

# STRATEGIC PLANNING

FOR PUBLIC AND  
NONPROFIT ORGANIZATIONS

A Guide to Strengthening and Sustaining  
Organizational Achievement

FIFTH EDITION

JOHN M.  
BRYSON

WILEY

# CONTENTS

List of Figures and Exhibits xi

Preface xv

Acknowledgments for the Fifth Edition xxv

The Author xxix

## **PART ONE: UNDERSTANDING THE DYNAMICS OF STRATEGIC PLANNING 1**

- 1 Why Strategic Planning Is More Important Than Ever 3
- 2 The Strategy Change Cycle: An Effective Strategic Planning and Management Approach for Public and Nonprofit Organizations 35

## **PART TWO: KEY STEPS IN THINKING, ACTING, AND LEARNING STRATEGICALLY 75**

- 3 Initiating and Agreeing on a Strategic Planning Process 77
- 4 Clarifying Organizational Mandates and Mission 115
- 5 Assessing the Environment to Identify Strengths, Weaknesses, Opportunities, and Challenges 144
- 6 Identifying Strategic Issues Facing the Organization 187

X CONTENTS

- 7 Formulating and Adopting Strategies and Plans to Manage the Issues 221
- 8 Establishing an Effective Organizational Vision for the Future 269
- 9 Implementing Strategies and Plans Successfully 281
- 10 Reassessing and Revising Strategies and Plans 321

**PART THREE: MANAGING THE PROCESS AND GETTING STARTED WITH STRATEGIC PLANNING 351**

- 11 Leadership Roles in Making Strategic Planning Work 353
- 12 Getting Started with Strategic Planning 380

**RESOURCES 400**

Resource A: A Guide to Stakeholder Identification and Analysis Techniques 401

Resource B: Using Information and Communications Technology (ICT) and Social Media in the Strategic Planning Process 424

References 461

Name Index 485

Subject Index 493