

# Planning for Clarity:

A Different Approach to Strategic Planning

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Strategic Planning is Strategic:

=An informed choice  
regarding steps that will be needed  
and the costs that will be incurred  
in order to reach one or more selected goals.

## Typical Strategic Planning Steps:

1. Review mission
2. Global scan
  1. Financial trends
  2. Market trends
  3. "Competition"
  4. SWAT
3. Identify how to take advantage of opportunities or address needs
  1. Timeline
  2. Resources
  3. Responsible parties
4. Assessment and adjustment

Is there a more effective way?

- More productive?
- More efficient?
- More responsive to a quickly changing environment?

**Yes! There is!**

## Six Critical Questions:

1. Why do we exist?
2. How do we behave?
3. What do we do?
4. How will we succeed?
5. What is most important, right now?
6. Who must do what?

## Why do we exist?

- Reason for being / Reason we were founded
- Core purpose
  - Grand
  - Aspirational
  - Idealistic
  - True
- How are we making the world a better place?
  - Why do we do that?
  - Multiple "whys?"

## How do we behave?

"If the organization is tolerant of everything, it will stand for nothing" ~ Lencioni, p. 91.

- What kind of employees are we trying to attract or repel?
- Use employees (best, least effective) as indicators of core values.

## How do we behave?

- Small set (2 or 3) of key values that infuse themselves into everything.
  - Inherent / Already exist
  - Not a matter of a vote
  - Not easily changed
- Will accept punishment for living the core values.
- Intolerant of violations of those core values.

## What do we do?

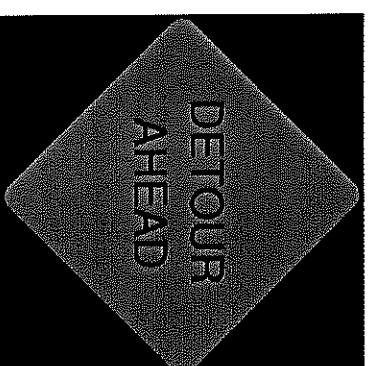
- One sentence, simple statement.
- Not a marketing tool.
- Clarity about what we actually do (business definition)

## How will we succeed?

- “How will we make decisions in a purposeful, intentional, and unique way that allow us to maximize our success and differentiate us from our competitors?” ~ Lencioni, p. 109

## How will we succeed?

- “List everything that you do:
  - Pricing, hiring, marketing, advertising, curriculum, experience, co-curricular, décor, policies, grading, discipline, admissions, etc.
  - Detect patterns for success or detractors
- Decide: What are our three success anchors?



## Mission Statements

(from another union in the NAD)

- *assists families in equipping children to grow in their faith, character, and academics, leading them to lives of learning, serving others, and loving God.*
- The            (multiple schools)            exists to show children Jesus, nurture their love for Him and others, teach them to think, and empower them to serve.
- is dedicated to the preparation of young people for unselfish service to God and to humanity. More specifically, it is the purpose of this school to teach its young people to think and to do; to be honest, courteous, unselfish Christian neighbors; to be prompt, thorough, industrious workers; to be discriminating in the use of leisure time and the choice of entertainment.
- 's mission is to make fully devoted disciples of Christ, committed to an Adventist Christian Worldview.

## Faulty Assumptions?

Many people think that  
the key issue of the day is affordability.

Instead, it is about value (stewardship).  
Why should parents pay \$\$\$  
for something that they can get for free?

## Why do our schools exist as schools?

Our Mission:

- Redundant vs. Congruent
- Supportive of our church
- Responsive to families
- Educationally responsible

## An important finding for over 30 years!

- 27% of NAD students report that their mothers talked with them about their faith. (VG 265)
- 19% that their fathers talked with them about their faith. (VG 265)
- 53% of NAD students feel that their teacher's faith helped their own faith development. (VG 302)

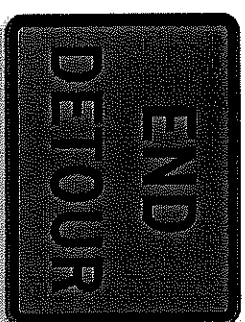
Does the ValueGenesis finding present us with an opportunity to be congruent without being redundant?

(This might be a worthy conversation to have with your faculty and your board.)

### What is most important, right now?

- One, and only one, top priority = "The Rallying Cry?"
- Everyone in the organization knows and works to support it.
- Success is measurable.
- The top priority is temporary
  - For this year
  - For this semester

"If we accomplished only one thing during the next x months, what would it be?" ~ Lencioni, p. 122.



Take your document to every significant committee meeting, and talk about it when making decisions (especially budget/spending decisions).

At the end or beginning of each year,  
set aside time to review and update.\*

\* This is a shared faculty activity.

**Plan Celebrations !**

### Important Resources:

- Lencioni, P. (2012). *The advantage: Why organizational health trumps everything else in business*. San Francisco: Jossey-Bass. ISBN 978-0-470-94152-2
- Collins, J. & M.T. Hansen. (2011). *Great by choice*. New York: HarperCollins. ISBN 978-0-06-212099-1
- Hall, G. & S.M. Hord. (2011). *Implementing change: Patterns, principles, and potholes*. New Jersey: Pearson Education, Inc. ISBN 978-0-13-701027-1