

# Strategic Planning for Non-profit Organizations

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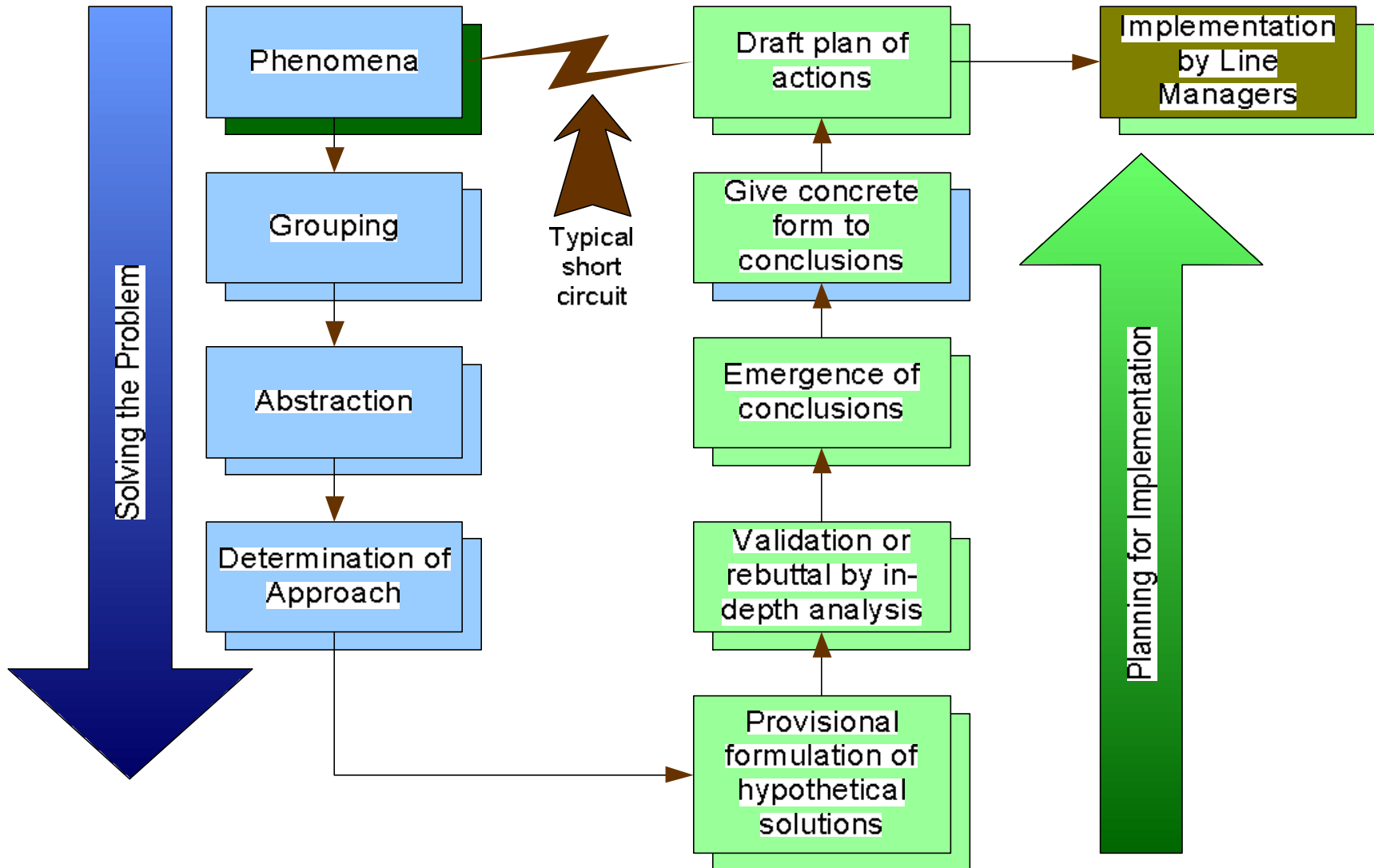
# Agenda

- To discuss the strategic thinking process
  - Stages
  - Planning
  - Approach

# Strategic Thinking

- Seeks a clear understanding of the particular elements of a situation
- Requires both Concrete and Abstract Thinking
- Avoid Strategic Tunnel Vision – seeing everything as either success or failure
- Use imagination to explore realm of possible alternatives

# Stages of Strategic Thinking



# Strategic Planning Process

- Start with concrete phenomena
- Group by similar characteristics or factors
- Abstract grouped problems to determine their root cause
- Determination of approach to use
- Provisional formulation of hypothetical solutions
- Validation or Rebuttal through analysis
- Emergence of a conclusion
- Give concrete form to conclusions
- Draft plan of actions – the Strategic Plan
- Educate Managers on execution of the strategic plan

# Pinpoint the Critical Issues

- Formulate a question that will facilitate the discovery of a solution
- Questions not framed to point towards solutions will find only remedies to symptoms
- This type of thinking will likely require a chain of questions – think decision tree

# Identify Concrete Phenomena

- Use brainstorming to help identify all factors
- Identify and document all evidence of the critical issues' existence
- Narrow the issues down by studying the observed phenomena closely
- Group the phenomena by common function or factor

# Abstraction

- Determine root cause of phenomena in each group or unit
- Use Fishbone, Pareto, Force Field, 5 Whys to uncover causes
- Determine scope of the root causes and link to functions or factors



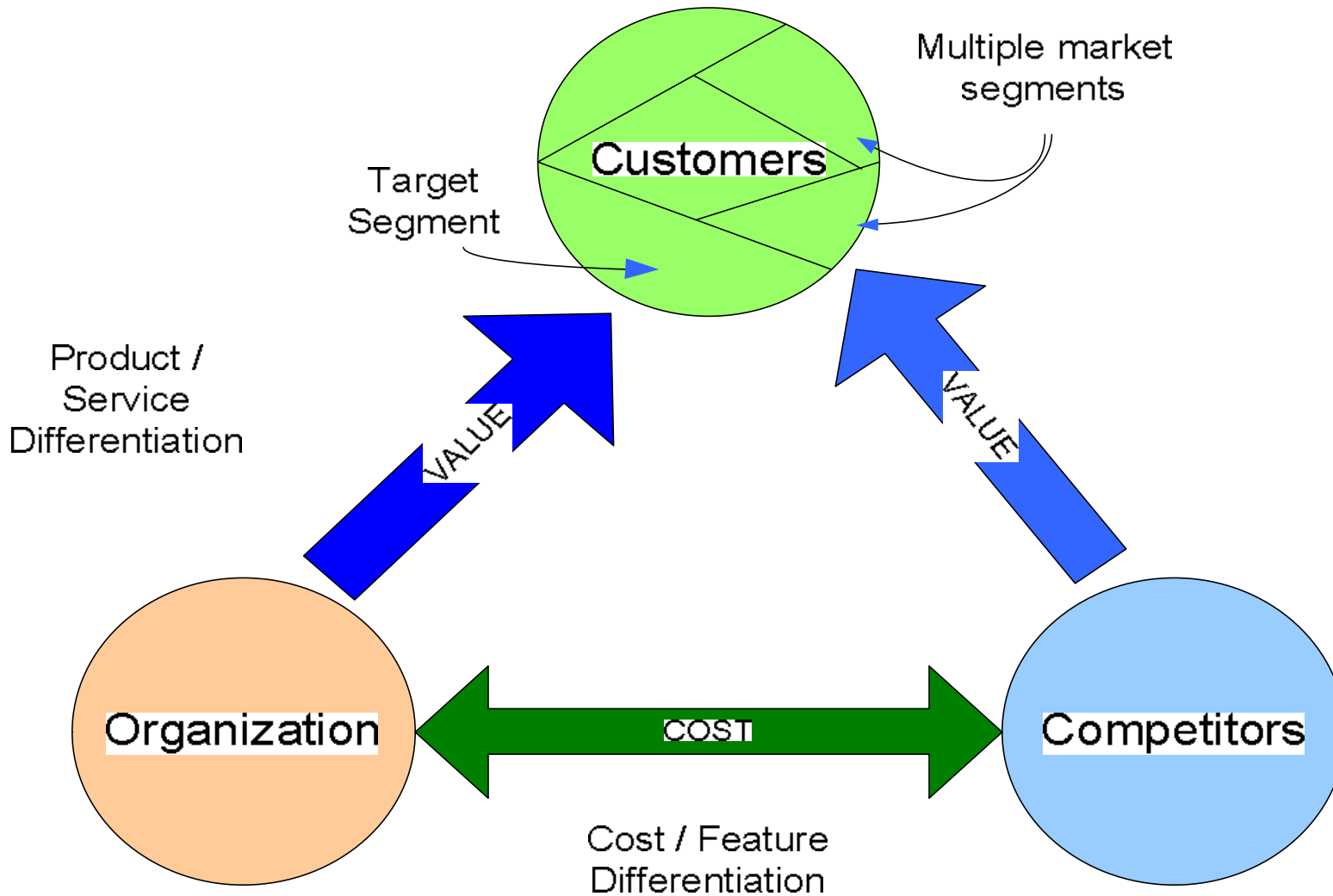
# Determination of Approach

- Review history of organization for previous attempts
- Review Mission and Vision for insight on Organizational best practices
- Review the four basic strategies for direction
- Play “What If” games to compare different approaches to the same problem

# Strategic Triangle

- There are only three main players in the marketplace:
  - Your Organization
  - Your Competitors
  - Your Constituents as a subset of all possible constituents

# The Strategic Triangle



# 4 Basic Strategies

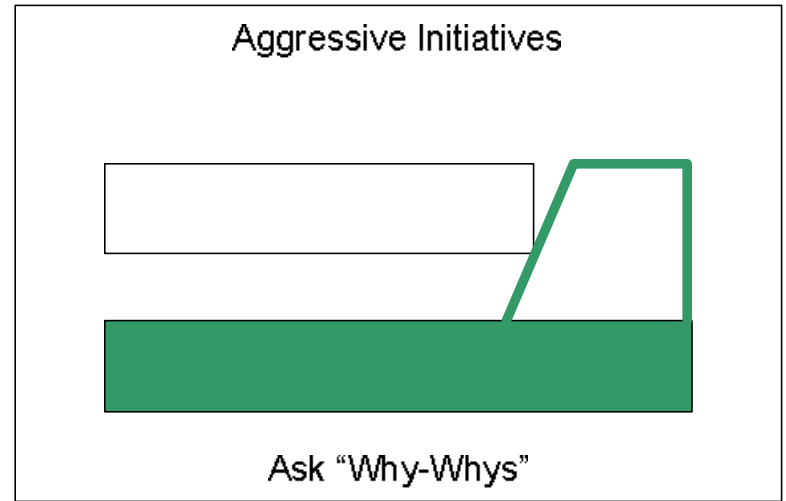
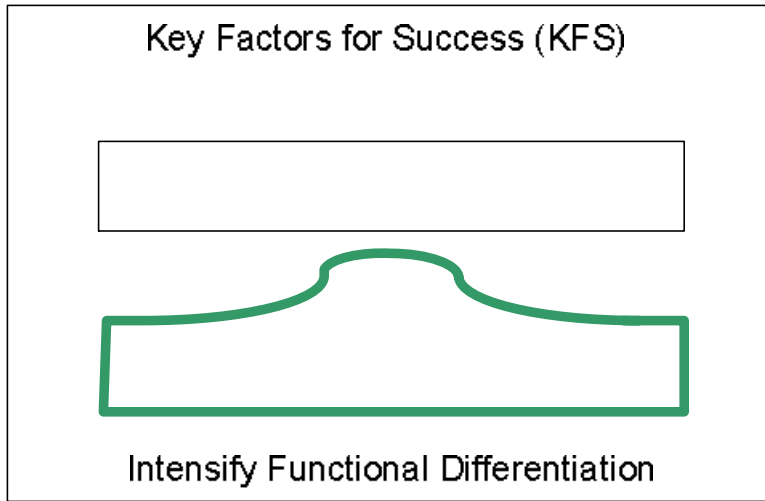
- Compete in an established market by increasing feature differentiation
- Exploiting competitors weaknesses
- Change the rules of the game and try to upset the status quo
- Deployment of innovations and increase in strategic degrees of freedom to maximize user benefit

# 4 Basic Strategies

Old / Existing

New / Creative

Compete  
(Wisely)



Avoid Head-  
on  
Competition

