THE COUNCIL’S ROLE IN STRATEGIC PLANNING

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THE CRITICAL GOAL OF THE COUNCIL IS TO ENSURE THAT THE ORGANIZATION IS PURSUING A SUCCESSFUL STRATEGY. IF NOT, THE COUNCIL MUST BE WILLING TO URGE CORRECTIVE ACTION.

COUNCIL ENGAGEMENT IN STRATEGY
The Council must be constructively engaged with administration.

Strategic planning best practices require the Council and administration to work together to determine the organization’s strategy – create its vision and mission statement and strategic initiatives.

Council best practices in strategic planning typically involve providing strategic thinking, oversight, and enhancement rather than suggesting specific tactics.

Best practices require the Council to thoroughly understand the assumptions and analyses upon which strategy is based.
Council engagement in the development process will help "legitimize" a strategy for external parties such as tribal members and community residents and funding institutions.

If council members believe that their organization has the right strategy, then they should support the Administrator in their response to any criticism from external parties.
THE ADMINISTRATOR’S ROLE IN STRATEGY

The role of the Administrator under ideal circumstances is to:

- Collaborate and actively interact with the Council in formulating strategy & obtaining Council approval
- Propose strategic action plans to implement and communicate plans as appropriate
- Regularly updates the Council on strategy/plan execution
- Propose to the Council changes in the strategy and action plans as necessary

FOUR STEPS IN THE PROCESS FOR STRATEGY DEVELOPMENT

Step 1 Prior to embarking on strategy development, the Council and administration should jointly identify, discuss, and agree on the organization’s vision and/or mission

Step 2 Administration and the Council should establish procedural guidelines for the development of the organization’s strategy, and clearly identify their goals and expectations for this process

Step 3 Organization strategy should be a topic at every Council meeting.

Step 4 Administration should express the approved strategy in a written statement.
KEY ELEMENTS IN STRATEGY

Vision and Mission Statements

Internal Factors: Core Competencies, Core Assets, Culture, Ethics

External Business Factors: Customers, Competitors, Vendors, Suppliers, Funding Agencies

KEY ELEMENTS IN STRATEGY

SWOT Analyses: Strengths & Competitive Opportunities
Weaknesses & Competitive Deficiencies
Opportunities (present and future)
Threats (to organization’s well being)

Establish Assumptions (Council and administration reach agreement)
KEY ELEMENTS IN STRATEGY

Creation of Preliminary Strategy

Strategy Execution Feasibility and Timing (administration reviews with the Council)

Development of Final Strategy (Council and administration review and approve)

MONITORING THE EXECUTION, RESULTS, AND ADJUSTMENTS OF STRATEGY

– The Council should monitor execution of the strategy against measurable milestones/performance targets and objectives

– Administration should continually provide the Council with information relative to the performance of the organization, especially events, trends, and uncertainties that may impact the execution and success of the organization’s strategy

– The Council should ensure that modifications are made as necessary to the strategy by administration.
KEY COUNCIL EXPECTATIONS OF ADMINISTRATION FOR STRATEGIC PLANNING

- The Council and administration are responsible for developing the organization’s strategic plan. It is a collaborative effort with administration often in the lead.

- The Council has a responsibility to monitor the execution of strategy against measurable criteria.

KEY COUNCIL EXPECTATIONS OF ADMINISTRATION FOR STRATEGIC PLANNING

- To Participate Effectively in the Strategic Planning Process, Councils Should be Prepared to Ask Incisive Questions – Anticipating, Rather than Reacting to Issues or Major Concerns.

The Council’s key challenge in strategic planning is not in finding answers to the tough questions, the challenge is in asking the right questions, or in not missing some of the critical questions, thus resulting in skewed operational and strategic plans.

THE OVERARCHING QUESTION?

How should we position our organization to best serve its members over the next 3-5 years?
KEY STRATEGY QUESTIONS EVERY COUNCIL & ADMINISTRATION TEAM SHOULD ASK

1. How well is our current strategy working?

2. Do we have a “big” idea?

3. Do we have the right operating model?

4. What are our Strengths, Weaknesses, Opportunities, and Threats (SWOTs)?

5. What are our core competencies? How can we leverage them better?

6. What are our key risks, and how can they be managed?

7. What are our objectives for the next 3-5 years?

8. What level of administration and staffing expertise and competencies will be required to maintain the our functions for the next 3-5 years?
9. How are we going to attract, retain, and motivate employees (especially tribal/village members) at all levels?

10. What types of systems, policies, and procedures (administration, operations, personnel, training, etc.) will be needed to support our organization over the next 3-5 years?

11. How can we use technology (information processing, etc.)?

12. How does our current performance compare with other Tribes/Villages?

13. What strategic initiatives are needed to achieve our strategy?

14. Do we have the organization structure in place to achieve our key objectives and strategies?

15. Do we need to consider making a paradigm shift?
The Council and Administrator must work closely together to formulate and execute successful strategies.

Both the Council and administration must institute protocols to monitor execution so corrective action can be taken as quickly as possible.

The Council must ensure that there is a fit among objectives/goals, policies and the organization’s vision and mission.

QUESTIONS

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