

## What's in it for me and us in the institution's strategic planning?

Strategic planning is not merely an organizational mechanism, but a formative process for those who participate in it. Involvement in these exercises requires stepping away from routine operations, intentionally using or developing critical thinking, and cultivating the ability to analyze complex situations, question assumptions, and acquire new knowledge from this experience.

This process strengthens professional reflection and fosters the integration of psychological dimensions into institutional practice, allowing individuals to confront and embrace change deliberately, rather than merely reactively. At the same time, it consolidates fundamental management functions: planning, decision-making, organizing, leading, coordinating, and controlling; all of which demand the intensive use of managerial and leadership skills such as diagnosis, prioritization, coordination, and communication in contexts of uncertainty.

Participation in strategic planning also prepares individuals to anticipate the environment, balance short-term and long-term decisions, and focus efforts on truly critical issues. It also fosters acceptance of organizational complexity, the collective construction and acceptance of meaning, strengthening cultures oriented toward continuous learning where the systematic exchange of experiences broadens shared understanding.

Within this framework, each member of the institution finds a space to deploy their talent within a larger collective project, simultaneously contributing to the well-being of the community, organizational development, and their own professional growth. Thus, strategic planning becomes a catalyst for growth that transcends the mechanical repetition of tasks and places people at the heart of the institution's future.

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