STMA in action

Strategic Plan guides STMA’s future

THE STMA BOARD OF DIRECTORS met for an extra day and a half during its summer 2011 board meeting to formulate their vision for the future. That vision is captured in the association’s 2012-2014 Strategic Plan, which is outlined below. The 2007-2011 plan is complete, and its accomplishments were outstanding (see “President’s Message” on page 7). Some elements of the new plan build on concepts that were introduced in the previous 5-year plan; other elements clearly are new for STMA. The goal of this plan, as it has been for its previous plans, is to take STMA to the next level in advancing the association, its members, and the industry.

Consultant Joe O’Brien, CAE, facilitated the development of this plan, as he did the creation of the just completed 5-year plan, and a shorter 2-year plan that helped guide STMA for 2005 and 2006. O’Brien says he is amazed at the progress of the just completed 5-year plan, and a shorter development of this plan, as he did the creation of the association, its members, and the industry.

। Strategic Plans Fail

Ten Common Reasons Strategic Plans Fail
By Leo J. Bottary

WHILE THE DATA on strategic plan failure rates is all over the map, suffice it to say it’s HIGH! Below you’ll find ten common reasons strategic plans fail. It’s likely that the last strategic initiative to fall short in your organization could be attributed to one (or some combination) of these 10 causes.

1. History
- You have to be mindful of your history when it comes to launching strategic initiatives. If you’re the kind of organization which, just a year ago, launched a new initiative with great fanfare only for it to have died an uncOUTHFUL death, then your employees are not likely to be fooled again. They’re smarter than Charlie Brown, who as you recall was repeatedly foiled by Lucy every time he was asked to kick the football. If your announcement is met with rolling eyes and a collective groan, then you stand little chance of real success no matter how brilliant the plan.

2. People/Culture
- Knowing what to do in the abstract is usually the easy part. Knowing what YOU can do based on the unique skills and mindset of your team is an entirely different matter. Understanding your people, the culture and sub-cultures within your organization, and shared vision/values are essential to developing a plan that stands a chance of success. Failure to do so is a recipe for disaster. Dave Logan’s research on “tribes” in his book Tribal Leadership offers a practical framework for understanding and working with your culture to achieve what Peter Senge describes as the difference between apathy/compliance and commitment/enrollment.

3. Leadership
- How committed is your lead-