

Appendix L

System vs. Strategic Planning

A Comparison of System and Strategic Planning

A Comparison of Systems Planning and Strategic Planning

Systems Planning (Breakthrough Thinking Model)	Strategic Planning (Bryson Model)
Purpose-based	Issues-based
System-oriented	Organization-oriented
Supported by systems axioms	Supported by organizational development
Assumes uniqueness of the situation	Assumes uniqueness of the situation
Uses methods to legitimize planning effort	Uses methods to legitimize planning effort
Starts with diagnosis and readiness assessment	Starts with diagnosis and readiness assessment
Establishes a plan for planning	Establishes a plan for planning
Pursues a defined planning strategy	Pursues a defined planning strategy
Stresses appropriate people involvement throughout planning	Stresses appropriate people involvement throughout planning
Expands the solution-finding space	Expands the solution-finding space
Insures the right "problem" is addressed	Insures the right "problem" is addressed
Engages in a "believing game"	Engages in a "believing game"
Incorporates limited data collection principle	Needs to have limits on data collection set
Makes use of functional components to define the system and guide solution-finding	Makes use of issues to guide solution-finding
Seeks and evaluates alternatives	Seeks and evaluates alternatives
Produces a comprehensive design for a system	Identifies 2 to 4 major issues and designs strategies to address them
Includes system vision (ideal system)	Includes "vision of the organization in the future"
Includes step for designing a strategy for plan approval and adoption	Includes step for "Strategy and Plan Review and Adoption"
Includes designing a strategy for installing the system	Includes a step for "implementation"
The means for "Continuing Change and Improvement" for the designed system and the planning system are incorporated into the solution	Includes a step for "Strategy and Planning Process Reassessment"