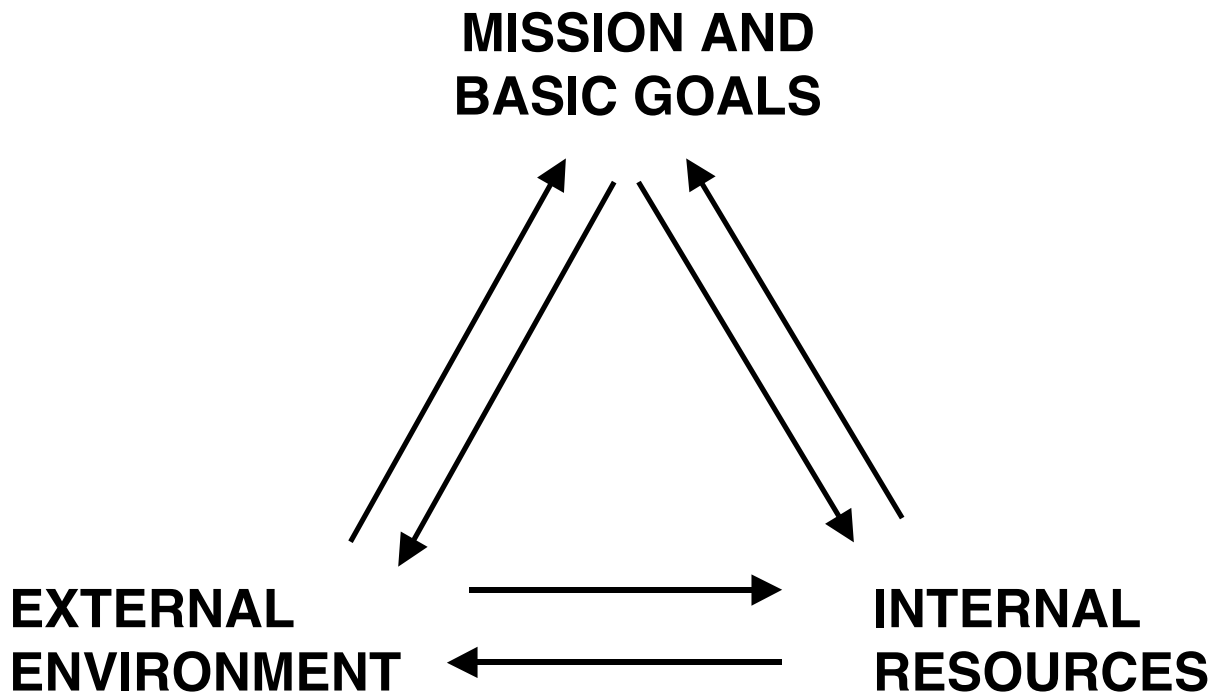


Introduction to Strategic Planning

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Strategy Triangle



Strategy is the match between an organization's resources and skills, and the environmental opportunities and risks it faces and the purpose it wishes to accomplish.

Strategic Planning

"Where there is no vision, the people perish"
Proverbs 29:18

ELEMENTS:

- Mission: values, beliefs, purpose, basic goals
- Organizational Assessment
 - strengths
 - weaknesses
- Environmental Assessment
 - threats
 - opportunities
- Analysis
 - strategic issues
 - strategic directions
- Strategic Plan
 - goals
 - strategy(s)
 - action plans
 - program

WHY DO STRATEGIC PLANNING

1. requires you to ask and answer questions important to the organization
2. enables you to set goals
3. forces you to set priorities
4. provides framework for decision making
5. provides basis for measuring performance
6. vehicle for involving board, staff and members
7. common framework and language about problems central to the organization
8. requires you to take systems approach
9. puts emphasis on action instead of reaction
10. forces you to invest in the future

Planning cannot be separated from implementation, and depends upon continuous feedback.

"When evil men plot, good men must plan"
Martin Luther King

Team Effectiveness

Interdependent Task

(Defines the Team)



Goals

(Mission, Goals, Priorities)



Roles

(Who does what?)



Procedures

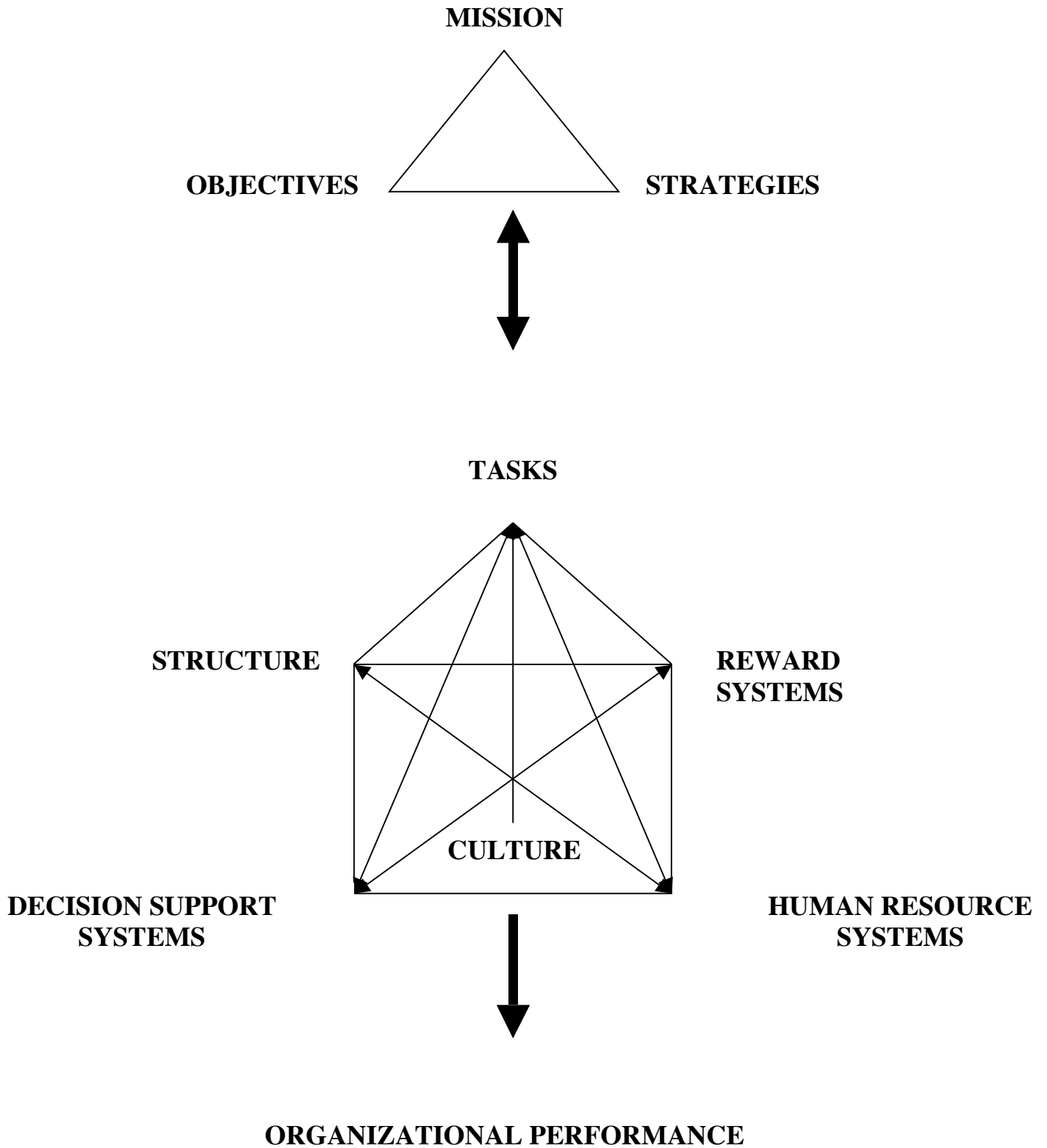
(How does the work get done?)



Interpersonal Relationships

(How people feel about each other?)

Strategy Implementation



Understanding Change

$$\mathbf{C} = \mathbf{D} \times \mathbf{V} \times \mathbf{S} \times \mathbf{R}_1 > \mathbf{R}_2$$

change dissatisfaction or need for change shared vision strategy or 1st steps resources: leadership, organization, communications resistance to change