

Alice: "Would you tell me, please, which way I ought to go from here?"

Cheshire Cat: "That depends a good deal on where you want to get to."

Alice: "I don't much care where..."

Cheshire Cat: "Then it doesn't matter which way you go."

Alice in Wonderland



PLANNING

Life was once easier. More casual. Technology and social order could be trusted to stay moored in place. But now, we live in a time of unparalleled dynamism. In today's world, when something has been done a particular way for two years or so, it is a pretty good sign that it is being done the wrong way.

The organization that doesn't plan for the future is on a stormy, turbulent journey—destination unknown. The race is frenzied and explosive. Planning becomes an absolute essential.

Plan or Perish

But effective planning is highly complex and a puzzling riddle. There are new markets, different concepts, more aggressive competition. The fight for survival can be ferocious. Without proper planning, an organization is without rudder or direction.

The time finally comes to every organization when it must plan or perish. It can be an agonizing moment.

Strategic planning is innovative, exploratory, venturesome, visionary, impatient of convention.

The success-driven organization is attracted by the unknown and the undetermined. Risk and uncertainty are the watchwords. The battle cry. There is a declaration of an overriding goal to greatness.

Proper planning determines the basic character of an organization—its mission, its willingness to implement, and its fervor for boldness.

A vision without proper planning is only a dream. Planning is the magic that makes great dreams come true.

Planning and an intrepid determination to succeed can make the most audacious of objectives come true. Whatever else it may mean,

planning signifies an anticipation of some future state of affairs and a confirmation of a vision. Planning motivates, guides, and directs future action.

There is No Option

An organization has no choice but to anticipate the future, to attempt to mold it, and to project inspired objectives.

Planning is the highest responsibility of management. It means devising a strategy for the coming years—not in prescribing yesterday's tactics for tomorrow.

There was never greater opportunity—for the organization which plans. Forceful, courageous, and imaginative plans.

It means being driven by a single impulse and a predisposition to evaluate before acting. And then the daring determination to act.

There are new frontiers to conquer. New markets to serve. New objectives to be achieved.

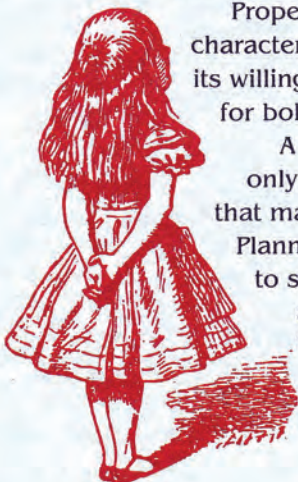
Success is waiting, waiting for the organization responsive to unprecedented opportunities still unknown.

An Organization's Destiny

Planning requires a disciplined effort, and an eagerness to be bombarded with questions: *What else? Why not? Why must it be done this way?*

Planning is the road map to an organization's destiny. Establishing objectives. Making hard decisions. The willingness to be skeptical and irreverent about old and standard approaches to a problem. The insight to generate new and relevant ideas. The dedication to translate these ideas into desired action.

Planning galvanizes an organization's mission. "Where there is no vision, the people perish." Where there is not bold vision and creative planning, the organization dies. **j.p.**



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