

## Basic Overview of Various Strategic Planning Models

Model Types	Characteristics	Planning Steps
<b>Basic</b>	<p>Typically followed by organizations that are extremely small, busy, or have not done much planning</p> <p>Usually used in 1<sup>st</sup> year of operation</p> <p>Usually carried out by top-level management</p>	<ol style="list-style-type: none"> <li>1. Identify purpose (mission statement)</li> <li>2. Identify goals organization must reach to accomplish mission</li> <li>3. Identify specific approaches or strategies to implement to reach each goal</li> <li>4. Identify specific action plans to implement each strategy</li> <li>5. Monitor and update plan</li> </ol>
<b>Issue-based</b>	<p>Usually used the basic approach previously</p> <p>More comprehensive, effective</p> <p>Not all steps are done every year</p> <p>Most commonly used</p>	<ol style="list-style-type: none"> <li>1. Internal &amp; External SWOT</li> <li>2. Strategic analysis to identify goals</li> <li>3. Design strategies to address goals</li> <li>4. Update mission, vision (10-20 years), values</li> <li>5. Establish annual action plans</li> <li>6. Record issues, goals, strategies, mission &amp; vision, action plans in strategic plan document and attach SWOT</li> <li>7. Develop yearly Operating Plan</li> <li>8. Develop &amp; Authorize yearly Budget</li> <li>9. Conduct annual operations</li> <li>10. Monitor/evaluate/update strategic plan</li> </ol>
<b>Alignment</b>	<p>Ensures strong alignment among mission and its resources</p> <p>Used to fine-tune strategies or determine why unsuccessful</p> <p>Used if experiencing large number of internal issues and inefficiencies</p>	<ol style="list-style-type: none"> <li>1. Outline mission, programs, resources and needed resources</li> <li>2. Identify what's working and what needs adjustment</li> <li>3. Identify how adjustments will be made</li> <li>4. Add adjustments to strategic plan</li> </ol>
<b>Scenario</b>	<p>Used with other models to ensure planners undertake strategic thinking</p> <p>Useful for identifying strategic issues and goals</p>	<ol style="list-style-type: none"> <li>1. Select several external forces and imagine related changes which might influence the organization</li> <li>2. For each change, identify 3 different scenarios that might occur as a result (best-, worse-, reasonable-case scenario)</li> <li>3. Develop potential strategies for each scenario to respond to potential change</li> <li>4. Planners soon detect common strategies that must be addressed to respond</li> <li>5. Select the most likely scenario, identify the most reasonable strategies, update strategic plan</li> </ol>

<b>Organic</b>	The “self-organizing” approach Required continual reference to common values, dialoguing around these values, and continued shared reflection around the system’s current processes Preferred by certain cultures e.g., Native American Indians Eliminates traditional mechanistic, linear processes	<ol style="list-style-type: none"><li>1. Clarify and articulate the organization’s cultural values</li><li>2. Articulate the vision</li><li>3. Quarterly, dialogue about what processes are needed to arrive at vision and what will be done now to the organizations processes</li><li>4. Continually remind that this type of naturalistic planning is never “over with” and must process updates frequently</li><li>5. Be very, very patient</li><li>6. Focus on learning and less on method</li><li>7. Ask planners to reflect on how to portray strategic plan to stakeholders</li></ol>
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