

Sustained Strategic Planning

ENGAGEMENT WITHOUT EXHAUSTION

Roadmap to Success

Staff Engagement

Invite all to participate
Reasonable time commitment
Bring it down from the clouds

merit philosophy:
A staff-developed plan will increase motivation to keep the plan relevant, and will keep staff involved in high-level service management issues.

Stop Total Overhauls

5-year snapshot that rolls forward
Built in flexibility with framework
No need to overhaul every 5 years

merit philosophy:
Let's not waste time creating a document that needs complete overhauling every five years - who has time for that?

Participation

Create leadership opportunities
Creativity in idea generation

merit philosophy:
Leaders are born from opportunity, not position!

Time is Money

Drop endless meetings
Set manageable workflow
Accountability without pressure

merit philosophy:
Meeting for the sake of meeting is a waste of time!

Set Goal Standards

Require SMART goals
Use goal plan templates
Create goal development process

merit philosophy:
We're all busy, so let's leverage the same templates and decision making processes for each goal!

Plan Stewardship

Plan transparency
Progress indicators
Plan management

merit strategic planning group:

- ★ Meets 8 times a year, for 1 hour, to review new goals, and periodically the overall framework (Feb, Mar, May, Jun, Aug, Sep, Nov, Dec).
- ★ Quarterly all-staff meetings (Jan, Apr, Jul, Oct) have standing agenda item for new goal approvals.
- ★ Plan manager adds ~3 hours/quarter updating progress indicators, pdf documents, and website.

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