

THE CYCLE BEGINS AGAIN

وَلَنَبْلُوَنَّكُمْ بِشَيْءٍ مِّنَ الْخَوْفِ وَالْجُوعِ وَنَقْصٍ مِّنَ الْأَمْوَالِ
وَالْأَنْفُسِ وَالشَّمَرَاتِ ۖ وَبَشِّرِ الصَّابِرِينَ ﴿١٥٥﴾ الَّذِينَ إِذَا أَصَابَتْهُمُ
مُّصِيبَةٌ قَالُوا إِنَّا لِلَّهِ وَإِنَّا إِلَيْهِ رَاجِعُونَ ﴿١٥٦﴾ أُولَٰئِكَ عَلَيْهِمْ صَلَوَاتٌ
مِّن رَّبِّهِمْ وَرَحْمَةٌ ۖ وَأُولَٰئِكَ هُمُ الْمُهْتَدُونَ ﴿١٥٧﴾

An Islamic organization will be more effective to the extent that there is fit between its strategy, structure, leadership and culture.

Be sure We shall test you with something of fear and hunger, some loss in goods or lives or the fruits (of your toil), but give glad tidings to those who patiently persevere, who say when afflicted with calamity: "To Allah we belong and to Him is our return." They are those on whom (descend) blessings from Allah and Mercy, and they are the ones that receive guidance. (Qur'an, 2:155-57)

Once an organization initiates the strategic management process, it can never stop, for this is a continuous, cyclical process. As soon as the strategic plan is formulated and implemented, the SPC will initiate the data gathering for next year's cycle, and so on. Remember that, on aver-

Do not dissolve the SPC once the strategic plan is dissolved; rather, turn it into a council of advisors that will monitor strategy implementation from afar and provide advice to the Board of Directors and to the leader as needed.

age, only about 30 percent of any strategic plan is ever implemented. However, this percentage may increase over time as the organization becomes more effective at managing and directing itself in a proactive and ever-self-improving manner. Although the initial learning curve is steep and hard, organizations cannot slack off or become overconfident and lazy. They always need to stay on the alert, ready to seize opportunities and preempt threats.

In the second and subsequent iterations of the strategic management process, the SPC may decide to keep the vision and mission as they are and focus more on reprioritizing the organization's goals, strategies, and objectives. The fit between strategy, structure, leadership, and culture will always remain dynamic and require skilled tending. Use the results from the performance evaluation process to adjust the second and later versions of the strategic plan. Fix problems, not symptoms, and do so immediately so that troubled areas cannot grow and metastasize.

During the strategic management process' first iteration, the SPC must keep a full record of the discussions of the SWOT analysis and associated rankings, as well as any ideas about potential opportunities, threats, and strategies that the organization can use. Although all of these may not surface in the initial strategic plan, they may become more salient in the next year and should then be brought back and reevaluated.

The SPC's role in this ongoing process may evolve. If the SPC is dissolved, Collins recommends setting up a council of advisors.¹ This standing body, composed of people from the management team and from outside, would come from a variety of backgrounds (each member having a deep knowledge about some aspect of the organization and/or its environment), and would, if possible, meet once a week or, at the very least, once a quarter in order to gain a concurrent understanding about the issues facing the organization as it moves forward strategically.