
CONTENTS

Figures and Exhibits ix

Preface xi

Acknowledgments xix

The Author xxv

PART ONE: UNDERSTANDING THE DYNAMICS OF STRATEGIC PLANNING 1

- 1 Why Strategic Planning Is More Important Than Ever 3
- 2 The Strategy Change Cycle: An Effective Strategic Planning Approach 30

PART TWO: KEY STEPS IN USING THE STRATEGY CHANGE CYCLE 63

- 3 Initiating and Agreeing on a Strategic Planning Process 65
- 4 Clarifying Organizational Mandates and Mission 94

- 5 Assessing the Environment to Identify Strengths and Weaknesses, Opportunities and Challenges 123
- 6 Identifying Strategic Issues Facing the Organization 153
- 7 Formulating and Adopting Strategies and Plans to Manage the Issues 183
- 8 Establishing an Effective Organizational Vision for the Future 224
- 9 Implementing Strategies and Plans Successfully 238
- 10 Reassessing and Revising Strategies and Plans 264

PART THREE: MANAGING THE PROCESS AND GETTING STARTED WITH STRATEGIC PLANNING 295

- 11 Leadership Roles for Making Strategic Planning Work 297
- 12 Getting Started with Strategic Planning 317

RESOURCES 333

- A Stakeholder Identification and Analysis Techniques 335
- B The Oval Mapping Process: Identifying Strategic Issues and Formulating Effective Strategies 355
- C Strategic Planning in Collaborative Settings 377

References 393

Name Index 417

Subject Index 423

FIGURES AND EXHIBITS

Figures

- 1.1 The ABCs of Strategic Planning 7
- 1.2 Rational Planning Model 18
- 1.3 Political Decision-Making Model 19
- 1.4 Purposes and Functions of Strategic Planning 28
- 2.1 The Strategy Change Cycle 33
- 2.2 Strategic Planning System for Integrated Units of Management 56
- 2.3 Balanced Scorecard for a Government 57
- 2.4 Strategic Planning Purposes and Functions
and Strategy Change Cycle Steps 62
- 3.1 Outcomes Likely to Be Needed for the
Strategic Planning Process to Succeed 79
- 4.1 Stakeholder Map for a Government 109
- 6.1 Issue-Precedence Diagram of Strategic
Issues Facing a Religious Order 177
- 7.1 Strategy Map for Hennepin County 192
- 7.2 Strategy Map for North Point Health and Wellness Center 194
- 10.1 Integrated Strategic Management Approach of Hennepin County 274
- 10.2 Strategic Issues Management Approach 277
- 10.3 Contract Approach 278

- 10.4 Portfolio Management Approach of The Royal Hospitals 282
- 10.5 Goal and Benchmark Approach of Oregon Shines II 284
- A.1 Strategic Management Purposes and Functions and Stakeholder Analysis Techniques to Assist with Fulfilling Them 336
- A.2 Power Versus Interest Grid 338
- A.3 Bases of Power–Directions of Interest Diagram 343
- A.4 Stakeholder-Issue Interrelationship Diagram 346
- A.5 Problem-Frame Stakeholder Map 347
- A.6 Policy Attractiveness Versus Stakeholder Capability Grid 352
- B.1 Small College Strategic Issue: Generate More Income 358
- B.2 Small College Issues and Goals 360
- B.3 General Shape and Logic of an Oval Map Intended for Use as an Action-Oriented Strategic Map 362
- B.4 Template for an Oval 364

Exhibits

- 3.1 Outline of Strategic Planning Process Developed by N.E.A.R. 84
- 3.2 Outline of Strategic Planning Process Developed by a Large Human Service Organization 86
- 4.1 Mission Statement of the School District 118
- 4.2 Mission Statement of the Naval Security Group 118
- 4.3 Mission Statement of Project for Pride in Living 118
- 4.4 Mission Statement of the Amherst H. Wilder Foundation 119
- 4.5 Mission Statement of Hennepin County, Minnesota 119
- 5.1 Project for Pride in Living SWOC Lists 144
- 6.1 Litmus Test for Strategic Issues 175
- 7.1 Strategic Plan for the Amherst H. Wilder Foundation, 2000–2005 188
- 7.2 Strategies for Project for Pride in Living, 2003–2007 204
- 7.3 Initiatives in the School District’s 1998 Strategic Plan 205
- 7.4 Strategic Thrusts for the Naval Security Group, 1994 207
- 7.5 Osborne and Plastrik’s Typology of Public Sector Strategies 213
- 7.6 Barry’s Typology of Nonprofit Strategies 214
- A.1 Participation Planning Matrix 341
- A.2 Ethical Analysis Grid 349
- A.3 Policy Implementation Strategy Development Grid 353