

Organizational Governance

Issues of strategic interest to the group are often related to growth, competition, and changes in services or development of new services, examination of future scenarios, and re-examination or development of a mission statement...

Thinking about and attempting to control the future are important components of planning.

Strategy determines and reveals the organizational purpose in terms of long-term objectives, action programs, and resource allocation priorities, and attempts to achieve a long-term sustainable advantage to the business by responding appropriately to opportunities and threats in the business environment, and the strengths and weaknesses of the organization.

It is an expression of the strategic intent of the organization, a complex and ongoing process of organizational change.

A great quote about strategic planning: "It is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it, with a focus on the future." Sounds like mission, vision and values!

So what's the difference between conventional planning and strategic planning? One of the major differences is that conventional planning tends to be oriented toward looking at problems based on current understanding, or an inside-out mind-set. Strategic planning requires an understanding of the nature of the issue, and then finding of an appropriate response, or an outside-in mind-set. It's not the same as long-range planning, which is a projection from the present, or an extrapolation from the past, and is often numbers driven. Instead strategic planning builds on anticipated future trends, data, and competitive assumptions and tends to be idea driven. It seeks to provide a clear organizational vision or focus.

Goals and objectives for the practice need to be SMART specific, measurable, attainable, realistic, and tangible. Specific goals and objectives are much more likely to be accomplished than general ones, so the more specific you can make it, the better.

They also need to be attainable and realistic, set at a level that practices feel they can reach and will work toward achieving.

Goals and objectives are tangible when they can be experienced with one of the senses taste, touch, smell, sight or hearing.

I'm sure you can think of examples of goals that your practice set that sounded good, but were so vague there it was hard to imagine how you would accomplish them, let alone how you would know when you got there. When they are tangible, making them specific and measurable, there is a better chance of attaining them.