

Strategic Planning for Public and Nonprofit Organizations

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—Bryan Barry, director, Services to Organizations, Amherst H. Wilder Foundation

"John Bryson's work illuminates the path to sound strategic planning for those of us in government who want to improve the quality and lower the cost of public services. Bryson's insights also serve as an excellent guide to transforming seemingly immutable constraints into opportunities. His emphasis on the link between strategic planning and leadership is right on the mark."

—David R. Riemer, chief of staff to the mayor, Milwaukee, Wisconsin

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Strategic Planning for Public and Nonprofit Organizations

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Strategic Planning for Public and Nonprofit Organizations

A Guide to
Strengthening and Sustaining
Organizational Achievement

REVISED
EDITION

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PREFACE

How can the leaders and managers of public and nonprofit organizations cope with the challenges that confront them, now and in the years ahead? How should they respond to the increasingly uncertain and interconnected environments in which their organizations operate? How should these leaders respond to dwindling or unpredictable resources; new public expectations or formal mandates; demographic changes; deregulation or reregulation; upheavals in international, national, state, and local economies; and new roles for public, nonprofit, and business organizations? What should their organizations' mission be? How can they build on organizational strengths and take advantage of opportunities while minimizing organizational weaknesses and overcoming threats to their existence? How can they formulate desirable strategies and implement them effectively? These are the questions this book addresses.

Scope

Strategic Planning for Public and Nonprofit Organizations is based on the premise that leaders and managers of public and nonprofit organizations must be effective strategists if their organizations are to fulfill their missions, meet their mandates, and satisfy their constituents in the years ahead. These leaders and managers will need to exercise as much discretion as possible in the areas under their control. They need to develop effective strategies to cope with changed and changing circumstances, and they need to develop a coherent and defensible basis for their decisions.