



SPiN: Strategic Planning in Nonprofits

Leadership Roles for Making Strategic Planning Work

- Understanding the context
- Understanding the people involved, including oneself
- Sponsoring the process
- Championing the process
- Facilitating the process
- Fostering collective leadership
- Using dialogue and discussion to create a meaningful process, clarify mandates, articulate mission, identify strategic issues, develop effective strategies, and develop a vision for success
- Making and implementing policy decisions
- Enforcing norms, settling disputes, and managing residual conflicts
- Pulling it all together

From *Strategic Planning for Public and Nonprofit Organizations*, by John Bryson

