# 5. The G.N.O.M.E. Chart

**Delineating the Board’s Role and the Staff’s Role in Strategic Planning**

**SUMMARIZE YOUR PLAN WITH A G.N.O.M.E. CHART.** *This would have helped Christopher Columbus, who did not know where he was going when he left, and did not know where he had been when he returned home!*

Read Chapters 1, 2, and 3, “The Results Bucket,” “The Customer Bucket,” and The Strategy Bucket,” in *Mastering the Management Buckets* before you begin the strategic planning process. Use this “G.N.O.M.E. Chart” (Goals, Needs, Objectives, Methods, Evaluation) to list your three to five annual “S.M.A.R.T.” goals (or, if you prefer, label them “Visionary Priorities”).[[1]](#footnote-1)

**G.N.O.M.E. CHART**

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| --- | --- | --- | --- | --- |
| **Board/Staff Focus: Goals, Needs, Objectives** | | | **\*Staff Focus: Methods, Evaluation** | |
| **GOALS** | **NEEDS** | **OBJECTIVES** | **METHODS\*** | **EVALUATION\*** |
| 1. |  |  |  |  |
| 2. |  |  |  |  |
| 3. |  |  |  |  |
| 4. |  |  |  |  |
| 5. |  |  |  |  |

\*Typically, the board of directors should focus on Goals, Needs, and Objectives (Strategy)—and when the goals are crystal clear (and meet the “S.M.A.R.T.” test), the board should give freedom for the staff to focus on Methods (Tactics) and Evaluation. The Evaluation column should document the process whereby the staff will evaluate and report to the board whether or not the methodology is actually achieving the goals and objectives—and if there is alignment with the vision, mission, core values, and BHAG. For more on “Needs,” read “The Customer Bucket” chapter.

1. John Pearson, *Mastering the Management Buckets: 20 Critical Competencies for Leading Your Business or Nonprofit* (Ventura, CA: Regal, 2008), 62–64. [↑](#footnote-ref-1)