

Strategic Thinking



- The planning *process* can be as important as the resulting plan; it is an opportunity for generating input by and momentum among the leadership and staff.
- Keep it practical --- too much brainstorming and too many goals lead to resource depletion and frustration.
- The plan is dynamic, not static --- undergoing continuous review and change as issues and opportunities arise.
- Quality, not quantity or length, should guide the plan.
- Everyone should commit to advancing the mission, vision, values, goals and strategies on behalf of stakeholders and members.

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Strategic Planning Terminology

STRATEGIC PLAN

A process and resulting document to guide the organization. A roadmap for the leadership, staff and committees.

Some of the best plans are only a few pages. Format it so it is easy to read and serves as a PR document.

MISSION

The mission statement is the reason for the organization's existence; its purpose.

Crisp and short; easy to articulate and clearly understood.

VISION

Vivid description and aspiration to describe how the organization desires to be perceived.

For example, "the most credible resource and united voice of the industry."

VALUES

Guiding principles for the organization.

For example: integrity, customer focus, transparency and diversity.

GOALS

The core competencies and desired outcomes.

Identify 3 to 7 realistic, well-stated goals for the organization.

STRATEGIES

The programs and projects for achieving the goals.

Be realistic, yet creative, in setting ways to advance the goals.

TACTICS

Identification of deadlines, delegation and key performance measures.

Precise aspects of the plan; often identified *after* the planning team has concluded their efforts.

ACTION PLAN

A detailed document to support the broader strategic plan.

Create a business plan or matrix to monitor progress of the plan.