

Module 1

STRATEGIC PLANNING



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An Overview for Workshop Participants

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Strategic vs Business Planning

This module introduces the management concept of strategic planning. Strategic planning is a management technique intended to identify the strengths and weaknesses of the organization, the challenges and opportunities facing it, and its vision of the future and how it will seek to achieve its vision. Strategic planning focuses on the organization's long-term goals, assesses its capabilities to achieve those goals, examines environmental factors that may affect the organization, and identifies strategies designed to move the organization forward.

Strategic planning may sound similar to the business planning process adopted by the Alberta government, but differs in a few key ways. The critical distinction is that strategic planning is more of a planning technique intended to get the organization thinking strategically with a long-term perspective, while business planning builds from the strategic planning process and provides clarification of shorter-term actions necessary to achieve the desired future. The common thread for both processes is adopting a strategic mindset, where the organization focuses on the results to be achieved.

The business planning process adopted by the Alberta government is actually a hybrid of the two planning approaches. Similar to strategic planning, business planning in Alberta included identifying the organization's vision of the future and its core businesses. This required ministries to think strategically about the fundamental activities which define the ministry's reason for existence. The business planning elements provided details on what the ministry would do over the next three years, focusing on the strategies and operational activities it would implement to achieve its vision. The business plans also included measures of progress towards the ministry's goals, and identified the resources allocated in pursuit of the desired future.

At first glance, the Province of Alberta's efforts to respond to an ever worrisome debt load would seem to have little in common with the City of Calgary's attempts to cope with a rapidly growing economy and population. But a closer look reveals that both have used a process called strategic planning to help them take stock of their situations, set realistic goals, and figure out how to go about achieving them.

Strategic planning is a powerful tool for setting priorities and making informed decisions about the future. While the process has its roots in the private sector, provincial and local governments are increasingly turning to strategic planning to help them use their resources wisely in a rapidly changing environment.

Planning is certainly not new to government. Most of you have probably prepared operational plans or budgets, detailing what you intend to do in the coming year. And it is likely that many of you have prepared long-range or “comprehensive” plans. But strategic planning differs from these more commonly used forms of planning. Strategic planning:

- Emphasizes strategic thinking and acting, not the production of a planning document.

- Focuses on the future. It is designed to help an organization envision a desirable and attainable future.
- Takes a proactive approach to management. It is more than simply anticipating changes and reacting to them. Organizations that manage strategically seek to interact with and shape their environment so that they can successfully attain their goals and realize their vision.
- Is action-oriented and focused on achieving results.
- Draws attention and resources to the most critical issues facing an organization rather than trying to address all issues at once.
- Places greater emphasis on the formation, maintenance and alignment of broad-based coalitions of individuals and organizations—often across jurisdictional boundaries—to work towards common goals.

Strategic planning has been described as a guide map to “what an organization is, what it does, and why it does it.”¹ Through the strategic planning process, you will be asked to address such key questions as:

- What business are we in?
- What is our vision of the future?
- What are our underlying purposes, directions, and values?
- What do we do best?
- Who are our stakeholders?
- Who are our target clientele?
- How well are we performing?
- Are we satisfying our key interests?
- What opportunities or threats exist that we should exploit or avoid?
- What weaknesses should be corrected?
- Are we productive and effective in what we do? How do we know?
- Do we learn from our experience?

By focusing attention on these basic organizational questions, strategic planning often involves or results in fundamental changes in organizational culture, image, mission, and direction.

Why Undertake Strategic Planning?

Sometimes a crisis—whether an announcement of a major plant closing or rapid growth that threatens to overwhelm existing facilities—jars a government into taking a more strategic look at its future. And sometimes it is the wish to get away from just such crisis-driven decision making that prompts strategic planning initiatives.

While it certainly cannot be regarded as a panacea or a quick fix, a well-conceived strategic planning process can help you:²

- Clarify future direction;
- Establish priorities;
- Develop effective strategies;
- Consider the future consequences of your decisions;
- Deal effectively with rapidly changing circumstances;
- Improve internal management and organizational performance;
- Build internal teamwork and expertise;
- Build external partnerships and increase co-ordination; and
- Strengthen relationships with clients and customers.

Reasons for developing strategic planning in Alberta relate to concerns of Albertans about the value they are receiving for their tax dollars. Citizens also expect the services provided by government to be of top quality and to

enhance their quality of life. The fundamental questions of program quality and effectiveness are addressed in determining whether government programs are improving Albertans' quality of life. The determination of value may require a qualitative description rather than a quantitative measure.³

Strategic planning and performance management are reform efforts to improve resource allocation, other policy decisions, public management and to help rebuild confidence in government.⁴

Most importantly, the process, if properly designed and managed, can improve the decision making process, leading to better public policy choices.

Why Did the State of Texas Turn to Strategic Planning?

- To move away from crisis driven decision making by establishing statewide direction in key policy or functional areas;
- To provide a basis for aligning resources in a rational manner to address the critical issues facing the state now and in the future;
- To make state government more responsive to the needs of Texans by placing greater emphasis on benefits and results rather than just service efforts and workload;
- To bring focused issues to policymakers for review and debate;
- To provide a context to link the budget process and other legislative processes with priority issues, and to improve accountability for the use of state resources;
- To establish a means of co-ordinating the policy concerns of public officials with implementation efforts and to build interagency, intergovernmental and public/private/non-profit partnerships; and
- To provide a forum for communication between service providers and the constituents they serve.⁵

Strategic Management

Strategic planning is increasingly seen as a basic tool of good management. Strategic “management” is an ongoing process that integrates strategic planning with other management systems. It is externally oriented, issue-focused and opportunity-seeking.

By expanding beyond the notion of strategic planning as an “exercise” that the organization goes through (as indicated by comments such as “we’ve done strategic planning” or “here is a copy of our strategic plan”) and by incorporating the concepts and tools of quality management (customer-focus, continuous process improvement, and employee involvement), benchmarking best practices (see Module 2), performance measurement (see Module 3), and performance-based budgeting (see Module 5) into its strategic planning process, an organization can realize the real potential of strategic planning. That is, an organization can:

- Constantly learn from its environment and adapt accordingly;
- Become mission-driven, integrating its vision and mission with its goals and objectives, performance measures, budget, job descriptions, and employee performance appraisal systems;
- Become customer-focused;
- Build teamwork;
- Gain credibility and trust as an organization; and
- Achieve excellence.

The Strategic Planning Process

There is no one best way to approach strategic planning. The strategic planning process can be undertaken at virtually any level—a department, organization, program, and/or the entire community (a city, county, region, or state). Processes are often as simple as an annual retreat in which departmental staff or a city council goes away for two or three days to assess where they are, where they want to be, set goals and decide among alternative strategies.

On the other end of the spectrum are large scale US examples like “Oregon Benchmarks” and “Minnesota Milestones”—processes that were statewide in scope and involved complex, long-term organizational structures, staffing and support. In between you can find numerous examples of city or countywide strategic planning processes.

In Alberta, business planning in the government is part of Alberta's commitment to be open and accountable to the public. The over-all process is reflected in the annual Government and Ministry business plans. In Figure 1., *A Framework for Accountability*, the Auditor General of Alberta illustrates the fit of the strategic planning process into the over-all accountability framework.

Regardless of the approach, successful, *results-driven* strategic planning addresses four major questions:

1. Where are we now?
2. Where do we want to be in the future?
3. How will we get there?
4. How do we measure our progress?

(See *Figure 2*, page 6.)

Strategic planning is often depicted as a linear process, with one step flowing logically to the next. In actual practice, however, successful strategic planning demands continuous learning from both successes and failures. Key steps include:

Figure 1.

A Framework for Accountability

A Government Accountability Framework

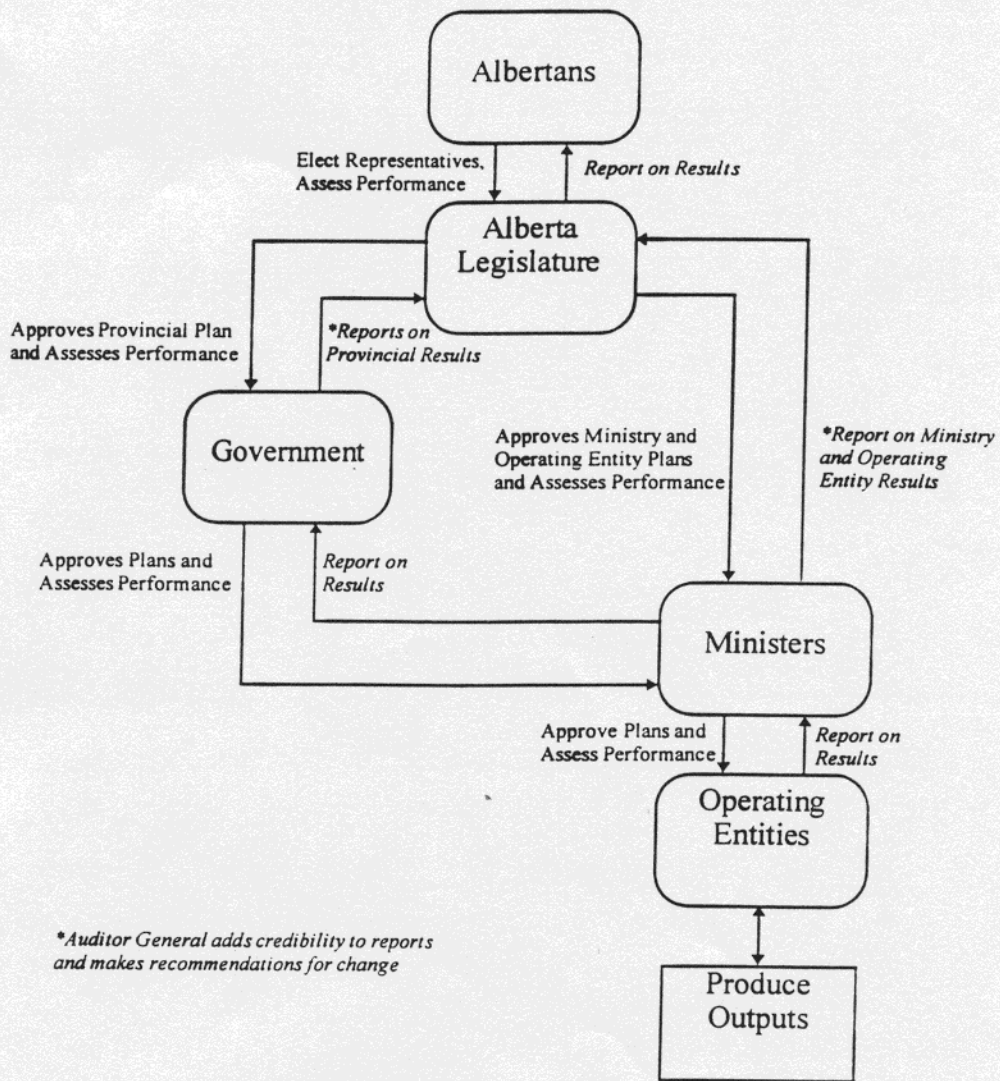


Figure 2

Goal, Objectives and Performance Measures as Elements of Strategic Planning



Source: State of Arizona, *Strategic Planning Workshop*, 1994

Step One: Planning to Plan.

This is the critical first step in which the organization assesses its readiness to engage in strategic planning and designs a planning process to match its purposes, resources, and political environment.

Before moving ahead, key players need to come to an agreement regarding the:

- Purpose of and need for the effort;
- Organization's readiness, in terms of staff and financial resources, culture and commitment;
- Form and timing of any reports;
- Commitment of technical and financial resources;
- Steps/process to be followed; and the
- Organizational arrangement to be used to carry out the planning process.

The most common organizational arrangement involves the formation of a steering committee along with a number of task groups. The steering committee is generally responsible for overall direction and decision making. Task groups typically make recommendations to the steering committee based on in-depth examinations of particular issue areas.

Step Two: Gaining and Sustaining Commitment.

Identifying and involving key stakeholders, whether legislators, government employees, or citizens, is essential to strategic planning. Be sure to conduct a broad search in order to prevent turning up just the "usual suspects." In fact, you might consider forming a special public involvement or outreach committee to plan, organize and implement involvement activities.

Techniques that governments have used to involve citizens and other stakeholders in the planning process include:⁶

- Surveys, media announcements, descriptive brochures and community meetings at the launching of the strategic planning process.
- Public meetings, focus groups, surveys, periodic newsletters, newspaper inserts and electronic town meetings at key decision points in the process—not only to provide reactions to pending decisions but to guide future tasks as well.
- Hot lines, speakers' bureaus and facilitation services throughout the process to respond to inquiries and organize discussions.

Sustaining stakeholders' commitment is equally important. Keys to sustaining commitment are to:

- Continually and visibly demonstrate the commitment of the organization and key players to the process;
- Make the process meaningful and high profile;
- Set a realistic timetable;
- Set realistic and appropriate expectations for those involved in the process;
- Use opportunities to celebrate milestones;
- Look for and exploit opportunities for quick, interim successes; and
- Continually communicate what is going on to those in the organization or broader community.

Step Three: Analyzing Customer and Stakeholder Needs and Desires.

Just as successful businesses pay close attention to the needs of their customers, governments are also adopting a customer orientation. This means seeking the advice of customers and other stakeholders early on in the planning process.

Customer and stakeholder input is particularly important in defining the organization's vision, mission, values and also can help in identifying gaps between expectations and current performance.

Step Four: Analysis of Organizational Strengths, Weaknesses, Opportunities and Threats.

In order to develop realistic plans, you need to take a hard look at your organization's internal strengths and weaknesses, as well as scan the external environment for potential opportunities and threats that you may face in the future.

The examination of internal strengths and weaknesses should focus on issues such as the organization's structure, its culture, its employees and its fiscal status. Sources of information may include:⁷

- Employee surveys
- Customer surveys
- Policy development files
- Internal databases
- Budget requests
- Annual reports
- Program evaluations
- Agency audit recommendations
- Internal plans

The external assessment is an equally important feature of the strategic planning process—and one which distinguishes it from other more commonly used planning practices. It represents an attempt to see where the organization stands in the context of past trends, current realities and future possibilities.

External factors which can have a powerful effect on a community or organization include population shifts, economic conditions, regulatory changes and technological developments. Sources of information may include:⁸

- Federal and provincial government statistical reports and databases
- Federal, provincial and local government legislation, regulations, budgets, policy statements and special studies
- Court decisions and actions
- National and regional professional associations or organizations
- Interest or advocacy groups
- Media
- University and college resource centers
- Agency advisory and governing boards

Step Five: Setting a Strategic Direction.

Understandably, we often lose sight of our organization's broad purposes in the crush of day-to-day demands on our time. Strategic planning allows us to step back from our everyday tasks and ponder this bigger picture—to set a strategic direction for the organization by articulating our values, vision and mission.

Why is setting a strategic direction so important? Because it creates an organizational identity. Knowing “who we are” and what we are trying to achieve:

- Helps us set priorities among competing demands for time;
- Helps us make judgments about how to handle specific tasks or customers;
- Helps build a sense of teamwork and morale among staff; and
- Imparts the long-term perspective needed to bring about a real change in conditions.

In sum, a well-defined and understood strategic direction “makes everyone’s job better—and everyone better at their job.”⁹

A *vision* statement has been described as “a view of a realistic, credible, attractive future...a target that beckons.”¹⁰ Good vision statements are inspirational, clearly understood and brief enough to remember.

There are a variety of approaches to developing a vision statement, including:¹¹

- Reviewing the analysis of strengths, weaknesses, opportunities and threats;
- Holding brainstorming sessions;
- Drawing graphic visions of the future;
- Conducting imaginary future trips through the agency or community;
- Pretending you are a planning committee from the future that is writing a report on accomplishments in the intervening years; and
- Exploring visions developed for other agencies or communities.

Vision Statement Government of Alberta

"A vibrant and prosperous province where Albertans enjoy a superior quality of life and are confident about the future for themselves and their children."

An organization’s *mission* is, quite simply, the reason for its existence. A good mission statement should address the following types of questions:

- Who are we?
- Whom do we serve?
- What are the basic purposes for which we exist?
- What basic problems were we established to address?
- What are we trying to achieve?
- What makes us distinctive or unique?

Mission Statement City of Goose Creek

The City of Goose Creek seeks to serve the needs of citizens for a safe, secure and healthy environment, facilitates planned, managed growth and economic development.

The Alberta government is committed to the following MISSION: "An open and accountable government that leads the province in achieving its vision and ensures Albertans have access to quality programs and services at an affordable cost."

An organization's *values* are those principles that guide its behavior. They define the organization's management style and rules of personal and agency behavior. Value statements often address such topics as:¹²

- Respect for both customers and employees;
- Ethical and professional standards of conduct;
- Equal opportunity policies; and
- An emphasis on quality services.

City Value Statement

- We treat each employee and citizen with honesty, consideration and respect.
- We are committed to keeping taxes and service charges reasonable.
- We always look for a better way.
- We know that an active partnership with the community is vital to our success.
- We know that the city is in the business of customer service and the citizens are our shareholders.
- Laws and regulations are necessary to promote the health, safety and welfare of our community and we apply them fairly and reasonably.

Step Six: Identifying Strategic Issues.

You will undoubtedly identify more issues than you can address and manage at one time. Setting priorities will allow you to focus on the most important and/or urgent issues.

Strategic issues are issues that are critical to the future of the organization—issues that *must* be addressed in order for the organization to carry out its mission. Perhaps in your organization these are pressing customer concerns, or perhaps they are high-profile public policy issues.

In order to identify your organization's strategic issues, you need to ask:

- What is the issue?
- Why is it an issue?
- Who says it is an issue?
- How do we know it is an issue?
- What factors make it a strategic issue?
- Can we do something about it?
- What are the consequences of failing to address this issue?

Step Seven: Developing Goals, Objectives and Performance Measures.

If you know where you are and where you want to go, you can begin to plot a course to that vision. *Goals* are one of the basic navigational tools that can help you chart the future direction of your organization. Goals are broad, issue-oriented statements that begin to focus actions towards clearly defined purposes. Goals are often tied to specific strategic issues, such as education or public safety.

As you develop goal statements, consider the following questions:¹³

- Are the goals in harmony with your organization's legislative mandate, vision, mission, and value statements?
Will achievement of the goals fulfill or help fulfill the vision and mission?
- Do the goals reflect your organization's strategic issues and priorities?
- Do the goals provide a clear direction for action?
- Are the goals long-range/unrestricted by time?

Alberta Treasury Goals for 1998-2001

1. A healthy sustainable financial position.
2. An accountable government.
3. A fair, competitive and simple provincial tax system managed efficiently and effectively.
4. Investment returns maximized and borrowing costs minimized subject to acceptable risk.
5. An efficient, fair and competitive capital market and an efficient and fair regulatory environment for financial institutions.
6. Quality financial services to Albertans throughout Alberta Treasury Branches, Alberta Municipal Financing Corporation and Alberta Pensions Administration Corporation.

The next step is to specify *objectives*, or expected accomplishments along the way. Objectives have been defined as “quantifiable interim steps toward achieving an agency’s long-range vision and goals. Linked directly to goals, objectives are measurable, time-based statements of intent. They emphasize the results of agency actions at the end of a specific time period.”¹⁴

Louisiana, as well as other jurisdictions that use the term, identify the criteria for well-written objectives by the acronym SMART:¹⁵

Specific. Objectives reflect specific accomplishments that are desired, not the ways (strategies) to accomplish them. All objectives should be capable of generating specific strategies or actions. An objective should also be detailed enough to be understandable and give clear direction to others.

Measurable. An objective must be measurable. It is at this level that a clear linkage is made to performance measurement (see Module 3 of this curriculum for more detailed information on performance measurement). To the extent that a goal has measurable objectives, the attainment of the goal itself can be measured.

Aggressive but Attainable. If objectives are to be standards for achievement, they must be challenging but realistic and within the ability of the organization to achieve. They ought not to demand the impossible. This is in contrast to the vision, or even goals, which may be beyond one organization’s capacity to achieve alone, and thus require aligned, co-operative efforts among multiple organizations.

Results-oriented. Objectives should specify results or outcomes, not ways to accomplish them.

Time-bound. Each objective should have a specific time frame for attainment.

Alberta Justice Objectives

Goal: To promote safe communities in Alberta.

Objective 1: Focus the resources of Alberta Justice on serious and violent crime.

Objective 2: Prevent crime through community policing.

Objective 3: Work with stakeholders to improve the administration of justice.

Unfortunately, having goals and objectives is not enough. Without a mechanism to assess progress and help correct course from time to time, many feel that it is doubtful that public organizations will meet their goals.

A successful strategic planning process builds in accountability for results—it does not treat evaluation as an afterthought, an exercise that is undertaken a year or more after the plan is completed. Performance measures should be included *as part of* the strategic plan and be used to assess progress towards goals and objectives over time.

Module 3 of this curriculum—Performance Measurement—provides a detailed discussion of performance measures and their development.

Sample Performance Measures Sanitation Department

Goal: To contribute to a clean and healthy environment through regular collection of refuse from properties within the city.

Objective: To maintain a high quality of service while minimizing customer inconvenience, ensuring that streets are rated as acceptably clean at least 90 percent of the time.

Performance Measures:

- Percentage of streets rated as acceptably clean
- Average customer satisfaction rating
- Percentage of customer complaints resolved within 24 hours

Step Eight: Devising Strategies and Action Plans.

Once you know where you are headed, the next step is to determine *how* to get there. Strategies are methods used to accomplish goals and objectives. More than one strategy may be needed to accomplish each objective.

You may want to begin by reviewing existing strategies. Do you think that they will meet your goals and objectives? Can they be modified to increase their effectiveness, or are entirely new initiatives needed? What types of strategies have other organizations used successfully to meet similar goals?

Evaluation of potential strategies will help you narrow down your choices. In making judgments about workable strategies, the following should be considered:

- Does the strategy reflect our legislative mandate, vision, mission and values?
- Is the strategy clearly linked to the accomplishment of a particular goal and objective?
- Is the strategy realistic given political considerations, staffing requirements, and costs?
- Is the strategy technically feasible?
- Will the strategy be accepted by key stakeholders?
- Is the strategy compatible with other strategies?

Step Nine: Implementing the Plan.

Once you have selected appropriate strategies, an action plan should be developed to provide detail on how each strategy will be implemented. Action plans should specify:

- Staff assignments
- Action steps
- Schedules and deadlines

- Cost and expenditure information
- Sources of funding

Communicating and marketing the plan need to be key components of the implementation process. “Business executives and agency directors can regale you with stories about marathon strategic planning retreats where they write and agree to mission and goal statements that then go nowhere,” observes Janet Topolsky in *Heading Home*, a major report of the 1992 Commission on the Future of the South. “Sometimes it’s because the plans and decisions are communicated nowhere. Staff—and customers—are left in the dark, with no expectations and no information.”

Some suggested ways of communicating your message include:¹⁶

Internally:

- Talk about it at staff meetings;
- Write articles in internal newsletters or post it on your internet;
- Display highlights in prominent locations; and
- Recognize and celebrate accomplishments.

Externally:

- Put your mission on letterhead/business cards;
- Write articles in newsletters;
- Issue press releases;
- Reference the plan in speeches;
- Participate in media interviews;
- Work with newspaper editorial boards;
- Produce a video; and
- Initiate a special newsletter dedicated to the plan’s implementation.

Elections, changes in administration and various crises can and often do bring processes to a quick end, with visions and goals left unrealized. This can serve to demoralize stakeholders and erode their confidence and trust in the organization. Strategies to institutionalize the process should be developed right from the start. Most importantly, the plan must be linked to the organization’s budget, work plan and other decision making processes. It needs to be made part of a system of strategic management.

Step Ten: Measuring Performance/Evaluating Results.

Evaluation serves as the feedback loop in the strategic planning process and completes the cycle from planning to performance. It is essential to sustaining and institutionalizing strategic management over time.

Attention needs to be given to three different types of monitoring and evaluation:

Performance monitoring

Performance monitoring and reporting should be done on at least a quarterly basis. Regular monitoring not only helps to identify problem areas that may need to be revisited, but can also bring to light strategies that are working particularly well and might warrant replication in other settings.

Key questions include:

- Are we moving toward our vision?
- Are we carrying out our mission?
- Are we behaving in ways that are consistent with our organizational values?
- Are we meeting stakeholders' expectations?

Process monitoring

You should also monitor and evaluate the processes you use to plan and make decisions.

- Is our organization better now than it was before we undertook the planning process?
- Would we do it again given what we know now? If so, what would we change?
- Have the stakeholders become part of our team? How do we sustain these relationships?

Environmental monitoring

The outside world is constantly changing. In order to keep up with these changes, monitoring your external environment needs to be a regular ongoing task. It is particularly important to pay attention to changing conditions, needs, and technologies, as these and other outside events will impact the assumptions on which your plan has been based.

Who Should Be Involved?

Although strategic planning can be initiated by the public, nonprofit, or private sectors, the most successful efforts involve all sectors in a co-operative partnership. Why? First, consideration of a variety of perspectives is most likely to result in an accurate picture of current problems and identification of effective solutions. Second, government will invariably need the co-operation of all of these partners in implementing the plan. It is well known that people are most committed to carrying out plans that they have made themselves.

Participants should be recruited with the following in mind:¹⁷

- What are the perspectives necessary to credibly and effectively define problems and create solutions?
- What are the interests that must be represented in order to reach agreements that can be implemented?
- Who is necessary to implement solutions? Who can block action? Who controls resources?
- Who will be affected by the plan and its solutions?

Public Involvement in the Strategic Planning Process

Alberta Growth Summit '97, an Alberta consultation process, began in January 1997 and culminated on September 29 and 30 with a two-day session in Edmonton.

The process involved hundreds of Albertans. More than 40 mini-summits were held from Peace River in the north to Lethbridge in the south. Six sector groups addressed issues in government, social economy, MASH (municipalities, academic institutions, schools and hospitals), business and industry, energy and agriculture and rural development. Hundreds of presentations were made and over 170 submissions were received. A poll of Albertans' views were taken and the results were widely shared.

Implementation Tips

While it appears that almost any organization can benefit from strategic planning, the process is not without its risks and pitfalls. In fact, there are a number of factors that are unique to the public sector environment that can affect the planning process. These include:

- The powerful claims of special, often competing and conflicting interest groups;
- Demands for short-term or immediate action instead of longer-term perspectives;
- Stubborn resistance to forces of change;
- The difficulty of securing sufficient funds from a diminishing supply of resources to satisfy increasing social service demands;
- The difficulty of "leading" in a shared power, fragmented environment where no one person or entity is truly in charge; and
- The strain and frustration of working with and in unwieldy bureaucracies.

Given these conditions, some management experts have questioned whether private sector experience in strategic planning can be applied to the public sector. John Bryson, however, counters that the strategic planning process recognizes and builds on the political nature of a governmental decision making environment. An environment that is characterized by shared-power, fragmentation and a lack of consensus on what to do about critical, strategic issues. Working within the process, stakeholders can engage in dialogue, learn and come to agreement (if not consensus) about alternative choices.

The following conditions help maximize the chances for successful outcomes in the strategic planning process:

- Key stakeholders support the process in word and deed, e.g., active participation, allocating sufficient resources, selling the process and committing to the outcomes;
- The "right people" are involved and stay involved. All stakeholders must believe that they have the opportunity for meaningful participation in the process;
- There is a process champion(s)—a person who can facilitate interaction between key decision makers;
- Process leaders are flexible, patient and maintain a sense of humor. Remember, things almost certainly will not go as you expect;
- The structure and details of the process are not allowed to become an end rather than a means;
- The process is kept as simple as possible. The process is integrated into the work flow rather than being tacked on or viewed as additional work;
- The process is tailored to the particular organization and political environment;
- There is trust in the process; don't try to shortcut it or manipulate it to shape the outcomes;
- Accountability and follow-up are built into the process from the beginning;
- The process is designed and conducted openly, honestly and with integrity;

- Plenty of training is provided to the participants on the process, the meaning of terms, group decision making skills, and teamwork;
- The process and its outcomes are actively communicated and marketed; and
- There is work towards and celebration of some early successes.

Suggested Readings for More Information about Strategic Planning

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Some Interesting Applications

The following are American states that have undertaken comprehensive, statewide strategic planning processes or have worked intensively with agencies in their strategic planning efforts. Most have, or are in the process of, integrating strategic planning with performance measurement and budgeting.

Oregon Benchmarks
Oregon Progress Board
775 Summer Street, NE
Salem, Oregon 97310
(503) 986-0039

Minnesota Milestones
Minnesota Planning
658 Cedar Street
St. Paul, Minnesota 55155
(612) 297-2436

Louisiana's *MANAGEWARE*
Louisiana Department of Administration
Office of Planning and Budget
P.O. Box 94095
Baton Rouge, Louisiana 70804
(504) 342-7005

Arizona's *Managing for Results*
Governor's Office of Strategic Planning and
Budgeting
1700 West Washington, Suite 500
Phoenix, Arizona 85007
(602) 542-5381

Endnotes

- ¹ John Bryson, *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement*, revised. (San Francisco: Jossey-Bass Publishers, 1995).
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