Applied Strategic Planning: An Introduction
By Timothy M. Nolan, Leonard Goodstein, and Jeanette Goodstein

1.   What should a genuine strategic plan involve?

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2.   Define Applied Strategic Planning:

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3.   Who said, "If you want to know what the future is, be a part of its development"?

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4.   What are inputs?

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5.   What are outputs?

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6.   Define each of the sequential steps in the Applied Strategic Planning Model.

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7.   What two separate elements allow the applied strategic planning to function best?

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8.   What is the Facilitator Role?

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9.   What is the Teacher of Guide Role?

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10.   What is the Diagnostician Role?

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11.   What is the Coach of Content Expert Role?

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12.   What is the Strategist or Down Board Thinker Role?

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13.   What skills should the "internal consultant" possess?

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14.   What are the thinking skills needed by an effective strategic planning group?

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15. **What are the 7 issues that has the most powerful impact on the ability of the organization to achieve success in developing and implementing a strategic plan?**

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16. **Who should write the strategic plan and why?**

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17. **What are the 6 group norms that are recommended to be addressed with the planning work group?**

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18. **Why should the execution of the plan be virtually perfect?**

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19. **What are values?**

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20. **As values become solidified and organized, what do they become?**

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21. **How is the organizational culture defined?**

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22. **What is an "organizational values statement"?**

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23. **What are the 4 key questions that will guide the planning group toward the goal of a clear mission and statement of that mission?**

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24. **Who does the mission statement address?**

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25. **In what activities can the mission statement become a template and useful tool?**

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26. **What attributes should a mission statement have?**

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27. **Describe the Strategic Business modeling stage:**

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28. **What does a truly effective strategic plan target?**

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29. **What 2 tasks must be completed before beginning the strategic business modeling exercise?**

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30. **What are the 5 parts of the completed strategic business modeling will have upon completion?**

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31. **What is LOB?**

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32. **What is CSI?**

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33. **What are some of the CSI that are important to Non-Profits (Governments)?**

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34. **Why is it necessary to revise the mission statement in the fifth and final stage of the strategic business modeling stage?**

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35. **Is it final at this stage or will there be future revisions?**

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36. **What process is considered the reality test of the strategic business model?**

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37. **Define performance audit:**

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38. **How does this process often affect individuals and groups?**

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39. **What does SWOT stand for?**

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40.   **What can lead to faulty conclusions and poor decision making during the SWOT Analysis process?**

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41.   **What is human capital?**

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42.   **What are the 5 human capital management characteristics or drivers that are directly linked to organizational performance?**

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43.   **Describe some ways to search for and identify opportunities?**

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44.   **What is Gap Analysis and Closure?**

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45.   **What are the 2 listed purposes of the Gap Analysis and Closure process?**

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46.   **What are the 2 primary approaches and definitions used in closing the gap?**

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47. Once the planning group has reviewed the final plan and decided to move forward, what must they do to integrate the action plans?

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48. What are Grand Strategies?

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49. How does the planning group weave each detailed organizational unit together in overall organizational plan?

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50. What should be included in the operational plan?

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51. Who is best suited to set the priorities for resource allocation?

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52. What is a contingency Plan?

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53. Why is the contingency plan so important?

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54. **If a contingency plan is not done during the initial strategic planning process, when is the next best opportunity to develop it?**

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55. **Will a top-quality plan be successful without a good implementation plan?**

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56. **What are the 2 steps of the initial presentation of the plan for maximized impact?**

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57. **Once the planning group has completed planning and the CEO has announced implementation, The Strategic Planning group now changes into the Strategic Management mode. What are the 3 requirements of this mode?**

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58. **What are some of the blockages to implementation?**

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