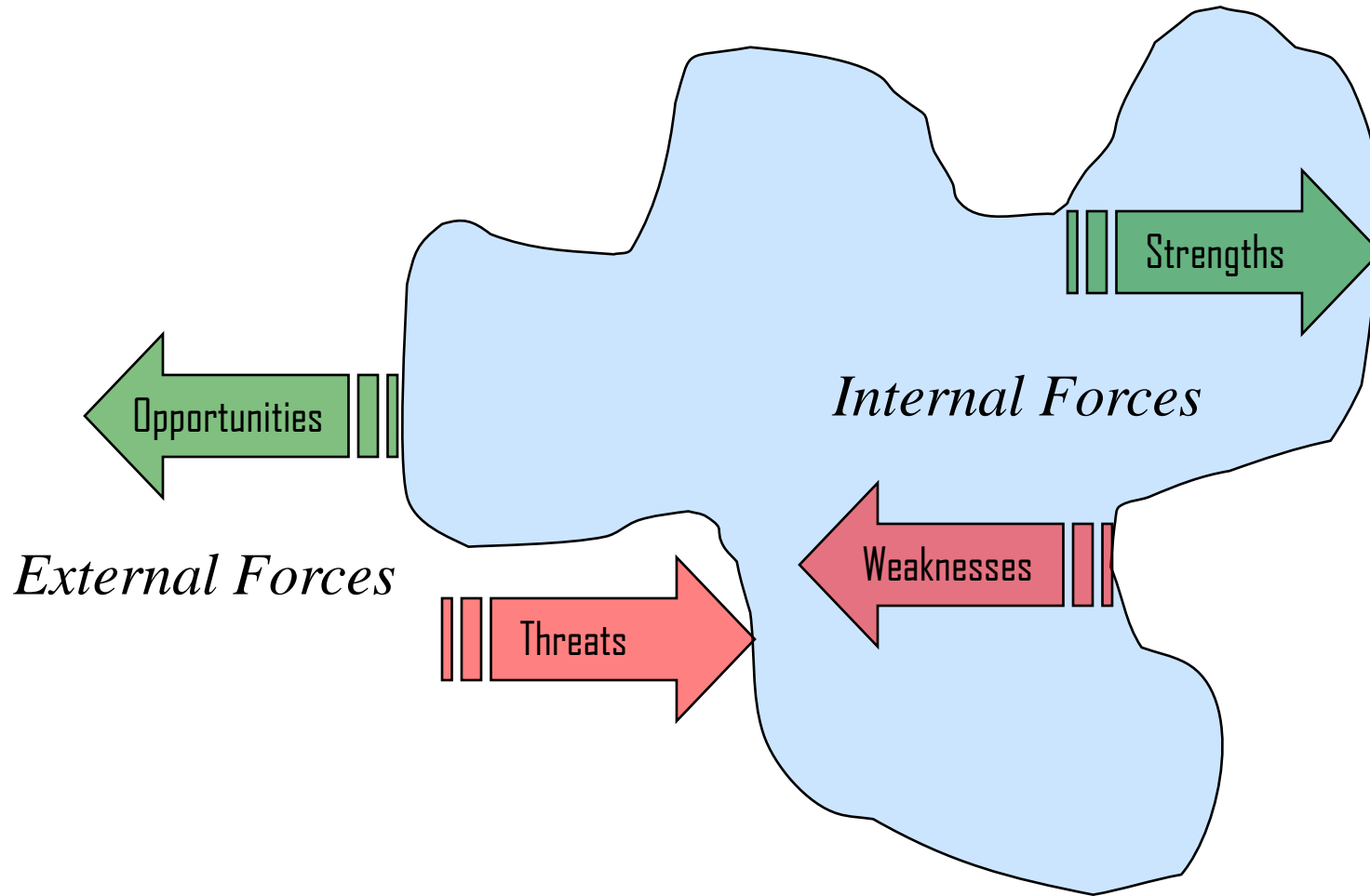


# Every entity deals with forces that shape them!



**How we respond is the key to success or failure!**

# Understand your core principles

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**Our responses to the external and internal forces around us are driven by our values and beliefs!**

What are yours? Here is one example from a hospital...

## **Reverance**

Profound spirit of awe and respect for all of creation, shaping relationships to self, to one another, and to God; acknowledging that we hold in trust all that has been given to us.

## **Integrity**

Moral wholeness, soundness, uprightness, honesty, sincerity as a basis for trustworthiness.

## **Compassion**

Feeling with others, being one with others in their sorrows and joy, rooted in the sense of solidarity as members of the human community.

## **Excellence**

Outstanding achievement, merit, virtue; continually surpassing standards to achieve/maintain quality.

# A contextual strategic planning model is an ongoing process that...

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- Incorporates core values and beliefs
- Honestly evaluates external and internal realities
- Sets realistic objectives and goals
- Establishes metrics for evaluation
- Provides a continuous learning model
  - it never ends

# What A Strategy Should Do

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Evolve  
Profit  
Inspire  
Position  
Focus  
Add Value

# What Every Strategy Should Be

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Effective

Simple – less to go wrong

Creative

Flexible – variables are increasing

Evolved

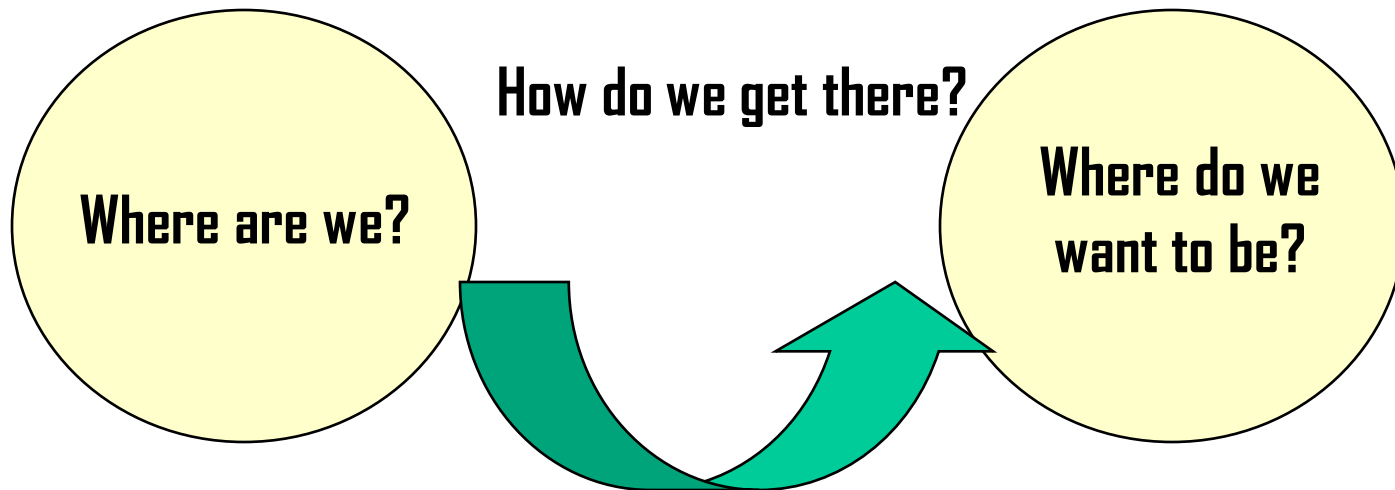
Natural – sustainability requires it

Efficient

# Getting there takes:

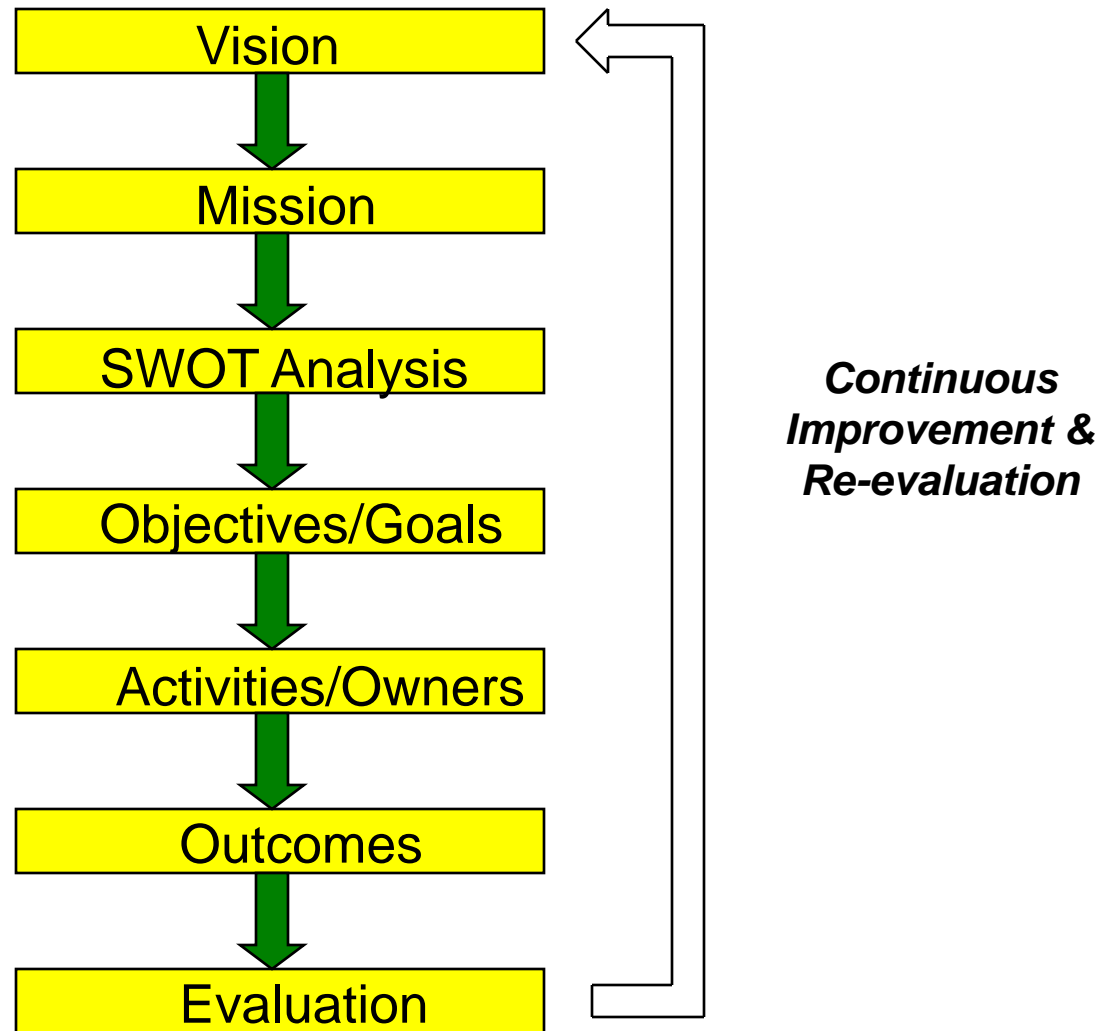
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- Knowing where you're at
- Knowing where you want to be
- A step-wise plan of action



*It's not always a straight line!*

# The Strategic Planning Process - Overview



# SWOT Analysis

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## INTERNAL

- Strengths
- Weaknesses

## EXTERNAL

- Opportunities
- Threats

**It has to be honest, or it's a worthless activity!**



# A strategic planning process has a framework that looks something like this...

	Issue	Current Status	Objective	Goal	Action Plan	Owner(s)	Activities	Outcome
<b>EXTERNAL</b>								
<b>Opportunities</b>	1.							
	2.							
	...							
<b>Threats</b>	1.							
	2.							
	...							
<b>INTERNAL</b>								
<b>Strengths</b>	1.							
	2.							
	...							
<b>Weaknesses</b>	1.							
	2.							
	...							

**Until all these elements are complete...there is no plan!**