



FOUNDATION SKILLS

PATHWAY: All CTAE Pathways

COURSE: All CTAE Courses

UNIT 8.6: Strategic Planning – A Leadership Skill



INTRODUCTION

Annotation:

This unit introduces students to the concepts of strategic planning and futuring. To illustrate the concept of strategic planning, students will review some famous predictions and analyze these predictions for long term accuracy. Students will learn to identify the methods of strategic planning as leaders and incorporate these methods into their own personal leadership skills set.

Grade(s):

X	9 th
X	10 th
X	11 th
X	12 th

Time:

One 50-minute Class Period

Author:

Frank Flanders and Alyson Pittman

Students with Disabilities:

For students with disabilities, the instructor should refer to the student's IEP to be sure that the accommodations specified are being provided. Instructors should also familiarize themselves with the provisions of Behavior Intervention Plans that may be part of a student's IEP. Frequent consultation with a student's special education instructor will be beneficial in providing appropriate differentiation.



FOCUS STANDARDS

GPS Focus Standards: Please list the standard and elements covered.

CTAE-FS 4 Problem Solving and Critical Thinking: Learners define and solve problems, and use problem-solving and improvement methods and tools.

CTAE-FS 8 Leadership and Teamwork: Learners apply leadership and teamwork skills in collaborating with others to accomplish organizational goals and objectives.

GPS Academic Standards:

SCSh5 Students will demonstrate the computation and estimation skills necessary for analyzing data and developing reasonable scientific explanations

National / Local Standards / Industry / ISTE:

ESS03 Problem-Solving and Critical Thinking: Solve problems using critical thinking skills (analyze, synthesize, and evaluate) independently and in teams. Solve problems using creativity and innovation.

ESS07 Leadership and Teamwork: Use leadership and teamwork skills in collaborating with others to accomplish organization goals and objectives.



UNDERSTANDINGS & GOALS

Enduring Understandings:

Students will understand that strategic planning is an important process of envisioning the future and making decisions accordingly. By contrast, short term planning is a tool used to help shape or create future events in the short term. Short term planning is a part of the long term futuring process. Although futuring is often a complex process of analyzing trends, history, and predictions, brainstorming new ideas, modeling these ideas and testing for applicability, it is an important and indispensable aspect of decision making.

Essential Questions:

- Why are futuring and strategic planning important skills?
- Why are trend and history analysis important parts of the futuring process?

Knowledge from this Unit:

- Students will be able to explain the importance of futuring and long term planning.
- Students will understand that futuring is often a complex process that helps leaders in a variety of positions make informed, sound decisions.

Skills from this Unit:

- Students will apply the concepts and processes of futuring to current issues that face the global and national community as well as issues that face individuals.
- Students will analyze past predictions, both correct and incorrect, and apply their knowledge of futuring to understand the difference between planning and futuring.



ASSESSMENT(S)

Assessment Method Type: Select one or more of the following. Please consider the type(s) of differentiated instruction you will be using in the classroom.

- Pre-test
- Objective assessment - multiple-choice, true- false, etc.
- Quizzes/Tests
- Unit test
- Group project
- Individual project
- Self-assessment - May include practice quizzes, games, simulations, checklists, etc.
 - Self-check rubrics
 - Self-check during writing/planning process
 - Journal reflections on concepts, personal experiences and impact on one's life
 - Reflect on evaluations of work from teachers, business partners, and competition judges
 - Academic prompts
 - Practice quizzes/tests
- Subjective assessment/Informal observations
 - Essay tests
 - Observe students working with partners
 - Observe students role playing
- Peer-assessment
 - Peer editing & commentary of products/projects/presentations using rubrics
 - Peer editing and/or critiquing
- Dialogue and Discussion
 - Student/teacher conferences
 - Partner and small group discussions
 - Whole group discussions
 - Interaction with/feedback from community members/speakers and business partners
- Constructed Responses
 - Chart good reading/writing/listening/speaking habits
 - Application of skills to real-life situations/scenarios
- Post-test

Assessment(s) Title:

Strategic Planning Vocabulary Quiz

Assessment(s) Description/Directions:

To assess the students' understanding of the vocabulary terms covered in this unit, administer the quiz entitled "Strategic Planning Vocabulary Quiz." When the students have finished, use the attached answer key to score the quiz.

Attachments for Assessment(s):

Strategic Planning Vocabulary Quiz and Answer Key



LEARNING EXPERIENCES

Sequence of Instruction

1. Identify the Standards. Standards should be posted in the classroom for each lesson.

CTAE-FS 4 Problem Solving and Critical Thinking: Learners define and solve problems, and use problem-solving and improvement methods and tools.

CTAE-FS 8 Leadership and Teamwork: Learners apply leadership and teamwork skills in collaborating with others to accomplish organizational goals and objectives.

2. Review Essential Questions.

- Why are strategic planning and futuring important skills of effective leadership?
- Why are trend and history analysis important parts of the strategic planning process?

3. Identify and review the unit vocabulary.

Brainstorming - The process of generating novel ideas, either individually or within a group

Clairvoyance - a heightened sense of perception of past or future events

Extrapolation – the process of estimating or predicting the unknown based on known information

Futuring – Another term for strategic planning

Futurist - someone who is exceptionally skilled at thinking about, analyzing, and predicting future changes

History Analysis - The process of analyzing past decisions, events, or changes in order to anticipate outcomes in the future

Planning - The process of preparing for and expecting changes in the short term, approximately 1-4 years in the future

Status Quo - The current or existing state of affairs

Strategic Planning - The process of analyzing trends, information, and history to prepare for and expect changes in the long term, approximately 10-20 years in the future

Trend Analysis - The process of analyzing current changes or trends in an environment in the hopes of preparing for the future

Visioning - The culmination of all previous steps in the futuring process to create a desirable goal

4. The Importance of Strategic Planning and Futuring.

- Ask the students if they've ever heard of the famous seer Nostradamus. Ask them to identify any of his predictions if they can.
 - Using the PowerPoint entitled "Futuring and Leadership," explain that Nostradamus is possibly one of the most famous seers throughout history. He was a French apothecary in the sixteenth century who published a series of prophecies that have since gained worldwide attention. Many people believe

that he predicted such events as 9/11, the rise of Adolf Hitler, both World Wars, and the nuclear bombing of Hiroshima.

- This, however, is not futuring. Many of Nostradamus’s predictions were undated and ambiguous. As critics constantly remind us, there is no evidence in any literature that Nostradamus predicted these events before they occurred.
- Continue through the PowerPoint, highlighting the “Predictions of the Past” slides. Ask the students to explain why they think the predictions in the PowerPoint were accurate or inaccurate.
 - Did the person making the prediction have enough information?
 - Did they refuse to see that future improvements could be made?
 - Were they only focused on the information they had and failed to analyze information that may predict a different outcome?
 - What seems to be the difference between the accurate predictions and the inaccurate predictions?
 - Now review the slides entitled “Predictions from the Present.” For each slide, ask the students:
 - Do you think these predictions will come true?
 - Is the prediction valid?
 - Do you foresee any behavior changes taking place in our society in order for this prediction to come true?
- Ask the students if they can describe the difference between short term planning and long range planning, or strategic planning.
 - **Short Term Planning** is the process of preparing for and expecting changes in the short term, approximately 1-4 years in the future.
 - **Strategic Planning**, on the other hand, is the process of analyzing trends, information, and history to prepare for and expect changes in the long term, approximately 10-20 years in the future, if not more. Strategic planning is also known as **Long Range Planning**.
 - **Futuring** is often used as a synonym for strategic planning, although the term has gained considerable importance in recent years. Futuring, as distinguished from strategic planning, is more than simply *preparing* for the future. Futuring is the process of making a vision become a reality using steps similar to the

strategic planning process. Someone who is exceptionally skilled at thinking about, analyzing, predicting, and causing future changes is known as a **futurist**.

- Similar to futuring is clairvoyance. **Clairvoyance** is a heightened sense of perception of past or future events, or the ability to see beyond the range of ordinary perception. While clairvoyance is often construed as a “psychic” ability, we use the term here to simply mean someone with a keen sense of perception.

5. Strategic Planning and Leadership.

- Ask the students to think of leaders they know personally or who are nationally renowned who have displayed strong strategic planning abilities. Use the PowerPoint to display examples.
- As you use the PowerPoint, ask the students to explain how they think the quotes included in the presentation relate to futuring.
 - Examples to start the discussion would be **Martin Luther King, Jr.** Even though his dream would not be fully realized until many years later, he recognized a need and was the catalyst for change
 - **Thomas Edison**, who invented the light bulb and phonograph, among many other things. Despite strong criticism against his work, Edison continued to experiment until his vision became a reality.
 - **Abraham Lincoln**. Although his presidency was very unpopular with some citizens, his vision to hold the states together as a Union transformed the face of the nation.
- One of the most important aspects of effective leadership is the ability to prepare for future trends and changes, or strategic planning. Visionary leaders can foresee changes and design improvements to the **status quo**, or the current or existing state of affairs, long before these improvements are even possible.
- Distribute the **Futuring Quotes** handout to students. Instruct them to choose their top five quotes, list them on a separate paper, and give their interpretations of each.

6. The Process of Strategic Planning.

- Similar to the scientific process used for the natural and social sciences, futuring is a complex process that involves several key techniques of analysis.
- The first aspect is **trend analysis**. Trend analysis is the process of analyzing current changes or trends in an environment in the hopes of preparing for the future.

- For example, investment advisors attempt to analyze trends in the stock market in order to make the best long term investment decisions for their clients.
- Another more predictable example is the trend of alternative energy. Corporations, scientists, consumers, and government officials are all attempting to analyze this trend to make the best possible decisions for energy use.
- Another important aspect is **history analysis**. History analysis is the process of analyzing past decisions, events, or changes in order to anticipate outcomes in the future.
 - For example, a company that produces computer products may analyze the past market for its products or similar products to gauge how well a new product, such as an mp3 player or smartphone, will do.
- **Extrapolation** is the process of estimating or predicting the unknown based on known information. An important quality of any leader is the ability to extrapolate from the information that is available in order to make informed and well-guided decisions.
- Any visionary leader can tell you that **brainstorming** is very important. Brainstorming is the process of generating novel ideas, either individually or within a group.
 - Group brainstorming can be helpful to bounce ideas.
 - Brainstorming helps leaders identify possibilities, gauge risk, and pursue opportunities.
 - Not only is *preparing* for the future an important aspect of futuring and strategic planning, but *changing* the future is one of the main goals of futuring.
- Perhaps the most important technique to strategic planning is **visioning**. Visioning is the culmination of all previous steps in the strategic planning process to create a desirable goal.
 - An essential part of the visioning process is not only the identification of long term goals but also the creation of a “road map,” or a detailed list of steps to achieve the goal.

7. Assessment Activity.

- “Strategic Planning Vocabulary Quiz.”

8. Futuring in Action.

- Divide the students into groups of approximately equal size.
- Give each group a copy of the assessment activity entitled “Strategic Planning in Action.”

- The goal of this activity is to analyze a current trend and brainstorm possibilities that may become a reality in the long term.

Attachments for Learning Experiences:

Strategic Planning Vocabulary Quiz

Strategic Planning in Action: Alternative Energy Fuels

Futuring Quotes



CULMINATING PERFORMANCE TASK

Culminating Unit Performance Task Title:

Note: The teacher may wish to substitute in a task that is more closely related to the class subject matter.

Strategic Planning in Action: Alternative Energy Fuels

Culminating Unit Performance Task Description/Directions/Differentiated Instruction:

This activity is designed to give students hands-on experience with the process of strategic planning as it relates to a current trend in society.

- Divide the students into groups of approximately equal size.
- Give each group a copy of the assessment activity entitled “Strategic Planning in Action.”
- Explain to the students that the goal of this activity is to analyze a current trend and brainstorm possibilities that may become a reality in the long term.
- Have the students read the prompt and the directions. Ask if they have any questions before getting started.
- When the students finish their group discussion and are ready to present to the class, ask different groups to describe their answers to the questions. Have the class offer feedback to the group.

Attachments for Culminating Performance Task:

Strategic Planning in Action



UNIT RESOURCES

Web Resources:

Attachment(s): Supplemental files not listed in assessment, learning experiences, and performance task.

Materials & Equipment:

What 21st Century Technology was used in this unit:

<input checked="" type="checkbox"/>	Slide Show Software	<input type="checkbox"/>	Graphing Software	<input type="checkbox"/>	Audio File(s)
<input type="checkbox"/>	Interactive Whiteboard	<input type="checkbox"/>	Calculator	<input type="checkbox"/>	Graphic Organizer
<input type="checkbox"/>	Student Response System	<input type="checkbox"/>	Desktop Publishing	<input type="checkbox"/>	Image File(s)
<input type="checkbox"/>	Web Design Software	<input type="checkbox"/>	Blog	<input type="checkbox"/>	Video
<input type="checkbox"/>	Animation Software	<input type="checkbox"/>	Wiki	<input type="checkbox"/>	Electronic Game or Puzzle Maker
<input type="checkbox"/>	Email	<input type="checkbox"/>	Website		