



## **THE STRATEGIC PLANNING CYCLE**

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Since change is inevitable in the modern society, organizations must be ready to face continuous changes as long as they are operational in the changing environment. Change can be experienced as soon as the organization, either public or nonprofit is formed and outlines its vision and mission statements. The issues revolving about what happens when we change the mission of the organization that implies that the business will be there to perform different purpose. It thus covers the strategic change cycle, dealing with strategic change planning for both the profit and the public organizations in a changing environment.

### **Strategic Change in Non-Profit Organization**

President Franklin D. Roosevelt founded The March of Dimes Foundation, a non-profit organization that was initially called National Foundation for Infantile Paralysis. The initial mission of the non-profit organization was to help in combating polio. However, the organization has changed both the name and mission over the years. The organization has changed from being called National Foundation for Infantile Paralysis in the year 1938 and from National Foundation in the year 1958, to March of Dimes Birth Defects Foundation in the year 1976 and finally now March of Dimes Foundation since the year 2007.

President Franklin Roosevelt was diagnosed with polio in the year 1921 that left him a crippled person. As a result, he was determined to combat and eliminate the disease, hence asked for the establishment of the march of Dimes foundation. The president's mission was to combat polio epidemic out of the US. He acted by initiating a fundraising campaign during his time in office so that research on the disease could be carried out. The president was requesting for ten

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cents from every individual towards the research. Roosevelt would send a lapel pin to Americans who contributed ten cents during the campaign. The white house received thousands of mails in the response to the request. The annual fundraising event was given the name March of Dimes. These fundraising events lead to the founding of the Salk vaccine in the year 1955, where more than 80% of the polio disease victims received the vaccine. In the '70's, the school going children used to take part in the March of Dimes events where they used to walk for 5 miles in attempts to raise funds for the cause. Many people used to give funds to the children during the walk. However, the success of the organization in combating polio disease made the organization to change its mission and focus on the challenges that encounter the defects at birth.

The success of the organization was attributed to the fact the organization could use strategic thinking, learning, and acting on acting on its mission. Up to the present date, the organization has managed to combating polio. The use of the Strategic Cycle by the organization facilitated it in the achievement of the effective change of its vision, mission, and purpose. By strategic management plan, the organization has been able to stand a favorable position in the future by implementing decisions and strategies.

Basil O'Connor issued instructions to the staff as the president, requiring them to reformulate the mission by identifying the strengths and weaknesses of the organization. They then agreed to create a flexibility in the public health, which would be achieved by combating against birth defects, virus diseases, and arthritis. The major goal of the strategic management was to ensure that a continued commitment was maintained to the vision and mission of the organization. Consequently, this would help in nurturing a culture that supports the vision and mission, while maintaining a clear focus on the agenda of the organization throughout in its entire decision processes and activities (Bryson 2011).

The March of Dimes created a comprehensive strategic change cycle generated from the fact that both the internal and the external environment were well comprehended. The aspects involved in the internal environment include the performance and the resources present strategy. One of the favorable condition of the organization was its ability to combat polio disease in the US. The resources that the company had used in its strategic positioning included information, people, economy, culture of the organization and competences. Besides, the organization's

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success has been realized since its establishment in the year 1938; hence, the overall strategy was well established for the business processes, departments, and the functional of the organization. Based on the organizational performance, the scorecard as well positioned the research, fundraising and the indicators for the organization spoke for itself.

The aspects of the external environment includes trends/forces, the competitors and the key resources controller. March of Dimes positioned itself well in terms of forces and trends. Politically, the organization was founded by President Roosevelt, who had the disease hence understood the agony of dealing with the disease. Besides, both the social and economic positions were there because the Americans were aware of the epidemic of polio and they knew that someone had the disease. Awareness for all the Americans was enhanced by the donations of the ten cents. The key resource controllers such as the custom taxpayers, the clients, regulators, further facilitated March of Dimes positioning and the members because they knew that most Americans either had knew of someone who had the disease, or had the polio. The invention of the polio vaccine was done in the year 1955, 20years after the establishment of the organization. However, the organization used to have a vaccine that assisted in the prevention of further spread of the disease.

Lack of collaborators or competitors positioned the organization well in combating the disease. The organization was in a good position to get funding, government attention, political support, and the support from the public. Currently, the March of Dimes focuses on the birth defects of the infants, the general health of the pregnant women and babies. Besides, the organization is currently combating the Zika virus (*"Home | March of Dimes | A Fighting Chance For Every Baby", 2016*)

### **Strategic Change in Public Organization**

The Department of Homeland Security is a department of 22 different government agencies and federal departments created in the year 2002. The department was formed to enhance homeland security. The department operated under the mission of strengthening the security of the Americans on the sea, air, and land. In November of the year 2002, The Homeland Security Act of Congress created a stand-alone Cabinet-level department to serve the

national homeland security ("Creation of the Department of Homeland Security | Homeland Security", 2016)

A second stand review was initiated in the year 2005 on the operations, structures, and policies of the department. Besides, Secretary Chertoff announced a six-point agenda because of the findings. Response and identification of the challenges were arrived at through the Strategy Change Cycle under the six-point agenda change process. The leadership addressed only the main issues and left the response and implementation methods (Bryson 2011).

The use of the ten steps assists in the achievement of actions, evaluation, results, and learning. The department of homeland security initiated and agreed to the utilization of the six-point agenda in the strategic planning process. According to Bryson, the internal and external environment identified the strengths, weaknesses, opportunities and the possible threats (Bryson 2011). The present strategy, resources, and the performance are parts of the internal environment. People, economy, information, the organizational culture and competences all form part of the resources.

The department has its department of Information, restructured to streamline its change and competencies of the organization. More than 24 000 people work in the departments of the Homeland Security. The needs for the Homeland security covers TSA, national security, immigration, FEMA, customs and boarder protection, Federal Law Enforcement, Secret Service, US Coast Guard, and several other department and agencies. Homeland Security has a full functional department of information that has been restructured to streamline its competencies as well as change the culture of the organization.

The organizational components of the external environment include trends, forces, the key resources, competitors, controllers, and collaborators. Economic, political, technological, social and educational are all the elements of trends and forces for the department. The mission is the prevention of terrorism, securing and managing the borders, prevention of terrorism, safeguarding cyber security, administration of immigration, address forces, and trends in the organization, and strengthens national preparedness, addresses the forces and trends in the organization. Its key resources include the clients, taxpayers, customers, regulations and the

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members. The department has no competitive forces. The collaborative forces for Homeland Security consist of the 22 agencies that were unified to bring about an Operational and Support component that forms the Homeland Security.

## References

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