



A FOUNDATION FOR STRATEGIC THINKING

KEY TAKE-AWAYS

Many hospice board members may feel overwhelmed or frustrated when it comes to thinking about strategy in today's chaotic environment. That's natural, especially if you're trying to apply traditional approaches to strategic planning.

There's a term that's being applied to today's chaotic environment, and it's the acronym "VUCA." V-U-C-A, which stands for volatility, uncertainty, complexity and ambiguity. This certainly an apt description of our current healthcare environment.

Because of the lack of certainty, strategic thinking is moving from the gray elements which have been typical in traditional strategic planning to the green elements, often referred to as "adaptive."



ADDITIONAL RESOURCES

Is VUCA the End of Strategy and Leadership?, Marco Mancesti, IMD,
<https://www.imd.org/research-knowledge/articles/is-vuca-the-end-of-strategy-and-leadership/>

The Strategic Plan is Dead. Long Live Strategy. Stanford Social Innovation Review,
https://ssir.org/articles/entry/the_strategic_plan_is_dead_long_live_strategy#

How Adaptive Strategy is Adapting, Stanford Social Innovation Review,
https://ssir.org/articles/entry/how_adaptive_strategy_is_adapting

Nonprofit Strategy and Planning by the Numbers, BoardSource,
<https://boardsource.org/nonprofit-strategy-planning-infographic/>

BOARD DISCUSSION GUIDE

1. Does our approach to strategic reflect more of the “traditional” approach to strategy or an “adaptive” approach?
2. Are any of the following approaches ones that we should consider adopting or doing more of?
 - Recognizing patterns
 - Experimenting
 - Everyone executing
 - Ongoing strategic discussion
 - 1-page strategy diagram
 - Strategic screening criteria
3. What strategic screening criteria can we identify that reflect our attitude toward risk and the values that are necessary for us to achieve our vision?
4. How are we differentiating our ourselves in our strategies? Are our strategies significantly different from those of other hospices?