

# STRATEGIC PLANNING

September 2010 (subject to change)



## PLANNING IS STEWARDSHIP

1. **Time** - Planning allows you to make the best use of the time available to you.
2. **Talent** – Planning helps you recruit, screen & place people for maximum impact in quality, quantity & growth.
3. **Treasure** – Planning ensures your financial resources will reap the greatest results.

## OPPORTUNISTIC VS. STRATEGIC GROWTH

Strategic growth is planned growth. (Nehemiah)

Opportunistic growth is when we interrupt our plans and divert already allocated resources so that we can own and implement an unplanned ministry opportunity that we sense God has placed in front of us. (Acts 16:6-10)

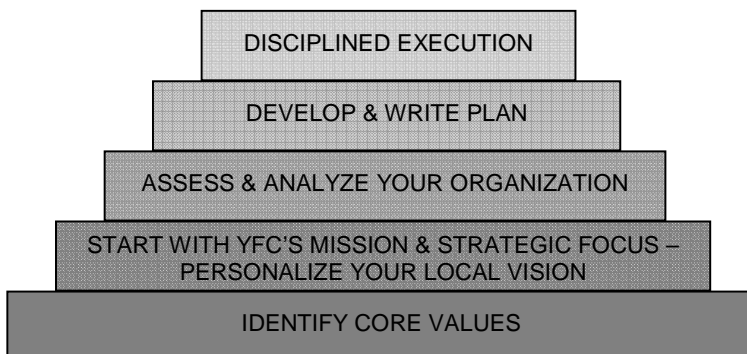
Both are valid ways that God calls us to follow his will. We encourage you to plan well (strategically) and keep your heart open to hear God's call to change direction if it is His will.

## WHY PLAN STRATEGICALLY?

1. Provides a **reality** check
2. Promotes **thinking through** ministry in a disciplined manner
3. Helps to **identify critical areas**
4. Assists in **establishing priorities**
5. Establishes **commitment vs. compliance**
6. Aids in **focusing efforts and activities** to better accomplish the mission
7. Improves the likelihood of **identifying and attracting needed resources**

## BASICS

Good planning builds on the principles on which YFC is based.



A strategic plan answers four questions:

1. Where are we?
2. Where do we need to be?
3. Where do we begin?
4. Where should we be headed?

## STEPS TO STRATEGIC PLANNING

At every step of the process, God's vision should be sought.

1. Secure board approval of the process.
2. Set up an ongoing prayer initiative
3. Establish a guiding coalition - include: board & staff members, community leaders & stakeholders
4. Where are we?
  - Strengths & weaknesses (see **SWOT** below)
  - Define your territory
  - Define your "Hill" (ministry of greatest strength)
5. Evaluate the needs in your community – to find "the sweet spot" (see below)
6. Cast vision
  - Think Five Essentials and 3Story
  - Think "every", sites, board, staff, student leaders, partnerships, discipling into churches
7. Where do we need to be?
  - Positional Goals for 3-5 years out.
8. Where do we begin?
  - Operational Goals that take you towards your desired end.
9. Where should we be headed?
  - Directional Goals that will indicate progress toward your ends.
10. Be disciplined in your execution.
  - Include operational goal progress reports in every board meeting agenda
  - Ensure job descriptions and supervision include each person's role in the plan

## SWOT EVALUATION

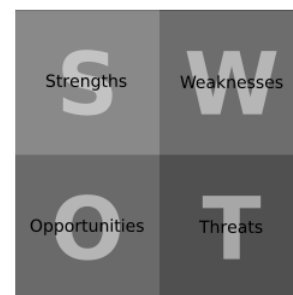
A handy tool for step 4 above is the SWOT Analysis.

**Strengths:** Attributes and conditions that allow you to take advantage of opportunities or reduce the impact of barriers.

**Weaknesses:** Attributes and conditions that could stand in the way of taking advantage of opportunities or reducing the impact of barriers.

**Opportunities:** Attributes and conditions that enhance your ability to achieve your objectives.

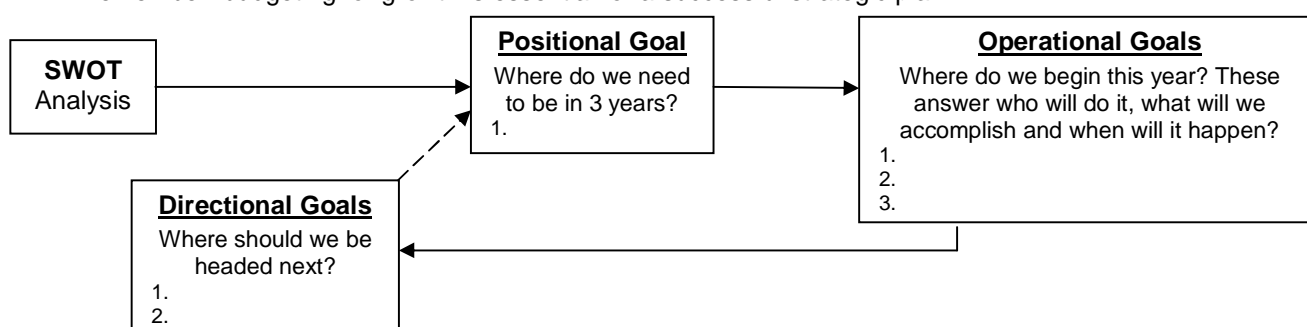
**Threats:** Attributes and conditions that stand in the way of your efforts to achieve your objectives.



## WRITING THE PLAN

Your goals flow from your plan.

- Good goals are SMART Goals. Specific - Measurable - Attainable - Relevant – Tangible
- Remember: budgeting for growth is essential for a successful strategic plan



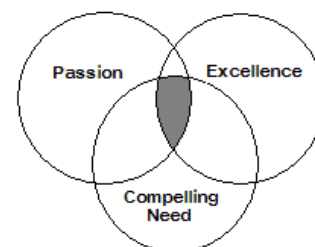
## FINDING THE SWEET SPOT

The Sweet Spot is where your passion, what you do well and what your community needs intersect.

- Your Passion: YFC's mission
- Your Excellence: Areas of your resources (i.e. financial, influence) and your expertise (i.e. personnel, training)
- Compelling Need: Real and felt needs in your community that relate to youth.

Don't assume you know what the sweet spot is. Our biases can keep us from being in touch with what people are aware of or feeling. The best way to take the pulse of your public is to do a community survey. Besides, well-publicized survey results can be a part of educating the community.

The result is that you gain community support for what you do, and you target the segment of your population that has great need and high visibility.



## FINAL THOUGHTS

There are no perfect plans.

- Do your best, implement and adjust.

**Roles: Do you want commitment or compliance?**

- Those committed have bought in and own the plan. Include your key stakeholders from the start.
- Those compliant will "go along", but never seize the vision: telling or even selling is not the same as including.