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ACCE CONFERENCE 2016 STRATEGIC PLANNING TIP SHEET

TOP 5 REASONS WHY CHAMBERS WASTE TIME AND MONEY ON STRATEGIC PLANNING

- 1) **The Chamber did not do its homework before the planning process began.** The strategic plan is an exercise in magical thinking. What's magical thinking? If the strategic planners cannot give a rational explanation of HOW the Chamber will achieve its strategic goals, obtain the resources that it needs to achieve these goals or where the money is coming from, then it is engaging in magical thinking.
- 2) **The Chamber has no idea how it is perceived** by its members, nor does it have any idea how it as an institution is perceived by the public at large. The Chamber also does not understand that it has competitors. These competitors are seeking revenue from the same sources as the Chamber.
- 3) **No one in the Chamber's board or management really understands what these plans are about, or how to execute the plan once it's written.** They have difficulty recognizing that the Chamber is a business and that the Chamber's strategic plan is a strategic business plan.
- 4) **The plan does not clearly articulate** goals, expected changes in productivity or behavior, expected changes in programmatic emphasis, or the types of resources necessary to bring about lasting change. *The Chamber has not taken the Eight Influences from the Horizon Initiative to heart!*
- 5) **The Chamber has no idea what to do next.** The Chamber has no idea what the structure of the strategic plan should look like, or how to go about articulating the vision for the organization and creating a roadmap to get there.