

## Preface

There is a saying that "organizations don't plan to fail; they just fail to plan." Many Islamic organizations and businesses are known for their lack of planning and their inconsistent, short-term focus. Were they to examine closely Prophet Muhammad's *sirah* (the study of the life of the Prophet), they would realize that he understood and used strategy throughout his life. Having taught, researched, and consulted in strategy for almost two decades, I am addressing this book to you, as a Muslim leader, board member, or businessperson. Insha' Allah, this book will help you think and act proactively. The strategic planning and implementation process described here can be used in the context of any Islamic organization, whether it is for-profit or not-for-profit, a business, an Islamic center, or a mosque. While this book specifically targets Islamic organizations, namely any organization run by Muslims in accordance to Islamic principles. I have also used the material in this book to help out people of other faith-based communities in their own strategic planning. Good work to serve the Creator and to help fellow human beings should be as effective as possible.

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Years ago, when I was a teenager growing up in Rose-Hill, Mauritius, two life-long students of Islam, Dada Fowdar and his friend Bhai Ahmed Atchia, took the time to discuss Islam with me and to teach me how to appreciate Allah's infinite wisdom and perfect logic. Muhib Durrani and Mohamed Saad, my role models and friends, have since inspired me to serve my Creator and Sustainer, Allah. I am in their debt eternally, and so dedicate this book to them.

I accept responsibility for any mistake in this book. Any good in this book is from Allah; any mistake is mine. Please e-mail me at [rib19@columbia.edu](mailto:rib19@columbia.edu) with your feedback or write to me at the address given below. Allah the Almighty knows best. *Subhana Rabbi wa bihamdih* (Glorified is my Lord with all praise due to Him).

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## Notice to Readers

Since this book is aimed both at for-profit and not-for-profit Islamic organizations, you may find some topics less appropriate for your organization than others. Please feel free to skip over these. If you are unsure, please e-mail the author, at [rib19@columbia.edu](mailto:rib19@columbia.edu), a brief message describing your organization, and he will let you know whether you are skipping any important part. In general, however, most of the techniques described in this book apply equally well to both types of Islamic organizations.