

RRC STRATEGIC PLANNING HANDOUT

Strategic Framework Diagram



Strategic Leadership Questions

1. Why does the organization exist? For what desired future condition does it work? → **Vision**
2. What trends define the context in which the organization exists and have an impact on its work? → **The World/External Forces**
3. What does the organization know/value about the world that is fundamental to its work? → **Values/Beliefs**
4. What does the organization do, and for whom, to move toward the Vision? What is its essential role/function? → **Mission**
5. In what broad areas does the organization focus its mission-related efforts? → **Focus Areas**
6. What is the organization working to achieve in each? → **Goals/Objectives**
7. What specific activities are being undertaken to achieve the goals? → **Program of Work**
8. What resources does the organization have/need to achieve all of the above? Consider: Money, People, Knowledge, Facilities, Technology, Image, Governance. → **Capacity**

PLANNING TERMINOLOGY

General

Goal: the condition when the problem is solved or the need is met (i.e., the desired future).

Objective: an aspect of the goal, usually smaller in scope and achievable in a specific timeframe.

Activities: the action taken to move from the current state to the goal/objective (the desired future).

Outcome Measure: the tangible evidence that progress is being made toward achieving the goal/objective.

Performance Measure: the tangible evidence of the accomplishment of an activity, project or program.

Organizing Principle: the core concept by which a set of things, ideas, or activities is arranged.

Strategic Plan Elements

Strategic Plan or Framework: the document that expresses leadership's agreed upon understanding of the organization's key elements that provides guidance for all.

Vision: the organization's highest-level goal, its desired future, the answer to the question "Why does the organization exist?"

Value: something cared about at a fundamental or essential level; a foundational standard for behavior, for example, honesty, integrity, humility, a sense of humor, etc.

Belief: something taken as known to be true; an operating tenet for how things work in the world, for example, "music is essential to life," "science is the foundation of knowledge."

Mission: the organization's highest-level activity, i.e., what does the organization do and for whom?

Focus Area: one of the organization's major areas of concentration of its mission work.

Program: all of the work the organization does to further its mission; the activities it does to serve its "customers."

Capacity: all of the work the organization does to develop/maintain its capability to accomplish its mission.

Capacity Areas:

Money: acquiring the funds needed to operate the organization, and the allocation and accounting of such funds.

People: all of the people who work toward its mission, whether paid staff, contractors, or volunteers, and the issues related to them.

Technology: all of the technological needs and operations of the organization.

Governance: the organization's structure, internal communication flow, charters, policies, plans, org charts and other documents that define its system of governing, that is, making decisions.

Image: the public perception and awareness of the organization – and the resulting reputation.

Facilities/Infrastructure: the organization's facilities, physical plant, roads, large-scale equipment and their acquisition, maintenance, and decommissioning.

Knowledge: broad institutional knowledge; what the organization knows about its work, its industry and the change it is trying to make.