

STRATEGIC PLANNING

"One day Alice came to a fork in the road and saw a Cheshire cat in a tree. "Which road do I take?" she asked. "Where do you want to go?" was his response. "I don't know," Alice answered. "Then," said the cat, "it doesn't matter."

- Lewis Carroll

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Strategy?

Strategy: “A plan of action designed to achieve a long-term or overall aim.”

Strategic: “Relating to the identification of long-term or overall aims and interests and the means of achieving them.”
(Oxford Dictionary)



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Leaders create the vision -- Strategy enables that vision



“If you are working on something exciting that you really care about, you don’t have to be pushed. The vision pulls you.”

[Steve Jobs](#)

“Vision is a destination, a fixed point to which we focus all effort. Strategy is a route - an adaptable path to get us where we want to go.”

[Simon Sinek](#)

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Ok, so let's talk strategy!

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Strategist view of strategic planning



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Everyone else's view of strategic planning



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Strategist view of the strategic plan



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Everyone else's view of the strategic plan



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Strategy

Why? What have we done to strategic planning and strategic plans?

- **Overly complex documents**
- **Too broad, no real focus**
- **Lack accountability**



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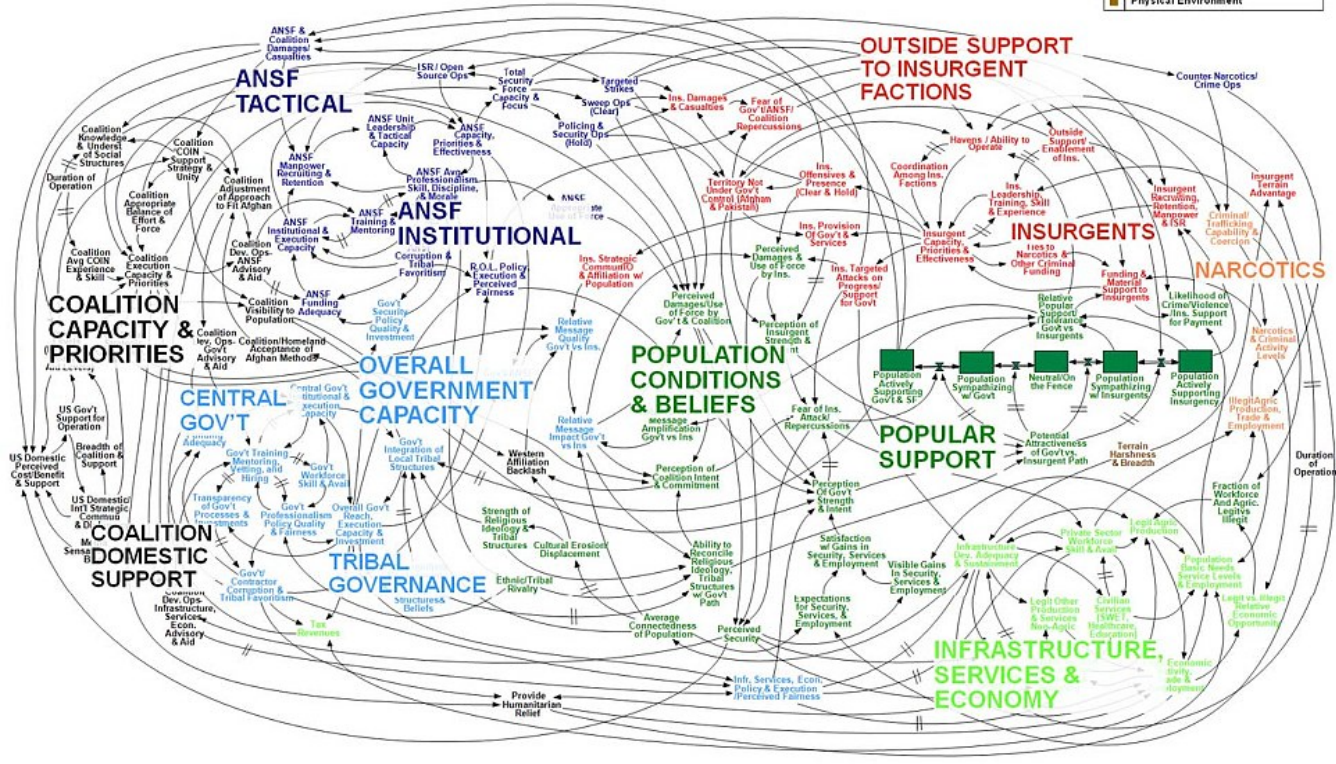
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Strategy – Overly Complex

Afghanistan Stability / COIN Dynamics

↔ = Significant Delay

- Population/Popular Support
- Infrastructure, Economy, & Services
- Government
- Afghanistan Security Forces
- Insurgents
- Crime and Narcotics
- Coalition Forces & Actions
- Physical Environment



WORKING DRAFT - V3

- Vision Statement
- Mission Statement
- Goals
- Objectives
- Lead Measures
- Lag Measures
- Measures of Effectiveness
- SWOT Analysis
- Key Performance Indicators
- Benchmarks
- Endstates
- Environmental Scanning Matrix
- Courses of Action
- Needs Assessment
- Values Statement
- Etc....etc....etc....



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Strategy – Too Broad

- If everything is a priority.....
- Decisions must be made on what is most important!
- Strategic plans that attempt to accomplish too much dilute their effectiveness and resources



Strategy – Lacks Accountability

- What happened to that strategic plan?
Did we get anything done?
- What does this plan mean to elected leaders and the community?
- Did we ever have leader buy in?



Strategic Planning Core Principles

Simple.

Focused.

Accountable.



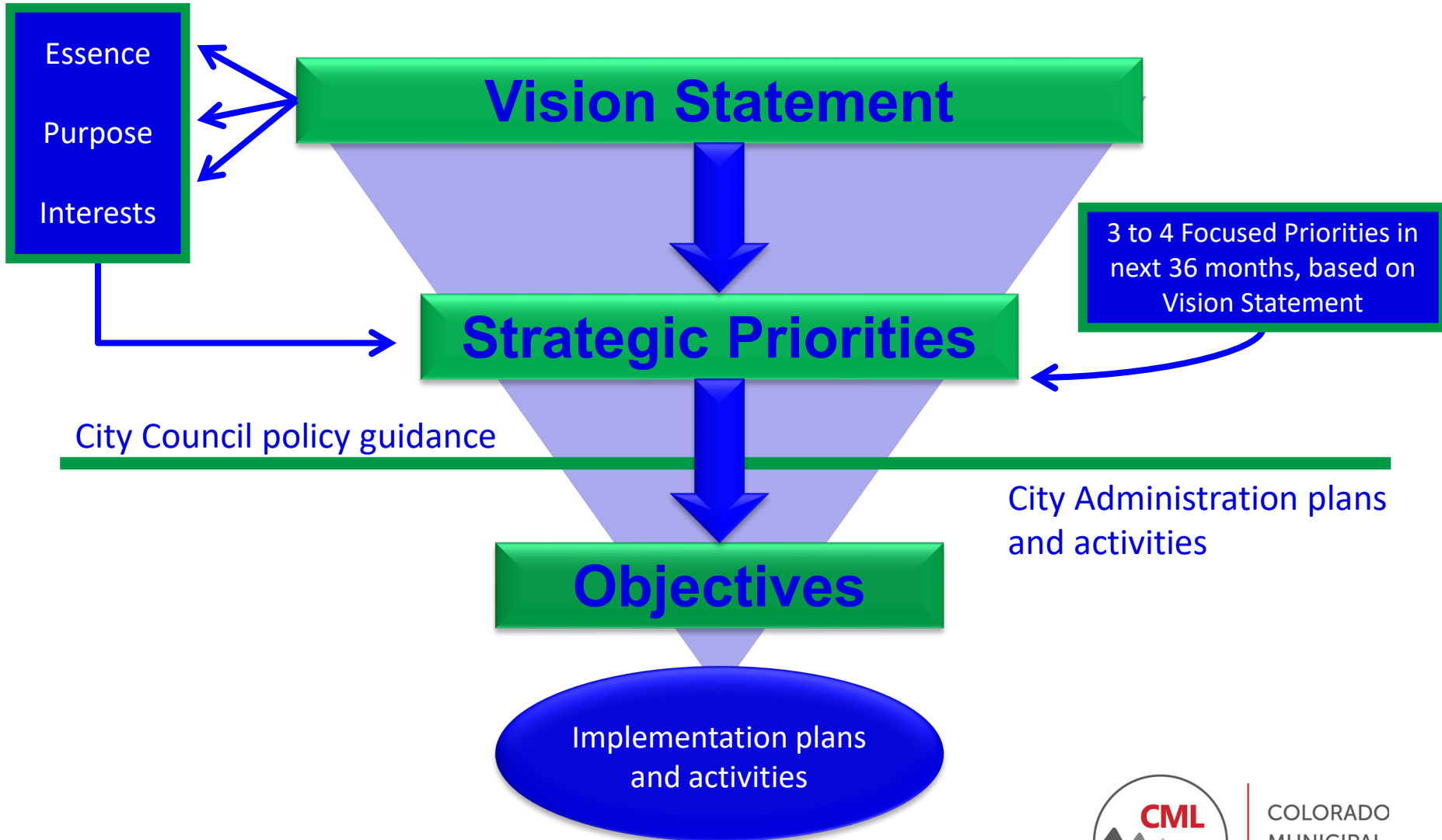
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City of Fountain Strategic Plan Approach



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Other Key Lessons Learned

- **Design a strategic plan and process that works for YOUR community**
- **Elected leaders set the tone. If leaders are focused on the strategy, staff will follow!**
- **Develop a planning process that is simple and clearly identifies roles and responsibilities**
- **Weave the strategic plan into elected leader engagement with the community**
- **Consider election cycles and how they affect the planning process and ownership**
- **And lastly.....**



Strategic Planning Core Principles

Simple.

Focused.

Accountable.



Mountaineers and Sherpas gather at the summit of Mount Everest after ascending from Nepal in May 2018. (Phunjo Lama/AFP via Getty Images)



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Thank You!

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