

GAP ANALYSIS

يٰۤاَيُّهَا الَّذِيْنَ ءَامَنُوْا اَوْفُوْا بِالْعُقُوْدِ

O you who believe! Fulfill (all) obligations. (Qur'an, 5:1)

After performing the SWOT analysis, the SPC must assess any gap between the Islamic organization's current performance and the performance required for implementing its vision, mission, and goals. If your organization is strategy savvy and has a strategic plan that it has already started to implement, you may wish to look at chapter 14, where we discuss in detail how to conduct a performance assessment. Ideally, these measures should have been developed concurrently with your strategic and operational or action plans, and should have been monitored during strategy implementation. If such was the case, measuring any departures from the performance measures and precisely gauging the gap between your intended and your actual strategy should be quite easy.

Once these gaps are pinpointed, the SPC must develop explicit bridging strategies. If there is no gap, it may mean that your organization should be performing at a higher level. If the gap cannot be bridged in spite of your best efforts, the SPC must adjust the strategic plan to make

it more realistic and achievable. It is better to prune those parts of the plan that have unbridgeable gaps than to let them linger on for years and create false expectations. Your plan should outline what you and your organization can realistically expect to deliver. This is how you build credibility and trust with respect to your core constituencies and external stakeholders.

Closing the Performance Gap

The SPC can be quite creative in finding ways to close the gap. Under conditions of rapid growth, the SPC may recommend an entrepreneurial turnaround strategy focusing on innovative products and services. Conversely, when the environment is stagnant, a retrenchment turnaround strategy may be followed to selectively prune unnecessary ancillary activities in order to sharpen the organization's focus. If your organization cannot achieve certain goals by itself, perhaps it should form a strategic alliance or a joint merger with other Islamic organizations. During the height of the Serbs' genocidal campaign against Muslim Bosnians, leading Islamic organizations in North America realized that they could not muster any efficient international support for the victims unless they built a strategic alliance. Therefore, a Bosnian Task Force was formed to bring together the major Islamic organizations. With Allah's help and the assistance of other faith-based communities, the task force achieved its goal of helping the Bosnian Muslims.

Should your organization be unable to close a gap after reformulating its goals, consider dropping or postponing some of them—as the Prophet Muhammad did at Hodaybiyyah.

Should your organization be unable to close a gap even after reformulating its goals, consider dropping some of them. Events and circumstances sometimes require postponing a goal's implementation. While this may be a bitter pill for some members of your Islamic organization to swallow, they only need to remember what happened at Hodaybiyyah: The Muslims had to abandon their hajj, much against their will. However, this turned out to be only a temporary setback in Islam's march across Arabia.