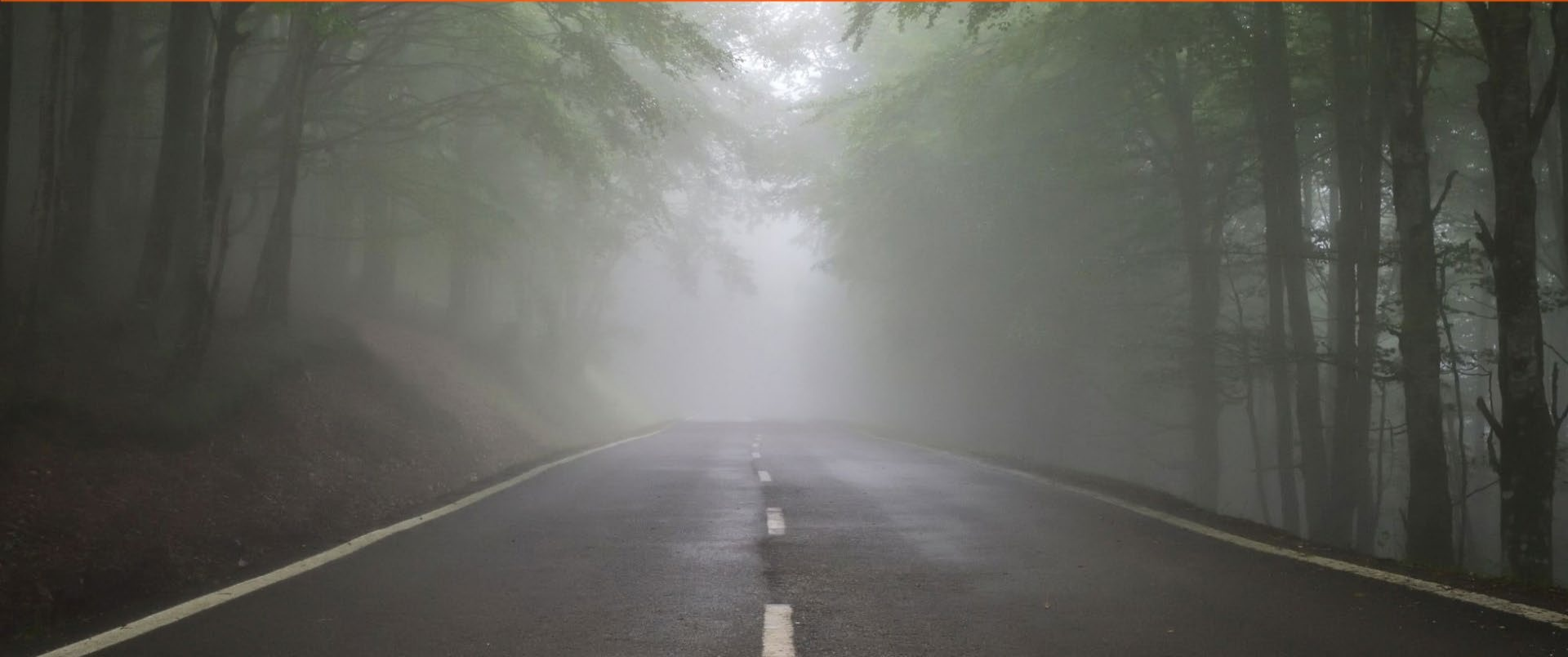


PLANNING WHEN YOU DON'T KNOW WHAT'S NEXT



**“PLANS ARE NOTHING.
PLANNING IS
EVERYTHING.”**

Dwight D. Eisenhower

PLANNING DURING UNCERTAINTY



- **What is our target end result?**
- **What are the lines we will not cross?**
- **What is mission critical?**

PLANNING DURING UNCERTAINTY

is not about the road ahead

BUT ABOUT THE GUARD RAILS

HOW TO PLAN

1 Where are you now? (Evaluate current situation)

2 Where are we going? (Set goals)

3 What is on the “itinerary”? (Set milestones)

4 How will we get there? (Create action plan)



Assessment:

WHERE ARE YOU NOW?

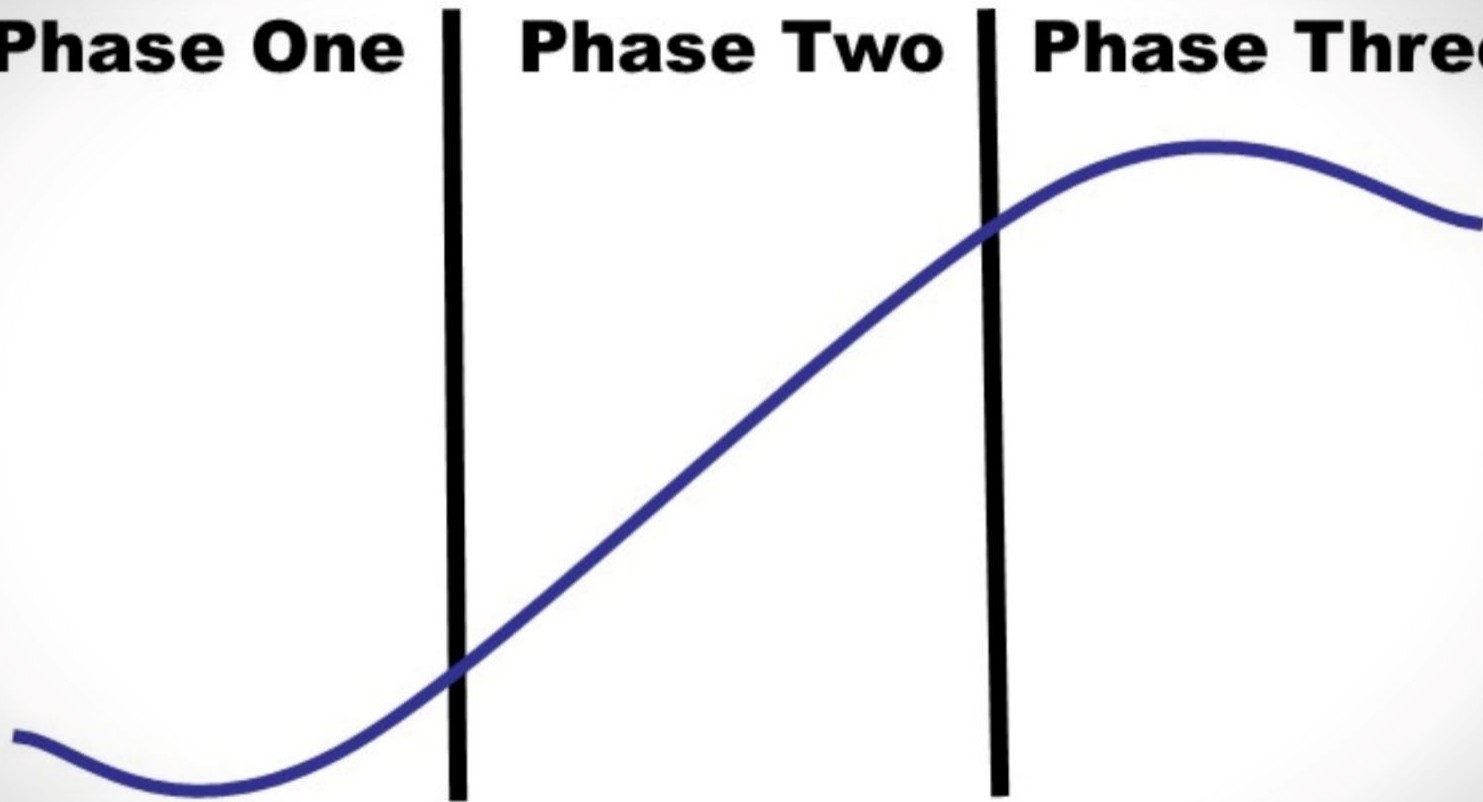
A vibrant, multi-lane water slide at a theme park. The slide features several parallel lanes in bright blue and yellow, separated by pinkish-purple dividers. On the left side, a red arrow points downwards, and there are colorful stars on a green background. The slide is set against a bright, sunny background.

ORGANIZATIONAL GROWTH CURVE

Phase One

Phase Two

Phase Three



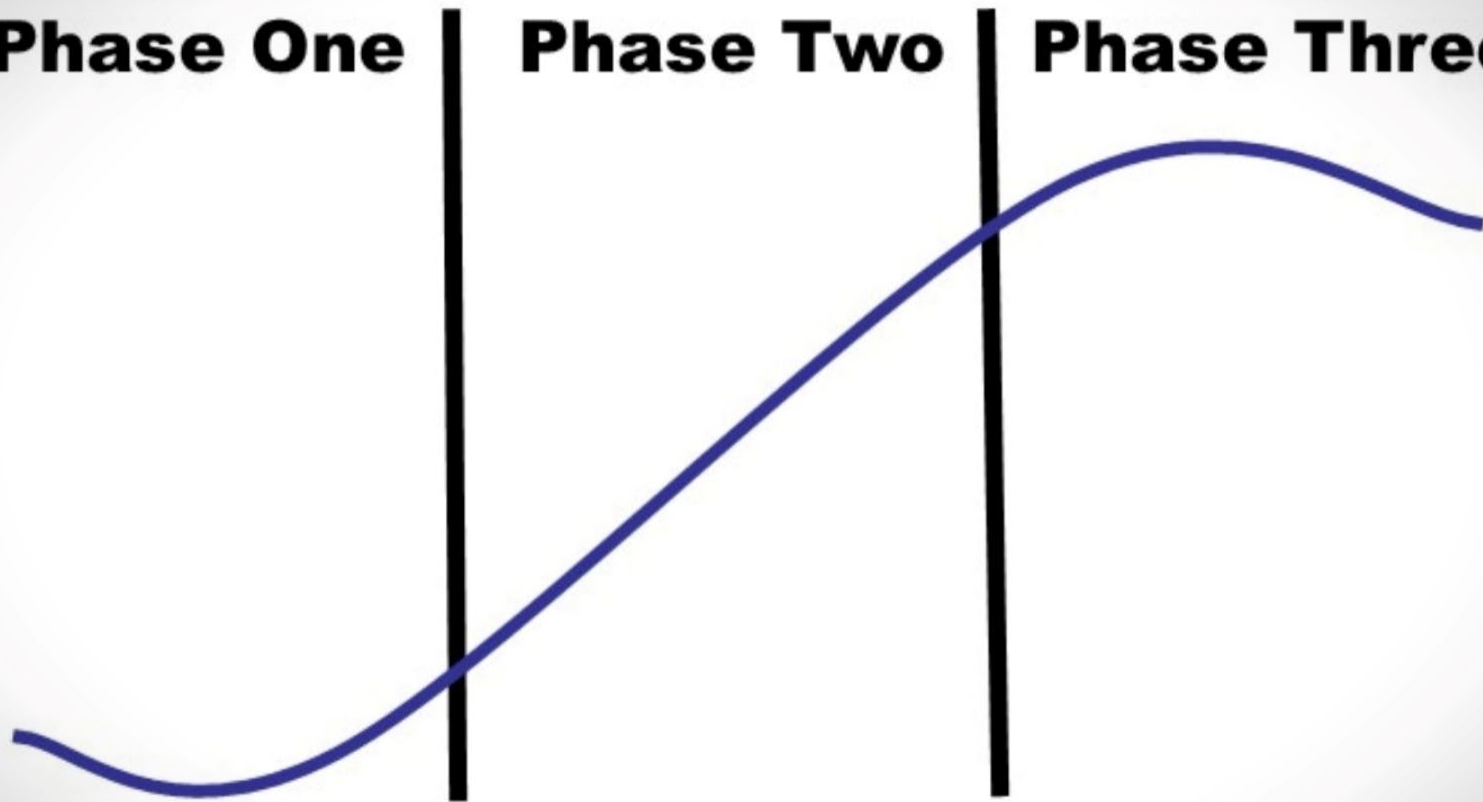
POLL

Where is your organization on the curve?

Phase One

Phase Two

Phase Three



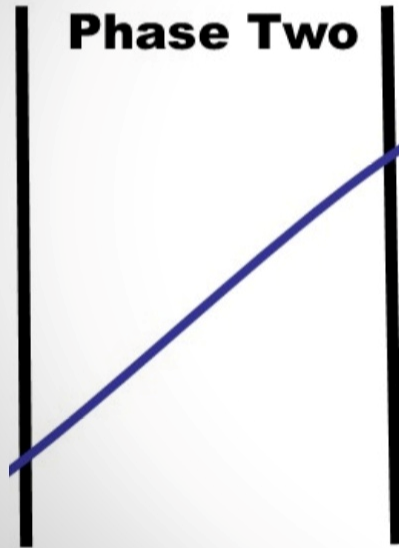
PHASE ONE

Phase One



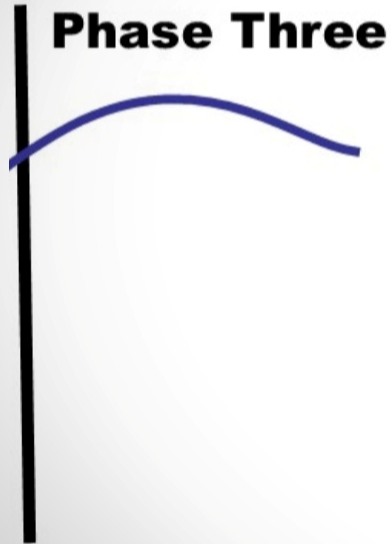
- Formative stage
- Trial and error
- Informal
- Leader dominated
- High risk
- Hard to attract established talent
- Reactive

PHASE TWO



- Normative stage
- Repeat and refine; set systems
- Formal
- Manager dominated
- Low risk
- Easy to attract established talent
- Responsive and planned

PHASE THREE

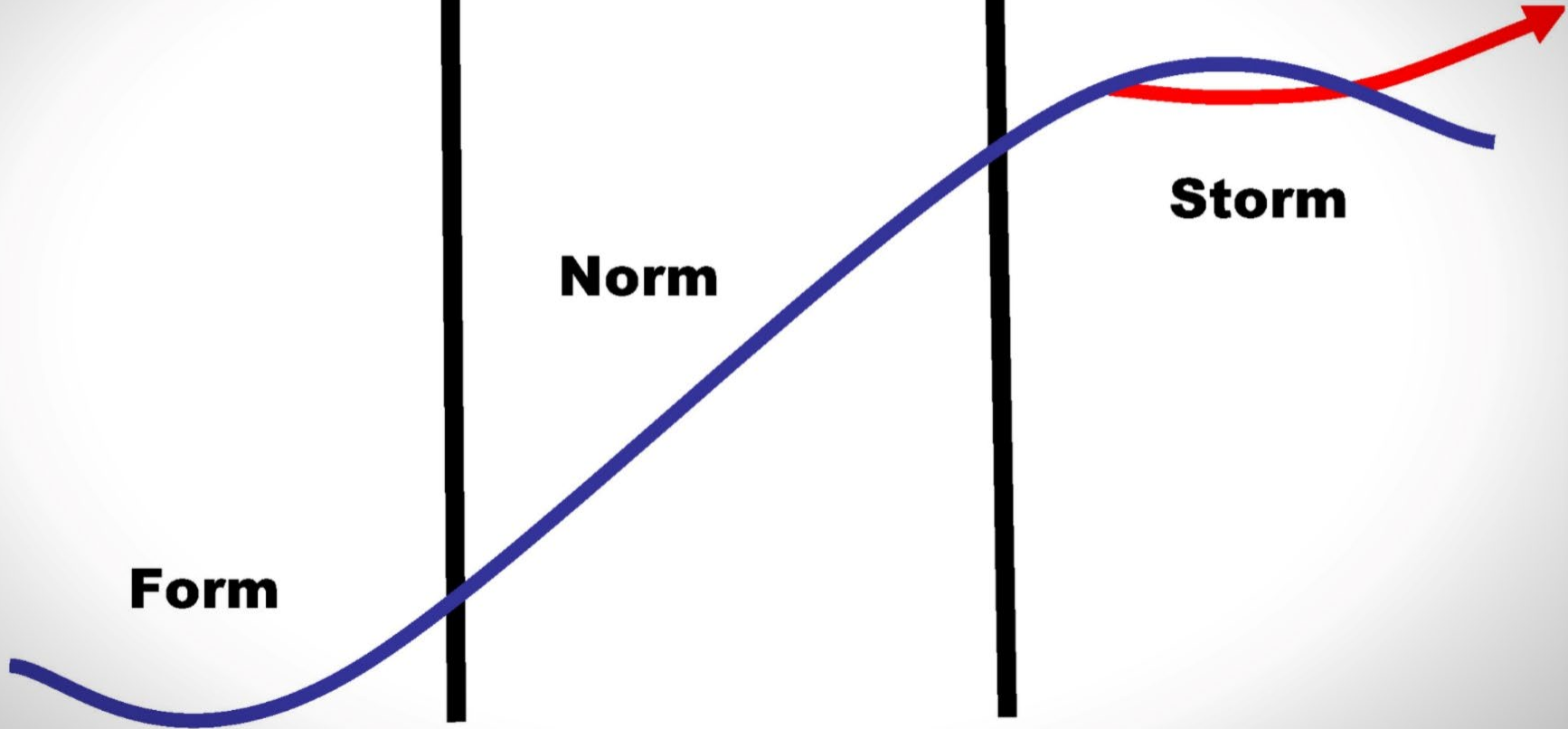


- **Storming stage**
- **Risk increases**
- **Revise systems**
- **May lose talent**
- **Chaos and confusion**
- **Responsive and reactive**
- **Leader-Manager dominated**

Phase One

Phase Two

Phase Three



Form

Norm

Storm

Organizations in Phase 2 need to be more intentional about **adapting during crisis**

A QUICK ASSESSMENT



- **What is the current state?**
- **What have you done historically?**
- **What facts do we know at the moment?**
- **What are core values that define us?**

RISK ASSESSMENT



- What is most threatened that is a strength?
- What is critical to protect?
- What can we let go?

ONE MORE QUESTION



Is this a problem?



Or a condition?

PROBLEMS V. CONDITIONS



Problems

Can be solved, resolved or fixed
May be intellectual



Conditions

Must be managed or adapted to
May be emotional

**DON'T WASTE YOUR
TIME TRYING TO
SOLVE A CONDITION**

EXAMPLE



OVERALL ASSESSMENT

- **Phase 3 organization**
- **22% budget cut**
60% of programming budget
- **Individual contributions concentrated**
Handful of major donors carrying the load
- **GM and News Director retiring**
Complete leadership transition by June 2026
- **Retain core programming**
NPR and other public media programs and local journalism

RISK ASSESSMENT

- **Local journalism at risk**

Largest newsroom in a news desert

- **Flat organizational structure not sustainable**

GM does everything

- **Need to modernize roles and responsibilities**

Rewrite all the jobs to create efficiencies

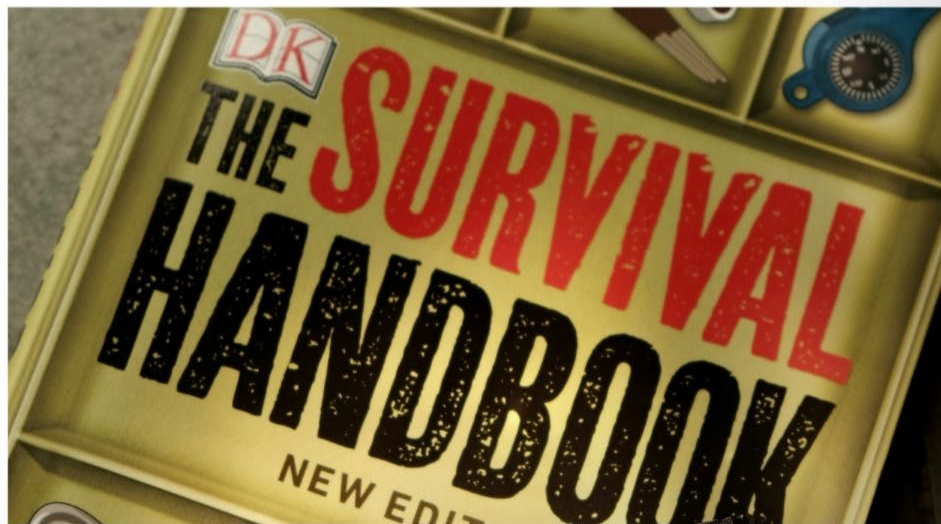
Your Turn

WHERE ARE YOU NOW?

Goal Setting

WHERE ARE YOU GOING?

**WHAT DOES YOUR
DESTINATION LOOK LIKE?**

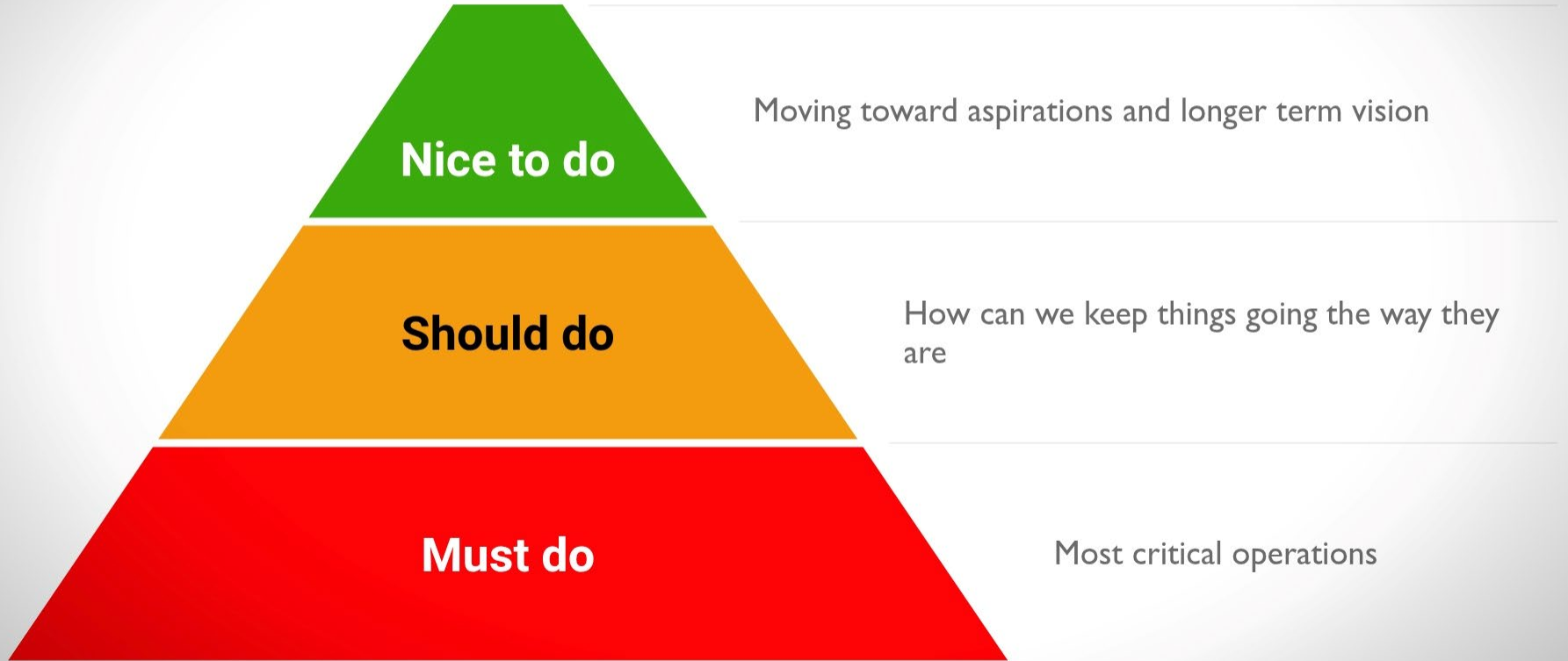


Milestones

WHAT ARE MY MUST DOS?

**WHAT MUST YOU DO TO
CONTINUE TO BE “YOU”?**

PRIORITIES



EXAMPLE

PRIORITIES

Must Do

Create local content

Protect base funding
from the college

Keep the signal on the
air

Grow fundraising

Restructure station
roles to meet new
needs

Should Do

Train student
journalists

Recruit volunteers

Community outreach

Nice to Do

Concerts

Create new programs

Your Turn

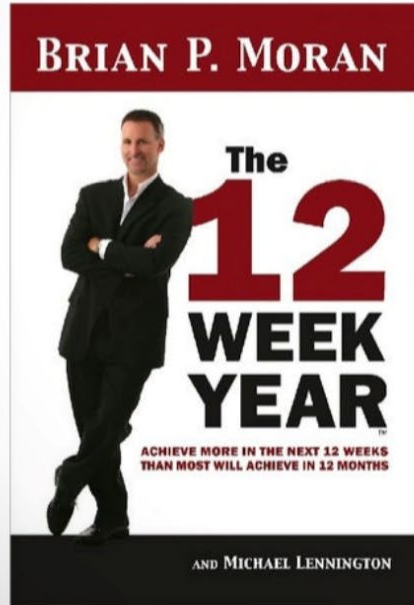
WHERE ARE YOU GOING?

Action Plan

**HOW CAN WE MAKE
THIS HAPPEN?**

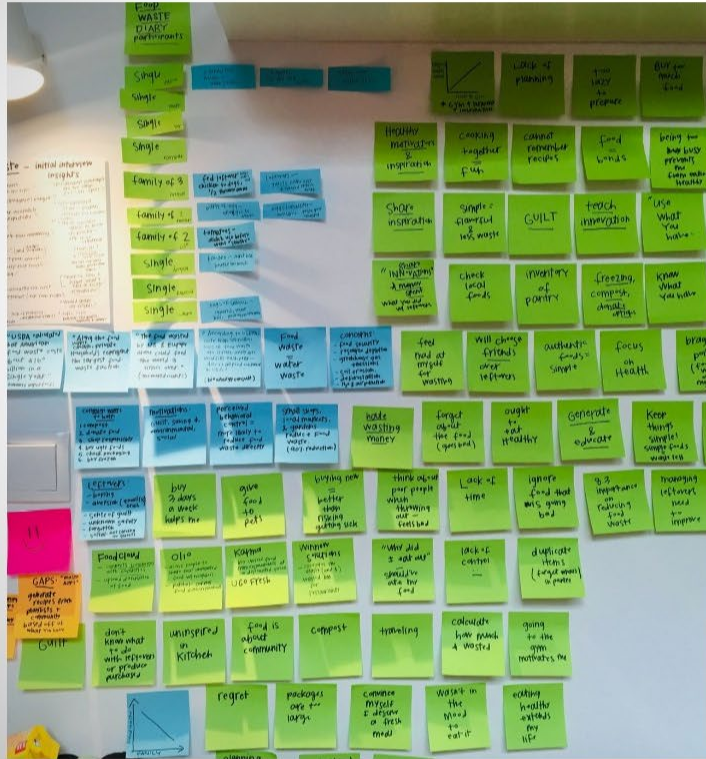
**DURING TIMES OF CRISIS
YOUR PLAN MUST BE
SHORTER TERM**

12 WEEK PLAN



- **Periodization**
- **You can have a 12-month vision, but implementation is no more than 12 weeks**

QUARTERLY PLAN



- Review quick assessment
- Decide on 1-3 “Big Rock” Goals
- Select tactics for each goal

WHAT ARE BIG ROCK GOALS?



- **No more than 1-3 that move you toward your vision**
- **Should be things you can complete in 12 weeks**

CHOOSE YOUR TACTICS





What's reliable and realistic?

What's a calculated risk?

PLAN FOR AN ALTERNATE ROUTE



- **Anticipate best and worst case**

EACH WEEK



- **Review 12 Week Year**
- **Pick 1-3 things to work on this week**
- **Break down tactics into things to do this week**

EACH DAY



- **Review Weekly Plan**
- **Pick 1-3 things to work on today**
- **Most Important Tasks, i.e. “Eat Your Frog”**

Eat a live frog first thing in the morning and nothing worse will happen to you the rest of the day.

Mark Twain (but probably not)

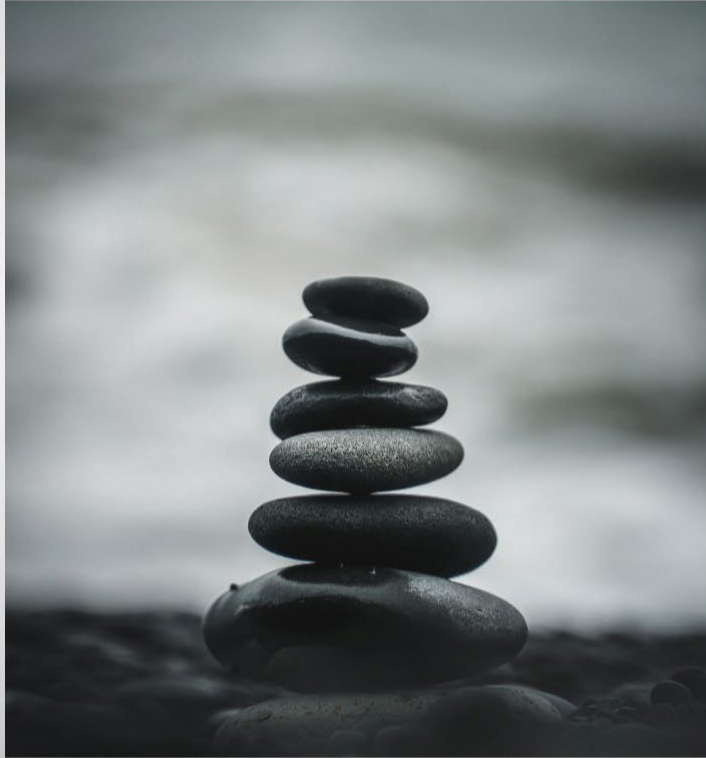


REGULARLY



- **“Day of Pain and Suffering”**

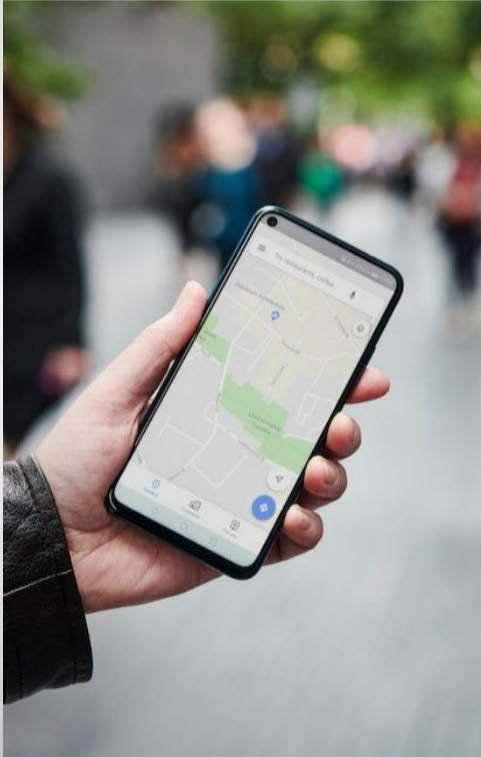
QUARTERLY



- **Do another quick assessment**
- **Reassess “Big Rock” Goals and rebalance**
- **Start again**
- **Can be sooner than 12 weeks if needed**

SUMMARY

SUMMARY



- Your plan is a **journey**
- Sort efforts into **must do, should do, nice to do**
- Have a longer vision but **12 week plan**
- Don't be afraid to **adjust**



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