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TCP 4: Strategy

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Creating strategy while envisioning an organization's potential for grand success and dismal failure can and should be a delicate process. Achieving Integral Care's vision of "*Healthy Living for All*" would require all participants and affiliated staff to be united behind this shared vision with unity. This will require clients on forensic commitments to pass urinalysis drug screenings as required by the county prosecution as part of their routine court appearances. As an agency-wide policy, an initial strategy would be to evaluate the various programs to assess which types of programs can benefit from additional substance use disorder (SUD) treatment options. Bryson and George (2024) state that the first step in the ten-step strategic planning process is to "negotiate agreement among key internal (and perhaps external decision makers or opinion leaders about the overall strategic planning effort and the key steps" (pp. 41-44). The purpose of this initiative would be to shorten the duration of the client's commitment to the judicial system. However, one challenge will be the potential client buy-in into the initiative. Another consideration is to have the clients more involved in goal setting to reach their desired goals. Chance (2009) highlights that "individuals are more satisfied when they are involved in goal setting" (p. 139). So, a significant component of strategic planning will be having major stakeholders involved in goal determination.

Integral Care must be mindful when identifying the organizational mandates by watching out for potential pitfalls in this process. Bryson and George (2024) point out there are different ways to make mistakes by not saying what they are supposed to do, believing they are tightly controlled in their actions, and assuming if they are not told directly to do something, they are not allowed to do it. With autonomy, community-based work entails its employees charting

their pathways in a workday, and clarifying an organization can clarify the organizational mission and values of an organization. Both Gulati (2022) and Kouzes and Posner (2023) are referenced in *Strategic Planning for Public and Nonprofit Organizations* (2024), noting a necessary and socially justifiable mission is a source of inspiration and guidance to key stakeholders, particularly employees (Bryson and George, 2024). The best strategy within an organization is to have the closest consensus amongst its employees. The way to help this transpire is to assess the internal and external environments, looking for the organization's strengths, weaknesses, and opportunities/threats (SWOC/T). Bryson and George (2024) note opportunities and challenges are usually more about the future, and strengths and weaknesses deal with the present more than anything else. Bryson and George (2024) also note how a policy field analysis, as defined by Stone and Standford 2009) is an identifiable set of elements in a specific environment that directly shape local public service delivery and also allows for a more careful assessment of actual/potential agents as well as others who may enable or interfere with competition/collaboration.

It is valuable to pinpoint both challenges and opportunities for Integral Care's growth by identifying its strategic issues. Bryson and George (2024) note, "Strategic planning focuses on achieving the best *fit* between an organization and its environment, which will involve changes to the organization, the environment, or both (p. 54). It is essential to consider various options when formulating strategies to manage issues. Bryson and George(2020), highlighting their earlier work, broadly assert that *strategy* may be defined as "a concrete approach to aligning the aspirations and the capabilities of public organizations or other entities to achieve goals and create public value" (Bryson and George, 2024, p. 59). The authors note A Five Part Strategy

Development Process in which the planning team recognizes real-world alternatives and brainstorms ways of solving the issues, then develops major proposals for achieving their goals or overcoming the barriers to the goal, finally identifying the actions to be taken over the next two to three years while defining a detailed work program for the next 6 months to a year to implement the actions. Other approaches to strategy development are visual strategy mapping and Design-Oriented approaches (Bryson & George, 2024, p. 61). Reviewing and adopting the strategies and plan may be necessary for the implementing groups, and the organization is going to have to approve the strategies or plan while continuing to pay attention to the goals, concerns, and interests of all the key internal and external stakeholders (Bryson & George, 2024).

The final components of strategizing include launching an adequate organizational vision by getting organized, implementing strategies and plans, and reassessing the strategies and the strategic planning process (Bryson & George, 2024). The authors point out that by reassessing strategies and the strategic planning process in general, “learning and mindfulness of this sort involve capacity building, attention to resilience and sustainability, and most important, ongoing learning” (p. 68).

Ultimately, organizations that focus on strategic planning should be overseen by the part of the organization powerfully predisposed by key decision-makers and using a five-step process of choosing the correct stakeholders. (Bryson & George, 2024). However, no matter the training and abilities of staff within an organization, it is always a proper strategy to have a backup plan with all of the fast-paced shifts in today’s business climate. It can be considered a wise business decision to weigh multiple options before making an ultimate decision.

References

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Chance, P. L. (2009). Organizational Change: Reforming and Restructuring. In *Introduction to Educational Leadership & Organizational Behavior* (2nd ed., pp. 127-151). Routledge. <https://doi.org/10.4324/9781315853932-10>