

*Community Resource Associates, Inc.*

736 Crab Thicket Lane  
St. Louis, Missouri 63131-2119  
[cra@aol.com](mailto:cra@aol.com)

(314)821-3316 (office)  
(314)821-2418 (fax)  
(314)606-8400 (cell)

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**ORGANIZATIONAL THEORY TO ORGANIZATIONAL PRACTICE:  
The Difference Between Strategic Planning And Operational Planning**

Most organizations tout that they have developed a strategic plan usually as a requirement of a licensing or accreditation agency. Nice words with nice charts abound. Statistics, goals, and measurable objectives fill pages of nicely bound documents. Soon the planning event passes and the plan gathers dust until the next required performance.

Sadly, much of what is identified as “strategic planning” is actually “operational planning” in disguise. Operational planning asks how much more or less of “X” we should be doing. Strategic planning asks a very different question: “Should we be doing ‘X’ at all?”

Based on the principles of Jim Collins’ *Good To Great* and John Carver’s *Boards That Make a Difference*, this presentation will challenge participants to pursue and implement organizational transformation - not organizational change. The strategies, steps, and expected outcomes will be explored in detail.

Participants will be able to discuss, describe, and detail these steps and strategies as a result of their participation in this exercise.