

Strategic Planning

Key concepts

Important Preconditions

Process Fundamentals

Strategic Thinking

Culture

Leadership

Executive Summary

Strategic Planning is a process by which organizations consider their missions and values and identify long-term priorities and the best methods by which to address those priorities. Strategic decisions are based on current assessments of the organization and its environment and on informed assumptions about the future.

Learning Objectives

As a result of this education, participants will be able to:

- Articulate the purposes and responsibilities of courts and relate them to any change initiative that a court organization might undertake.
- Identify factors that can inform and affect change management processes like strategic planning and the implementation of related plans.
- Design and carry out a change management process that is appropriate to the capabilities of one's organization and aligned with its purposes and responsibilities.
- Align employees' individual performance goals with planned strategies.
- Encourage and foster strategic thinking and foresight in courts as precursors to effective strategic decision making and strategic planning.
- Recognize attributes of different court cultures and assess their potential implications for change management, enabling more accurate expectations about a court organization's receptiveness to and capacity for strategic planning and improving the ability to adjust planning processes successfully to court characteristics.
- Identify the significant qualities and roles of leadership, particularly in the context of strategic planning to align behaviors, structures, processes, and resources to ensure they support the strategic planning process and the final plan.

Activities

There are corresponding activities for each learning objective, including:

- Applying Strategic Thinking/Foresight to You Court Organization
- Court Culture Assessment

Curricular Resources

The full curriculum has a detailed listing of relevant resources and a bibliography.

- Visuals and diagrams
- Sample timelines and plans
- Self-assessment tools
- Participant lists and checklists
- Bibliography
- Activities

Strategic Planning Curriculum

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Section 1 | Preconditions for Effective Strategic Planning

- Not all planning is strategic
- Effective planning is mission-focused and guided by objective measures of performance in key areas
- Factors that affect planning processes include the type, jurisdiction, and size of the court organization; its culture; its stakeholders; and conditions in the organization's external environment

Section 2 | Fundamentals of Effective Strategic Planning

- There is no single method for strategic planning
- Good change management processes share common elements
- We teach a nine-step process, but, in practice, process elements are not so rigid or linear

Section 3 | Strategic Thinking and Decision-Making

- Before an organization can plan strategically, it must be able to think and decide strategically
- Strategic foresight is an aspect of strategic thinking

Section 4 | Court Culture

- Culture affects an organization's receptiveness to and capacity for strategic planning
- Assessing court culture can inform whether and how to do strategic planning

Section 5 | Leadership in Strategic Planning

- Many qualities of leadership are important for strategic planning
- Leaders must align the organization to support the development and implementation of a strategic plan

General Resources:

[Strategic Planning – NACM CORE[®] Curriculum](https://nacmnet.org/competency/strategic-planning)
nacmnet.org/competency/strategic-planning

[NACM CORE[®]: What Court Professionals Need to Know](https://nacmnet.org/nacm-core)
nacmnet.org/nacm-core

[The CORE[®] in Practice – a Guide to Strengthen Court Professionals through Application, Use, and Implementation](https://nacmnet.org/wp-content/uploads/THE-CORE-IN-PRACTICE-Guide-2023.pdf)
nacmnet.org/wp-content/uploads/THE-CORE-IN-PRACTICE-Guide-2023.pdf