

# All Aboard!

## How to develop strategic direction

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Every agency is going in  
some direction... everyday.

And it is our personnel who  
take it there.

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Did your organization go in  
the right direction:  
Today?  
This month?  
This year?

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If it did...was it because of:  
Planning?  
Or luck?

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Do you know your agency's  
strategic direction?

Do all the personnel know  
it?

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The importance of a  
strategic direction.

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Strategic Direction:

A view of the horizon, beyond the near-term, that ensures members have a shared commitment to the mission, vision, core values, policies, procedures, budgets and performance measurements to guide organizational success.

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The core of strategic direction is:

Mission  
Vision  
Core Values

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Mission, Vision, Core Values drives just about everything...

- The recruitment & hiring process.
- The promotional process.
- The flushing process.
- The budget process.
- Marketing.
- Service quality.

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Think about the one  
employee that  
causes you the most  
trouble.

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Does their behavior  
support your  
agency's strategic  
direction?

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Does their behavior  
support the mission?

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Does their behavior support the vision?

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Is their behavior consistent with the agency's core values?

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Before you pass judgment... I ask you...

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Does your agency have:  
A mission?  
A vision?  
Core Values?

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Who sets the  
strategic direction?

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The Strategic Direction  
drives the Strategic Plan.

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# The planning process

- Inclusive of members at all levels of the organization.
- Stakeholder involvement.
- Participation in the process is critical.
- Communications → Relationships → Trust

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# External Factors

- Economy
- Community
- Demographics
- Technology
- Legislative
- Competition
- Partnerships

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# Internal Factors

- Personnel
- Assets
- Processes
- Financial
- Measurements
- Leadership
- Culture

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# S.W.O.C. Analysis

- **Strengths:** What do we do well that we want to preserve?
- **Weaknesses:** What do we want to get better at?
- **Opportunities:** What are we not doing now that we could/should do in the future?
- **Challenges:** What obstacles must we overcome to reach our strategic direction?

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Preferable to have the process led by a professional facilitator from outside your organization.

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- Step 1: Set strategic direction.
- Step 2: Develop the strategic plan.
- Step 3: Create SMART goals/objectives.
- Step 4: Develop ways to measure/track the goals.
- Step 5: Assign goals to personnel or teams.
- Step 6: Review progress.
- Step 7: Make periodic adjustments to ensure plans remain current and relevant.
- Step 8: Start the process over again in 2-3 years.

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The process results in a  
planning document  
developed by the  
members...  
for the members.

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Now the members have  
purpose, direction,  
expectations and goals.

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Plans are worthless.

But the process of  
planning is priceless.

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