

CHILDREN'S HOSPITALS WEEK 2021

# 9 Truths & Tactics to Planning in an Unpredictable World.

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NONPROFIT VELOCITY



# Finding New Purpose in Planning

- Strategic Planning is not Campaign Planning
- A bookshelf dust magnet vs. a tool for navigation
- Our **VUCA** world no longer allows a “static” plan.

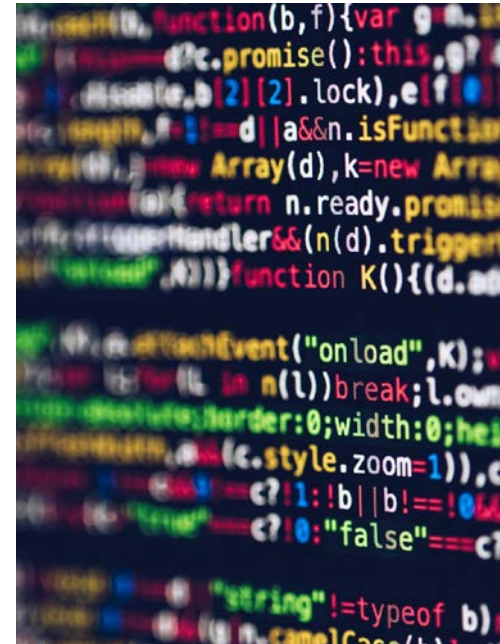
## Truth & Tactic #1

If you're not planning “dynamically,” you're better off not doing it at all.



# Our VUCA World

- **Volatile** - The environment demands you react quickly to ongoing, unpredictable changes that are out of your control.
- **Uncertain** – No concrete trends or patterns. Difficult to establish what will happen next and base decision on it.
- **Complex** - The environment is dynamic with many interdependencies and potential permutations based on small changes.
- **Ambiguous** - Multiple interpretations are permitted and equally valid. Hard to decide what to do in order to achieve the desired outcome.



# The Posture of Planning in a VUCA World

- Have A Problem-Solving Mindset

## Truth & Tactic #2

“Know Your Moment”

Uncover what's actually true right now.  
Not what you'd like to be true.



# The Posture of Planning in a VUCA World

- Volatility demands Inquisition
- Uncertainty demands Direction

## Truth & Tactic #3

Don't react. Inquire then Direct.



# The Posture of Planning in a VUCA World

- Complexity demands Focus

## Truth & Tactic #4

Embrace your limitations.



# The Posture of Planning in a VUCA World

- Ambiguity demands Agility

## Truth & Tactic #5

Embrace that being “right” isn’t everything.



# The Act of Planning

## Know Why You Are Planning

- To overcome challenges
- To evolve to a better state
- To accomplish big objectives



# The Act of Planning

## Truth & Tactic #6

Commit to a longer-term Trajectory, not a fixed destination.

- What direction are we heading and why?



# The Act of Planning

## Truth & Tactic #7

There are four key planning arenas to address:

- Clarity
- Capacity
- Competency
- Collaborators

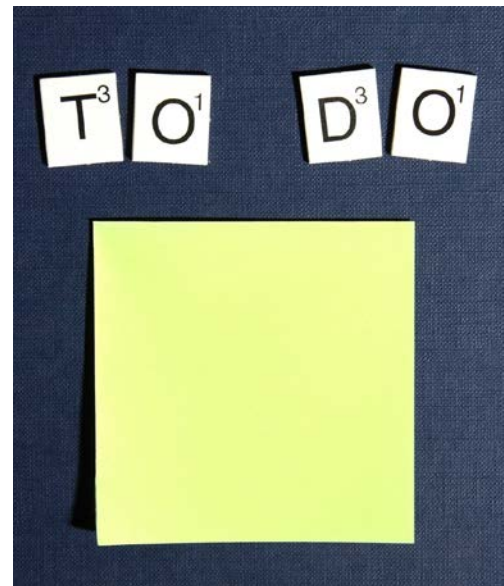


# The Act of Planning

## Truth & Tactic #8

Focus on creating short range action plans

- What's true of our current "moment" now?
- Are we on trajectory or not?
- What does success for this cycle look like?
- What must we commit to doing?
- What obstacles can we anticipate?
- What unanswered questions remain?



# The Act of Planning

- Plan the work.
- Work the plan.
- Change the plan when it's not working.
- Work the changed plan.
- Change it again as needed.

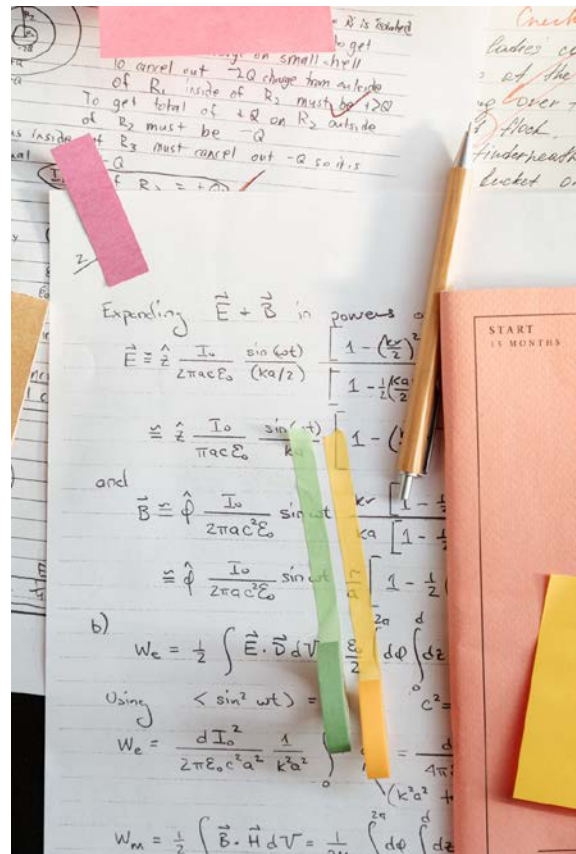


# A Radical Proposition

## Truth & Tactic #9

Don't just look to solve one big problem at a time.

Put them all on the table at once.



# Questions?

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