

STRATEGIC PLAN PROCESS ISSUES AND CONSIDERATIONS

Most Organizations Have Strategic Plans, However the Plans Often Fail Because:

- They tend not to be living/evolving documents
- They usually have little impact on daily operations
- 80% fail to meet their targets (goals)
- The above three bullets are reasons for failure not because of poor strategies, but rather because they result from lack of successful implementation and systematic review of individual strategic goals and objectives. As a result, strategic plan monitoring and execution need to be main factors in a board's reason for hiring and judging the on-going performance of their superintendent.

Problems

- Leadership today is often forced to address short-term operational problems that continually emerge rather than spending the majority of their time on big-picture, strategic leadership.
- Very few plans build in significant accountability guidelines that include positive and negative consequences.
- The constant turnover at all levels of leadership in school districts is a major deterrent.
- Most school districts have too many goals.
- A large number of district goals are not realistic, measurable, sustainable, time-bound, or adequately funded.

Routes to Success

- Select proper metrics to measure the progress of strategic plan goals and objectives.
- Build in opportunities for each employee to have input when new plans are developed.
- Make strategic plan implementation everyone's job.
- A key question for every employee is how does my daily work/position/action in some way support our district's strategic plan?
- Align the district's overall budget with the strategic plan's resource needs.
- Plans need constant monitoring and adjusting (use balanced scorecard and data dashboard tools).
- Work on executing the long-term plan while delivering short-term results.
- A great sense of urgency is needed from the board, superintendent, and internal leadership team. *Successfully implementing the strategic plan should be the most important thing a school district's leadership does.*