



Keeping the Strategic in Your Strategic Plan

If you don't know where you are going, you will never get there.



9 October 2008

Key Elements of a Strategic Plan

- **Vision Statement** – The future you seek to achieve; a simple statement of where the program wants to be sometime in the future (the “what” – what we want to accomplish)
- **Mission Statement** – Concise description of the basic purpose and core activities of the program; the “how” – how do we realize our vision
- **Goals** – A specific statement of aim or purpose related to what the program will accomplish – a clear and tangible endpoint
- Strategic planning involves making **Choices** and **Commitments**
- There are many types of strategic planning processes and many types of strategic plans. Which is right depends on each organization's specific culture, needs, and intended uses

Vision

- A simple statement of where the organization or program wants to be in the future when it is operating at its absolute best.
 - A guiding image of success
 - Pithy, visionary, powerful, captivating, motivating, attractive/appealing
 - Should resonate with staff and stakeholders and make them feel proud, excited, and part of something larger than themselves
 - Poetic; “an artist’s rendering”
- *A vision allows leaders to inspire, attract, align, and energize their followers – to empower them by encouraging them to become a part of a common enterprise dedicated to achieving that vision.*

2

The Vision Can Evolve Over Time

- “A computer on every desk and in every home, all running Microsoft software” (1980s)
- “Empower people through great software anytime, anyplace, and on any device” (1999)
- “Enable people and businesses throughout the world to realize their full potential” (2002)
- “Create experiences that combine the magic of software with the power of Internet services across a world of devices” (2008)

3

Mission Statement

- A brief statement that defines the basic purpose of the organization or program and corresponds directly with its core programs and activities. A program's strategic goals should flow from the mission statement.
 - Clear, easily understood, defining & limiting
 - States why program exists/its reason for being
 - Usually describes key customers and what it provides
 - Should define the uniqueness of the organization and program

4

Some Worthwhile Examples

Apple Computer

- **Vision** – To make a contribution to the world by making tools for the mind that advance humankind
- **Mission** – To bring the best personal computing experience to students, educators, creative professionals and consumers around the world through its innovative hardware, software and Internet offerings

5

Some Worthwhile Examples

Federal CIO Council

- **Vision** – A Federal Government that strategically, efficiently, and effectively use IT to serve and protect our citizens
- **Mission** – To foster the collaboration of Federal Government CIOs in strengthening Government-wide IT management practices. (*CIO Council Strategic Plan, FY 2007-2009, January 2007*)

6

More Worthwhile Examples

EPA Office of Research & Development

- **Vision** – ORD's discovery and innovation revolutionize environmental decision making
- **Mission** – To conduct leading edge research and foster the sound use of science and technology to fulfill EPA's mission to protect human health and safeguard the natural environment.

7

More Worthwhile Examples

DHS Office of General Counsel

- **Vision** – Preserving freedom and protecting America through the rule of law
- **Mission** – OGC unites the attorneys of the Department into one extended office under the leadership of the General Counsel to provide the legal services necessary to protect the homeland and secure our freedoms and ensure that DHS policies and programs are aligned with the letter and spirit of the law.

8

Pop Quiz on Vision Statements

- To bring inspiration and innovation to every athlete in the world
- To be one of the best companies in the world, by every measure
- Invoke the imagination; provoke the senses; evoke the emotions

9

Developing a Vision for the Levee Safety Program

- Envision a future where the recommendations of the Levee Safety Commission have been accepted and acted on with diligence and intensity. The program is functioning well, has significant accomplishments, and is widely recognized as an example of government at its best.
- You are floating over the nation in a hot air balloon. Looking down, what do you see?
 - What improvements have been made?
 - What problems have been solved?
 - What is being done differently or better
 - How are individuals, government leaders, communities, and/or agencies behaving differently? What are they doing now that they did not do in the past?

10