



A S S O C I A T E S

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Expanded views on strategic planning

Preparing for any future that might come along

Exploring issues from various vantage points – how do we do this well?

1. Recognize and anticipate, prepare for and respond to different situations.
2. Foresee the unforeseeable: Global Economic Crisis, etc.
3. Distinguish between concern and alarm: Three Mile Island or Fukushima Daiichi.
4. Differentiate between risk and gamble: In military terms, able to get out versus no way out.
5. Anticipate unintended consequences.
6. Imagine that the inconceivable becomes inevitable.
7. Identify the stop-loss moment: Military and stock market concepts...Greece and the Euro zone?

Effectively managing in today and tomorrow's world?¹ For example:

1. If we cannot predict our variables in the near future, how do we effectively manage?
2. If a swarm of small things can bring down a big thing, what are the implications? How will we manage this?
3. How can things be done "the right way" without being tightly and centrally controlled?
4. If our future is based on open networked systems that communicate toward greater effectiveness, how do we manage and develop our work toward that end?
5. How do we establish reciprocal relationships with stakeholders and encourage significant levels of engagement by stakeholders, including participatory decision-making²?

In summary

1. How do we build an adaptive organization?
2. How do we avoid being reactionary and be more proactive?
3. How do we move from strategic planning to incubating innovation?
4. How do we decide – and what are the criteria for determining – the key leverage points for action for the next several years? What is the rate of risk or gamble for each leverage point?

¹ "External Influences on Nonprofit Management," Ruth McCambridge, 15 August 2012, www.nonprofitquarterly.org

² "The Participatory Revolution in Nonprofit Management," Gregory D. Saxton. 2 August 2012, www.nonprofitquarterly.org