

11/12 Study Guide Questions

1. What is the purpose of strategic planning? What value/benefit does it provide and to whom? Why do it?
2. What are some different approaches to the planning process? The implementation process?
3. According to our readings this week, what are some of the risks and downsides to strategic planning and what are some of the mitigating solutions offered by the authors/researchers (including how to combat the “six strategy killers”)?
4. In explaining “theory of change” concepts to someone unfamiliar with the nonprofit sector, how would you describe TOC, including its uses and potential benefits? How might you utilize it as a nonprofit sector stakeholder, whether NPO leader/manager, donor, volunteer, community member?
5. What has been your own experience with strategic planning, both process and implementation?
6. What insights do you have about some of the linkages between strategy, innovation, organizational learning, organizational change, impact, business-model, etc.?
7. As a nonprofit manager/leader, how might you utilize or capitalize upon the linkage between the “quality of direction,” the “quality of learning,” and the “quality of implementation” in your organization? Thoroughly review the archetypes in www.asone.org, and review on that same website at least one case-study that exemplifies each archetype.

Potential Questions for Christine Conte, Executive Director of Tohono Chul Park

1. What are Tohono Chul’s biggest current opportunities, and how is the organization pursuing those?
2. The biggest challenges, and how are you addressing those?
3. Describe Tohono Chul’s recent strategic planning process, both the process itself and its outcomes/products/benefits/risks. Lessons-learned? Advice for other organizations about your process?
4. What tools or frameworks have you found especially useful in your efforts to improve your business-model?
5. What are you gaining strategic clarity about for Tohono Chul as you’re going through the planning process? Any BHAG(s) for the park’s mission?
6. What professional development and/or lessons-learned advice do you have for the next generation of nonprofit leaders?