategic planning has a positive, moderate, and significant impact on organizational performance. Meta-regression analysis suggests that the positive impact of strategic planning on organizational performance is strongest when performance is measured as effectiveness and when strategic planning is measured as formal strategic planning. This impact holds across sectors (private and public) and countries (U.S. and non-U.S. contexts). Implications for public administration theory, research, and practice are discussed in the conclusion.

Integrazione dell'evidenza
quantitativa esistente

Analizziamo diversi campioni,
stimando l'effetto
dimensionale delle
popolazioni oggetto di analisi

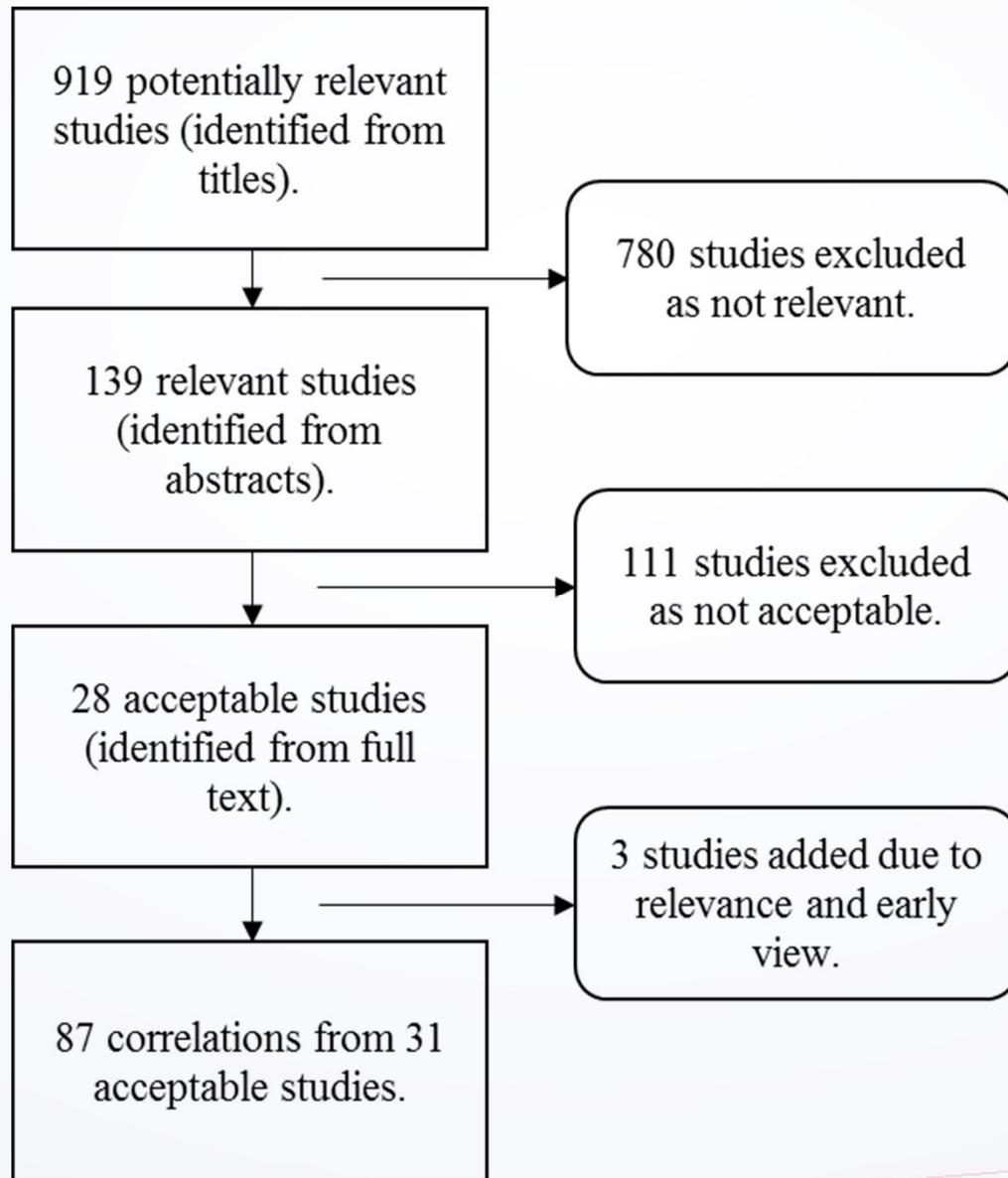
Il metodo è cruciale per le
decisioni pubbliche basate
sulle evidenze empiriche

Premio Louis Brownlow (ASPA)

Citato dalla Casa Bianca USA
(amm.ne Biden!)

CityU

Evidenze da circa 9,000 organizzazioni



Processo di revisione sistematica della letteratura

Studi pubblicati nei database W-o-S e SSCI

16 sul settore privato,, 10 sul settore pubblico e 5 su entrambi

14 dagli USA, 15 non-USA e 2 in entrambi

Abstract

Strategic planning is a widely adopted management approach in contemporary organizations. Successful practice in public and private organizations is rare. Nonetheless, the positive impact of strategic planning on organizational performance is measured in 31 empirical studies. A random-effects meta-analysis of these studies shows a significant positive impact of strategic planning on organizational performance. This impact is measured in on-U.S. contexts). This impact is discussed in the

Risultati?

Table 2: Results of meta-analysis.

Correlations	Population effect size	CI 95	Chi ²	I ²	Tau ²	z
87	.229	[.186, .271]	1020.60***	91.6%	.032	10.58***
31	.255	[.177, .333]	342.94***	91.3%	.041	6.39***

[†]p < .10, *p < .05, **p < .01, ***p < .001

Complessivamente, la pianificazione strategica ha un effetto significativo e positivo sulle performance

In termini di intensità dell'effetto, non è nè trascurabile nè basso ma moderato

In altri termini, sulla base delle evidenze disponibili la pianificazione strategica supporta la realizzazione delle performance anche se non è una soluzione immediata

Abstract

Strategic planning is a widely adopted management approach in contemporary organizations. Underlying its popularity is the assumption that it is a successful practice in public and private organizations that has positive consequences for organizational performance. Nonetheless, strategic planning has been criticized for being overly rational and for inhibiting strategic thinking. This article undertakes a meta-analysis of 87 correlations from 31 empirical studies and asks, Does strategic planning improve organizational performance? A random-effects meta-analysis reveals that strategic planning has a positive, moderate, and significant impact on organizational performance. Meta-regression analysis suggests that the positive impact of strategic planning on organizational performance is strongest when performance is measured as effectiveness and when strategic planning is measured as formal strategic planning. This impact holds across sectors (private and public) and countries (U.S. and non-U.S. contexts). Implications for public administration theory, research, and practice are discussed in the conclusion.

Risultati?

Table 3: Results of meta-regression analysis.

Moderators	Coefficient	Robust standard error	CI 95
Constant	.417**	.108	[.197, .637]
Strategic planning (formality is reference)			
Comprehensiveness	-.011	.045	[-.102, .080]
Participation	-.129*	.058	[-.247, -.010]
Organizational performance (effectiveness is reference)			
Efficiency	-.357**	.125	[-.612, -.102]
Outcomes	-.199	.121	[-.446, .047]
Responsiveness	-.061	.167	[-.402, .280]
Multiple	-.150	.097	[-.348, .049]
Financial performance	-.141	.102	[-.350, .068]
Sector (private is reference)			
Public sector	.068	.070	[-.076, .211]
Both	.159	.110	[-.066, .384]
Country (US is reference)			
Non-US	.027	.071	[-.117, .172]
Both	-.085	.067	[-.222, .052]
Data source (common is reference)			
Distinct source	-.164*	.063	[-.293, -.035]
Number of observations		87 correlations	
F-value		48.25***	
R ²		.7127	
Root MSE		1.0523	

*p < .10, *p < .05, **p < .01, ***p < .001
Standard errors are clustered at the study level (N = 31)

La formalità e la completezza della pianificazione strategica sono entrambe rilevanti

La partecipazione degli stakeholder *riduce* l'impatto della pianificazione. Perché..?

Soprattutto l'efficacia è impattata dalla pianificazione (meno l'efficienza)

La performance auto-valutata è impattata in modo *maggiore*

By adopted management approach in contemporary organizations, assumption that it is a successful practice in public and private consequences for organizational performance. Nonetheless, need for being overly rational and for inhibiting strategic meta-analysis of 87 correlations from 31 empirical studies improve organizational performance? A random-effects planning has a positive, moderate, and significant impact meta-regression analysis suggests that the positive impact of performance is strongest when performance is measured planning is measured as formal strategic planning. This and public) and countries (U.S. and non-U.S. contexts). on theory, research, and practice are discussed in the



Un'analisi più completa?

INTERNATIONAL PUBLIC MANAGEMENT JOURNAL
<https://doi.org/10.1080/10967494.2023.2271901>

 **Routledge**
Taylor & Francis Group

 Check for updates

Strategic planning in public organizations: reviewing 35 years of research

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^aDepartment of Public Governance and Management, Ghent University; ^bDepartment of Public and International Affairs, City University of Hong Kong

ABSTRACT

Strategic planning's popularity in public organizations cannot be denied, with legislative initiatives even making it mandatory for certain public organizations. Due to strategic planning's continued popularity in practice, recent years have seen a surge in research on the topic. A synthesis of said research is necessary to identify empirical, conceptual, theoretical, and methodological challenges that remain to be tackled. Drawing from a systematic review of 75 studies through a Strategy-as-Practice lens, this paper contributes to public management theory, research, and practice in three significant ways. First, it provides a structured synthesis and integration of a growing and disparate body of literature, offering a roadmap for future research on strategic planning in public organizations. Second, it proposes a middle-range theoretical framework that captures the complex and dynamic nature of strategic planning in public organizations, providing insight into how strategic planning is conducted and why it may or may not work in certain contexts. Finally, it offers practical relevance for public managers and other public professionals by providing an overview of the various strategic planning choices available and how to optimize them according to their unique contexts and desired outcomes.

ARTICLE HISTORY

Received 15 December 2022
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L'insieme degli impatti studiati e collegati alla pianificazione strategica

I diversi approcci al 'fare' pianificazione strategica

Outcome prossimi e distanti come uno schema per immaginare l'impatto di lungo termine (e le finalità)

Necessario un approccio 'a configurazioni'

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Pianificazione strategica – fare le cose in modo giusto e fare le cose giuste?

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Cosa abbiamo imparato?

- Dal momento che la performance è un concetto multidimensionale, quali dimensioni prendere in esame? Prossime vs distanti? Come personalizzare l'approccio per farlo collimare nel tempo con gli scopi dell'ente? Come misurare l'impatto (quali dati)?
- La pianificazione strategica dovrebbe essere strategica, includendo un focus sul modello nel suo complesso (mandati, mission...), l'ambiente, le capacità, le questioni strategiche, etc. E su quando *aprire* ma anche quando *chiudere*...
- La pianificazione strategica non dovrebbe mirare a costruire evidenze sulla base delle policy - sono necessarie divergenze e convergenze; dinamiche di gruppo, leadership e processi sociali contano
- Collegamento con il processo continuo di gestione strategica



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Fine del keynote

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