Strategic Planning
Building Connections:
Community Leadership Program

What is Strategic Planning?
• Determines where an organization is going over the next year or more
• Is a management tool

Why Do a Strategic Plan?
• To focus energy
• To ensure that members of the organization are working toward the same goals
• To adjust the organization’s direction in response to a changing environment

The Strategic Planning Process
• Disciplined – to keep focused
• Raises sequenced questions that help planners anticipate the future environment of the organization
• Is about fundamental decisions and actions that will shape the future
Inside-Out Planning vs. Outside-In Planning

(Kaufman & Herman, 1991)

Inside-Out Planning
- The organization is the primary client.
- Looks from within the organization outside into the operational world.
- The focus is on the good of the organization.
- It is primarily REACTIVE.
- Typically addresses the mission, goals and purposes.

Outside-In Planning
- Society is the primary audience.
- Looks into the organization from outside.
- It is primarily PROACTIVE.
- Constructively challenges the status quo (may cause discomfort to current employees).
Integrating Both

- Outside-in approach first
  - What educational world do we want to live in?
- After setting the vision implement the Inside-out approach
  - To ask “What is” vs. “What should be”

Making Sense of This

SOCIETY AS CLIENT (USER)

→

ORGANIZATION AS CLIENT (USER)

→

SUBORDINATE AS CLIENT (USER)

→

SPECIFIC PLAN FOR ORGANIZATION

Regardless of User Group...

Strategies for generating ideas and prioritizing needs and issues
- Brainstorming
- Nominal Group Technique
  - 100 Votes
  - Multivoting

Brainstorming

- Group freely exchanges ideas and generates lots in response to an open-ended question

When to use:
- When you want to generate a large number of ideas or gather a lot of information for decision-making, priority setting or planning
- When you want all participants to contribute freely
- When you want to inspire creativity
Strategic Planning

Guidelines for Brainstorming
- Clearly frame an open-ended question
- Do not censure or make judgments about ideas
- List all ideas on a flip chart
- Encourage “hitchhiking”
- Focus on quantity
- Stay loose
- The best comes last

Nominal Group Technique
- Effective way to make pooled judgments or decisions in groups that meet face-to-face.
- **When to use:**
  - When you want to generate a lot of ideas and ensure all members participate freely without influence from other participants
  - When you need to identify priorities or select a few alternatives for further examination

Guidelines for NGT
- Provide tables for participants
- Develop the focus question
- Silently brainstorm ideas
- Round-robin sharing of ideas
- Discuss and clarify all ideas on the flip chart
- Rank alternatives
- Discuss ranked items
- Rank items again
- Discuss final rankings
- Format for sharing results

100 Votes
- **When to use:**
  - When you have a list of options and need to set priorities
  - When you want an indication of the priorities of the group
Guidelines for 100 Votes
- Brainstorm a list of options
- Review the list
- Ask participants to vote
- Total the votes for each item
- Identify items that are the highest priority
- Select priorities

Multivoting
- When to use:
  - When the group has a long list of possibilities and wants to narrow it down
  - When a selection process needs to be made after brainstorming

Guidelines for Multivoting
- Brainstorm a list of options
- Review the list
- Participants vote for the ideas worthy of further discussion
- Identify items for next round of voting
- Vote again.
- Repeat steps 4 and 5
- Discuss remaining ideas
- Proceed with appropriate actions

Putting it All Together
- Look for overlap if multiple groups are used.
- Where are themes consistent?
- Develop plan for organization based on consistencies.
Role Play Exercise

Address this situation

Your organization has received $1 million to fund educational needs in this county. Following the methods of Brainstorming, Nominal Group Technique, 100 Votes/Multivoting, decide how the organization should spend the money for education.