

Strategic Analysis: External, Internal, Key Issues

Instructions

The forms on the following pages will help you to solidify analysis of your goal and objectives. It guides you through research of:

- *External* conditions, such as political, economic, societal, and technological trends as well as stakeholder's impressions
- *Internal* conditions, such as strengths, weaknesses, opportunities of your goal and underlying objectives

These will help you identify key issues that need to be taken into consideration before developing a specific project or event. This information may encourage you to take another approach and/or identify new performance goals.

"A broad education in the arts helps give children a better understanding of their world ... We need students who are culturally literate as well as math and science literate."

~ Paul Ostergard, Vice President, Citicorp



External Strategic Analysis

Committee Name _____

Committee Chair _____

Strategic Goal # _____

From our external analysis, we identified the following trends and how they might affect the implementation of our Goal and underlying Strategic Objectives:

Political trends
Economic trends
Societal trends
Technological trends
Stakeholders' impressions



Internal Strategic Analysis

Committee Name _____

Committee Chair _____

Strategic Goal # _____

From our internal analysis (Strengths, Weaknesses, Opportunities, and Concerns), we identified the following factors that might affect the implementation of our Goal and underlying Strategic Objectives:

Strengths
Weaknesses
Opportunities
Concerns

Listing of Strategic Issues

To identify the key issues identified from your strategic analyses, consider the following guidelines:

- a) From considering the effects of weaknesses and threats that you identified, what are the major issues that you see? List as many as you can. Consider issues over the term of your strategic plan, but look very closely at the next year especially. Many organizations have stumbled badly because they ended up "falling over their feet" while being focused much too far down the road.
- b) Consider each of the issues. Ask whether it's "important" or "urgent." Often, issues seem very important when they're only urgent, for example, changing a flat tire is an urgent issue - - but you'd never put "changing a tire" in your strategic plan. Attend only to the important issues and not the urgent issues.
- c) Deal with issues that you can do something about. Issues that are too narrow do not warrant planning and issues that are too broad will bog you down.
- d) Issues should be clearly articulated so that someone from outside of the organization can read the description and understand the nature of the issue.

Fill out the form on the following page to document key issues for your goal.

"Music education opens doors that help children pass from school into the world around them – a world of work, culture, intellectual activity, and human involvement. The future of our nation depends on providing our children with a complete education that includes music."

~ Gerald Ford, Former President of the United States



Key Issues

Committee Name _____

Committee Chair _____

Strategic Goal # _____

The Music Commission must address the following key issues in order to execute this goal and its underlying objectives:

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.