

STRATEGIC PLANNING: ICA METHOD OVERVIEW

1. ICA PLANNING MODEL – THE LEARNING ORGANIZATION

This approach is akin to the integrated approach, in that it is constantly evolving. A high degree of emphasis is placed on dialogue among the key stakeholders, to ensure that all issues are tabled, and addressed.

There are four phases to the ICA strategic planning approach:

Phase Number	Name of phase	Elements
1	Preparing for strategic planning	<ul style="list-style-type: none"> ➤ Assessing reasons for strategic planning ➤ Clarifying objectives ➤ Establishing guidelines ➤ Designing the planning process ➤
2	Developing the planning context	<ul style="list-style-type: none"> ➤ Analyzing the external and internal environment ➤ Clarifying mandates and mission ➤ Objectifying the primary values
3	Creating the strategies	<ul style="list-style-type: none"> ➤ Stating the vision of the future ➤ Identifying underlying obstacles ➤ Creating the strategic directions ➤ Designing the implementation scheme/structure
4	Implementing the plans	<ul style="list-style-type: none"> ➤ Preparing the action plans ➤ Forming the implementing structures ➤ Monitoring the action and evaluating results ➤ Refocusing the plans

Within the third phase described above, there are four key activities:

1. **Vision** The practical picture of the desired future
Focus Questions: What do we want to see happening in the next 3-5 years? Or, Given the stated area of concern, what is the recognizable condition you would hope to have in place in the next 3-5 years.
2. **Obstacles** The underlying obstacles or issues preventing realization of the vision. Focus Questions: What is blocking us from realizing our hopes and dreams? Or, if the stated vision is to be realized, what are the issues, deterrents, blocks, irritants, etc. which must be dealt with?
3. **New Directions** The proposed new directions dealing with the contradiction. Focus Questions: What can we do with the obstacles and realize our vision? Or, What are the new directions in which we must move in order to resolve the contradictions and realize our vision?
4. **Action Plan** The substantial actions required to carry out the new directions. Focus Questions: Who, what, when, where, and how are we going to make this happen? Or, What are the substantial actions that must be taken in order to actuate the new directions?

Other Topics to Explore:

[Strategic Planning](#)

[Setting Up a Non-Profit](#)

Other Links:

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