



*Focus on
the Future:
Rethinking the
Strategic Planning
Process*

KAMM SOLUTIONS
Educators • Researchers • Presenters

A Three-Phased Strategic Planning Process

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About Kamm Solutions: Kamm Solutions offers an array of engaging programs focused on learning, leading, and system success. We customize all our services to the specifications and needs of each organization with whom we work.

One of our primary areas of focus is strategic planning in business, industry, and education. Kamm Solutions emphasizes efficient data management, strategic communication, community involvement, shared leadership, anti-racist pedagogy, and high-performance teaming throughout this process.

It is our privilege to engage with organizations on their journey of discovery as they analyze their current actions and results; more deeply understand their community; develop a deep awareness of changes that are occurring in our world; and make more informed decisions about how to design and develop an effective, future-directed organization.



Our Approach to Strategic Planning

Kamm Solutions has a great deal of experience and success facilitating the development and implementation of strategic plans in diverse communities. As we begin the strategic planning process, we make the following five commitments:



1. Spend time getting to know the organization through interviews prior to beginning the strategic planning process.



2. Review organizational data and practices as well as the implementation of past strategic plans.



3. Support the organization in forming a Design Team of members to co-create and guide implementation of the new strategic plan.



4. Establish a welcoming and inclusive atmosphere to support open dialogue and psychological safety among Design Team members.



5. Prepare each meeting with participant input and clear agendas containing links to relevant documents. Create a customized webpage to store pertinent resources. Provide multiple opportunities for feedback through dialogue and surveys.

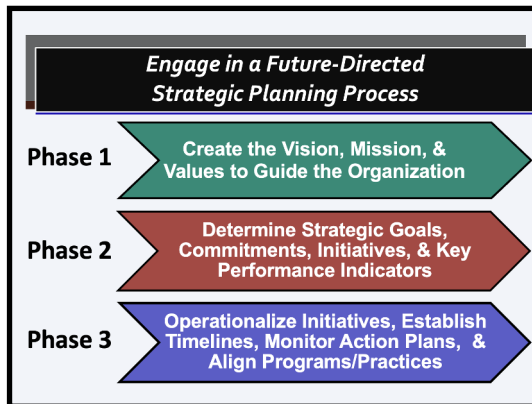


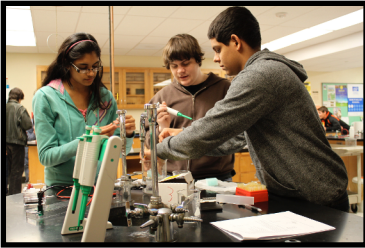
Figure 1: A Three-Phased Process

A Three-Phased Strategic Planning System:

A strategic plan expresses an organization's culture and establishes a direction for growth. Kamm Solutions facilitates this pivotal process in three phases that work together to ensure that the strategic plan is part of a cohesive system of change and not just a collection of well-meaning words (See Figure 1) . The following table provides a more thorough explanation.

PHASES & EXPLANATIONS	DELIVERABLES
<p>PHASE 1: During Phase 1, the Strategic Plan Design Team engages in a thoughtful dialogue about what it means to guide a future-directed organization. In addition, the Design Team will also engage with MIT's Presencing Institute's work on awareness-based change. The Design Team then reviews their current strategic plan and evaluates the impact their current plan has made. They may also conduct surveys and focus group interviews to gather the thoughts and suggestion of both their internal and external communities. Ultimately, the Design Team will publish their vision, mission, and values to guide the further development and implementation of their new strategic plan.</p>	<p>Completed Vision, Mission, & Values to Publish for the Community</p>
<p>PHASE 2: Phase 2 continues the focus of Phase 1 by supporting the vision, mission, and values with the determination of strategic goals and commitments. During Phase 2, initiatives/strategies for achieving the goals and commitments are determined as well as key performance indicators to monitor the impact of the initiatives/strategies. In order to better understand the science of implementation, a rubric of six essential practices is analyzed and applied. In addition, the Design Team will also apply the four functional stages of implementation: exploration, installation, initial implementation, and full implementation.</p>	<p>Strategic Goals & Commitments, Initiatives/Strategies, & Key Performance Indicators</p>
<p>PHASE 3: This phase includes the development of timelines and monitored action plans to operationalize the work on the selected initiatives/strategies. In addition, the Design Team will review the characteristics of high-performance teams that lead change. They will also determine if their current practices and procedures need to be altered to better implement their selected initiatives/strategies.</p>	<p>Timelines and Action Plans for Each Initiative</p>

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Workshop Structure: Kamm Solutions offers a variety of configurations for our highly interactive workshops. We provide in-person options and also host virtual opportunities on Zoom. Although we suggest that the first workshop be in person for two full days, we meet with each organization to determine what works best for them.

Available Services:

Available Services
<p>Full Day & Half Day Workshops & Seminars: These professional learning sessions include a customized webpage, multiple resources, pre-planning discussions, and follow-up discussions and reports.</p>
<p>High-Performance Team Coaching: The key to organizational growth and agility is dependent on the empowerment of high-performance teams. Kamm Solutions works closely to develop high-performance teams that lead and sustain change throughout the strategic planning process.</p>
<p>Executive Coaching: Future-directed leaders are essential for successful strategic planning. Kamm Solutions is committed to supporting the professional and personal growth of all leaders within an organization.</p>
<p>Special Projects: During the strategic planning process, there are often complimentary projects that occur, e.g., literature reviews, surveys beyond those included with the strategic planning process, focus-group interviews, etc. Kamm Solutions is uniquely positioned to support these special projects.</p>