

# Strategic Thinking and Planning

Planning is an alternative to relying on good luck. Strategic planning is a proactive approach. When using the following assessment, you rate, on two dimensions of “What Is” and “What Should Be,” how your organization views and goes about strategic planning.

The following questions identify the most important variables so that you and your organization can calibrate if you are going to do really useful strategic thinking and planning.

## Assessment Preview:

<u>WHAT IS</u>						<u>WHAT SHOULD BE</u>					
Rarely, if ever		Consistently				Rarely, if ever		Consistently			
1	2	3	4	5		1	2	3	4	5	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	1.	Planning has a focus on creating the future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	2.	We <b>define</b> <i>strategic planning</i> as starting with an initial focus on measurable societal value added.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	3.	We <b>define</b> <i>tactical planning</i> as having a focus on measurable organizational value added.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	4.	We <b>define</b> <i>operational planning</i> as having a focus on measurable individual and small group value added.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	5.	We <b>start</b> <i>strategic planning and thinking</i> at the societal value-added level.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	6.	In our strategic planning, we carefully distinguish among strategic, tactical, and operational planning.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	7.	We align—link and relate—strategic, tactical, and operational planning.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	8.	All people in our organization understand the differences and relationships among strategic, tactical, and operational planning.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	9.	Planning involves, either directly or indirectly, all those people and parties that will be impacted by the results of the strategic plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>