



The Government Manager's Guide to Strategic Planning (The Government Manager's Essential Library)

Kathleen E. Monahan

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Strategic planning deals with long-term goals and objectives. Performance management focusing on the performance of an organization, department, process, or employee—is what makes strategic planning work. Neither can be done without the other, but both must be adapted to the organization. This volume is designed as a reference for those involved in the day to-day challenge of performance management and measurement. Government managers will find ideas and practices that can be applied effectively in the federal environment.

Contents: An Introduction to Strategic Planning • Determining Public Value: Meeting Public Governance and Client Responsibilities Through Consultation • Organizing Your Consultation Process: Assessing Current Reality and Planning for the Future • Consultation at Its Best: Involving Everyone in an Iterative Process • The Need to Communicate • Leading the Public-Sector Organization In a Changing World • Making It All Work: Building a Strategic Framework • A Few Final Words

About the Author

Kathleen E. Monahan served for 32 years in the federal government, for the Department of Housing and Urban Development, the Immigration and Naturalization Service, and the Directorate of Border and Transportation Security. She was project director for the report *Balancing Measures: Best Practices in Performance Management* for the National Partnership for Reinventing Government.

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