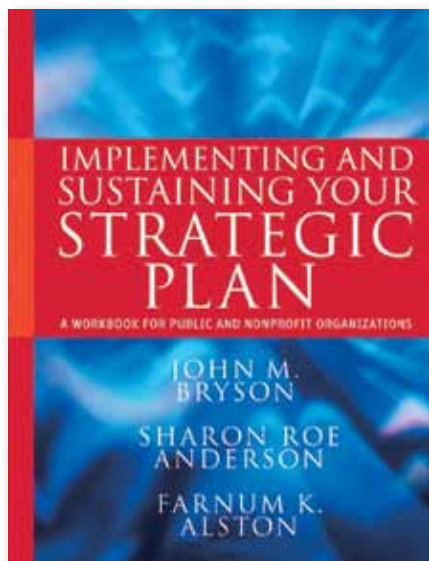


Put Your Strategic Plan into Action

Do more than create a strategic plan.
Be sure you put it to good use.

By John M. Bryson, Sharon Roe Anderson, & Farnum K. Alston.
Softcover. 294 pages. John Wiley & Sons, www.wiley.com.

By Terrence Fernsler



worksheets facilitates communication among those involved in activating the strategic plan.

The worksheets will prove useful in clarifying the strategic plan's intents as well as individual and team roles in its implementation. The process must, of course, be tweaked to respond to the characteristics of each organization, and the authors provide counsel about how to customize the worksheets to be most helpful. *Implementing and Sustaining Your Strategic Plan* offers a thorough guide to fulfilling the hopes and taking advantage of the opportunities that emerge from your planning efforts. **S**

Terrence Fernsler has been a nonprofit professional for over 30 years and is currently a candidate for a Master's in Nonprofit Leadership degree at Seattle University.

Strategic planning involves hard work and precious time. It produces highly valued aspirations and dreams for an organization. This workbook is designed to make sure a new strategic plan is implemented, not just sitting on a shelf. Implementers often include people who weren't involved, or who had little involvement, in the planning process itself, and who will therefore need some guidance in putting the plan into action. This book offers that guidance.

The workbook can be used in combination with other books on strategic planning, but is comprehensive enough to stand alone. It is very detailed, especially suited to organizations that are organized around a structural framework. Yet the authors recognize the need to adapt to organizational politics. Any organization that intends its strategic planning to be more than symbolic should review the entire book, although few organizations will need all the worksheets.

The book is useful to all stakeholders of an organization or public agency. It clarifies the implementation process of a new strategic plan, step by step, helping to allay the fear of change that commonly emerges with such an effort. Using the

ARE YOU READY TO IMPLEMENT YOUR PLAN?

Being ready to put your plan into action means having a good idea of your organization's current situation and what you may need to do to increase the chances of success. To get started, here are a few questions that you and others in your organization need to ask yourselves:

Do you have experience implementing change? Do you understand how to make change work?

Are regular dialogue and deliberation part of everything you do?

Do you routinely set aside time to assess what's working, what's not, and how to improve what you're doing?

Is your organization's structure flexible enough to facilitate change?

Do you have a champion to oversee day-to-day implementation activities?

Do you have a strong sense of urgency to move your organization ahead?

Is there effective organizational cooperation and communication?

Who are your key stakeholders? What matters to them?

What would success look like?

Twelve Steps to Activate Your Strategic Plan

- 1. Assess your readiness** to implement the plan.
- 2. Get organized** and prepared to lead implementation.
- 3. Understand** how the strategic plan came to be.
- 4. Clarify** who the stakeholders are.
- 5. Articulate goals** for implementation.
- 6. Get clear about strategies** that will continue, will be started, or will be phased out.
- 7. Budget** the work.
- 8. Create** an implementation management structure.
- 9. Develop** effective implementation teams.
- 10. Organize** learning processes.
- 11. Put it all together** into action plans.
- 12. Maintain, readjust, or terminate** strategies.