

Fundamentals of Strategic Leadership & Planning



Strategic Leadership: *The Importance of a Holistic Perspective*



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Strategic Leadership → Strategic Plan

- ▶ “In some ways, strategic thinking is like constructing a mental map that connects the current ‘here and now’ to something, somewhere, or sometime in the future. Just like a road map that will take you from the countryside into the center of a large city, strategic thinking—[strategic leadership]—gives you (and others) a general feel for your route, gives you waypoints that help designate your path, and provides guidance if things turn sideways while you are en route.” *(insert citation)*
- ▶ The strategic plan articulates this way forward for us, and provides a concrete tool to assist our effective movement from where we are to where we’re headed.
 - ▶ We need **STRATEGIC LEADERSHIP** in both the construction and implementation of a **STRATEGIC PLAN**.

Strategic Planning: *4 Key stages*

1. Engagement



2. Goal Identification



3. Implementation



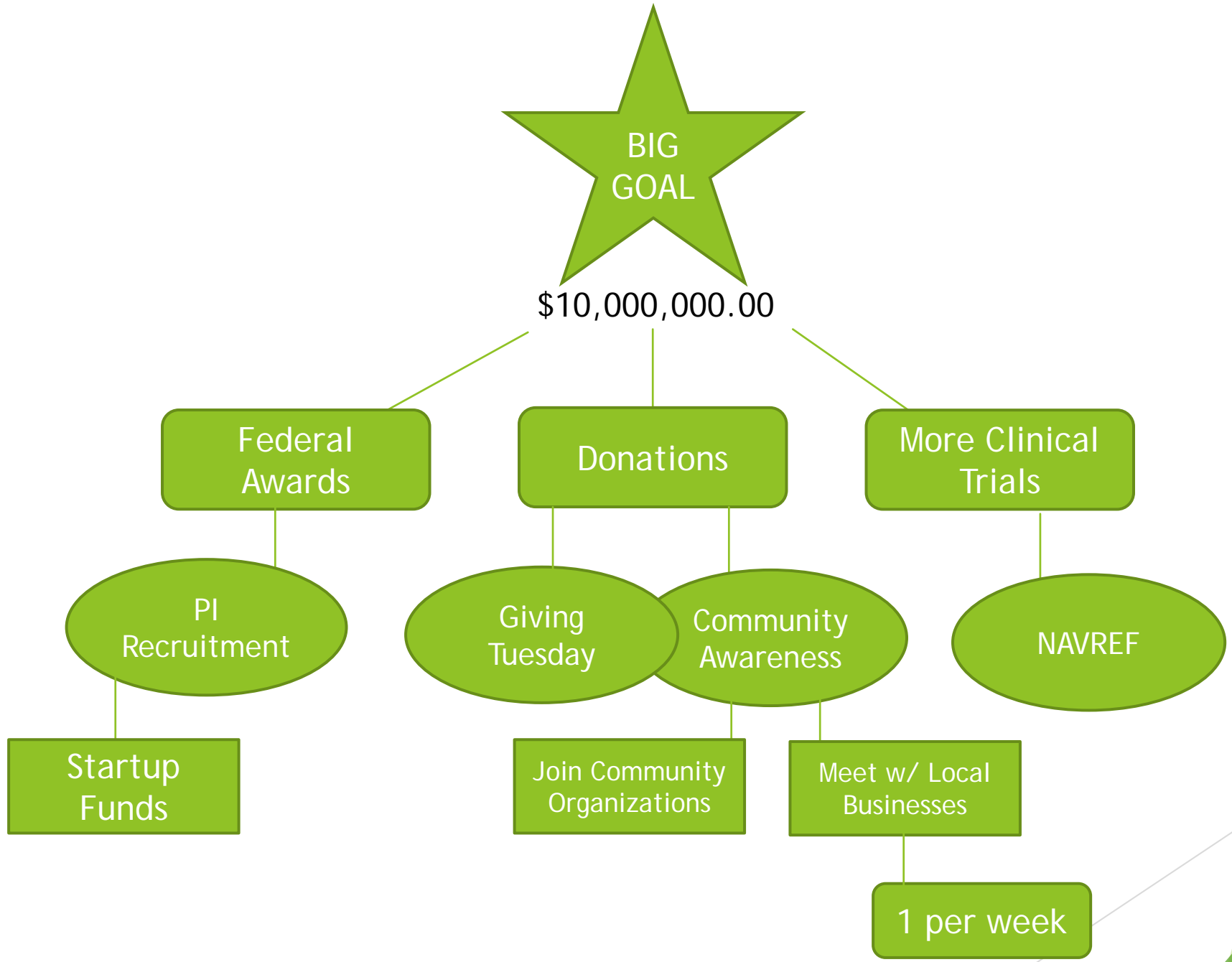
4. Accountability

Strategic Planning: *Engagement*

- ▶ Is there a recognized need for the activity?
- ▶ Who are the key players?
- ▶ Do you have engagement from the key players?
- ▶ Review Mission & Vision

Strategic Planning: *Goal Identification*

- ▶ What is the **BIG GOAL**?
- ▶ 10X it
- ▶ Now work Backwards
 - ▶ What is needed to make the 10 X Goal achievable?
 - ▶ Don't worry about the current situation
 - ▶ Focus on the key achievement for each step needed to reach the one above
- ▶ Create a "Direction" of travel
 - ▶ Key for future decision making



Strategic Planning: *Implementation*

- ▶ Understand who is responsible for each item
 - ▶ Executive Director?
 - ▶ Community Board member?
 - ▶ Outside Consultant?
- ▶ Focus on smaller, specific, achievable steps
- ▶ Identify target goals and timelines to evaluate progress
 - ▶ Specifics are key to know if you met your goal
- ▶ What is the timeline for reporting progress and achievement?
 - ▶ Quarterly?
 - ▶ Monthly?



BIG GOAL

\$10,000,000.00

Federal Awards

Donations

More Clinical Trials

PI Recruitment

Giving Tuesday

Community Awareness

NAVREF

Startup Funds

Join Community Organizations

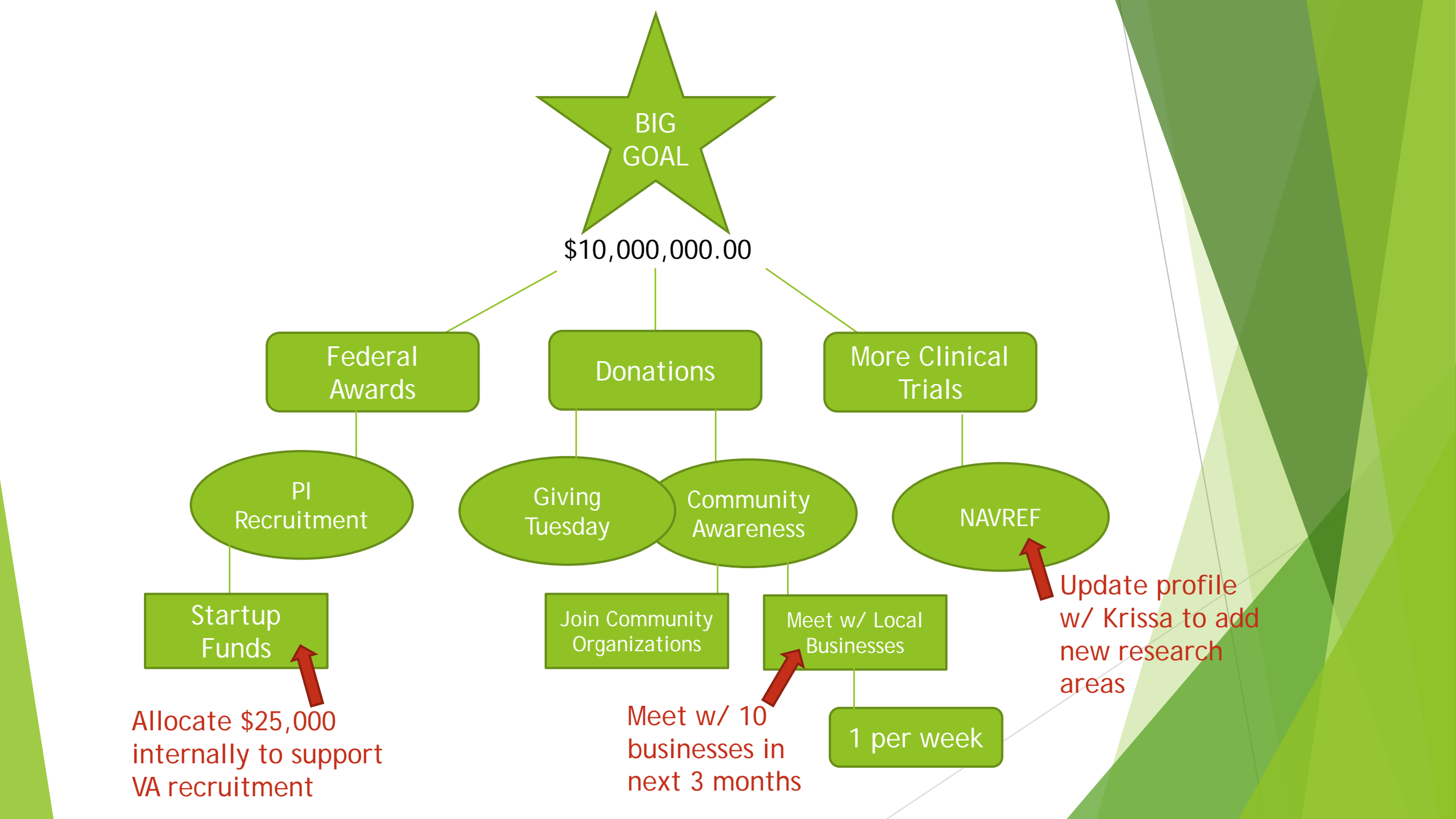
Meet w/ Local Businesses

1 per week

Allocate \$25,000 internally to support VA recruitment

Meet w/ 10 businesses in next 3 months

Update profile w/ Krissa to add new research areas



Strategic Planning: *Accountability*

- ▶ Add accountability review to board meetings
- ▶ Did the responsible Party complete their tasks?
- ▶ Were goals met?
 - ▶ Why or why not?
- ▶ Re-Evaluate timelines/expectations if needed

Strategic Leadership: *Competencies*

- ▶ Systems Thinking
- ▶ Decision Making
- ▶ Managing Risks
- ▶ Creative Thinking
- ▶ Critical Thinking
- ▶ Evaluative Thinking
- ▶ Synthetic Thinking
- ▶ Self-Reliance
- ▶ Inspiring Others
- ▶ Motivation
- ▶ Planning and Organizing
- ▶ Valuing and Leveraging Diversity
- ▶ Sponsoring
- ▶ Active Listening
- ▶ Relationship Management
- ▶ Resilience

