



The Strategic Plan
of the
International Leadership Association
2007-2011

“The ILA was organized on the assumption that work done together will enhance and enliven the work we each do apart.”

Barbara Kellerman, James MacGregor Burns Lecturer in Public Leadership, Kennedy School of Government, Harvard University, Founding Director, ILA

Approved by the ILA Board of Directors on 2/2/2007, last updated on 3/15/10

Introduction

The International Leadership Association was created in 1999 to bring together, under one umbrella organization, **all** those interested in the study and practice of leadership including, among others, leadership scholars, educators, consultants, public sector, civic and business leaders, and students. From the start, people were encouraged to explore the cross fertilization between sectors, disciplines, cultures, nations, institutions, and professional roles. The founding goals were to:

- 1) Generate and disseminate cutting-edge work in leadership theory and practice;
- 2) Strengthen ties among those who study, teach, and exercise leadership; and
- 3) Serve as an arena within which those with a professional interest in leadership can share research, resources, information and, above all, ideas.

The first annual conference was attended by over 300 people. It was a resounding success and almost everyone returning the evaluation noted that they would recommend the ILA conference to others involved in the quickly expanding field of leadership. A desire for ongoing interaction outside of an annual conference was expressed, and soon after the ILA board launched a membership drive. Along with funding from the W.K. Kellogg Foundation and additional financial support from the Academy of Leadership, membership dues provided the resources for a central office and a small staff to coordinate new activities and global conferences.

In January 2001, the ILA board began the first strategic planning process to build a solid foundation for the organization's early growth. That Strategic Plan narrative, with four strategic initiatives to guide ILA's development, was reviewed by the ILA membership in 2002, and volunteer implementation teams were created. The initiatives guided the collective efforts of the ILA staff, board, and our outstanding membership, enabling the organization to cover new ground quickly.

The beauty of strategic planning is that it is generative. Our second five year Strategic Plan is based on the foundation built by the successes of the first, an assessment of the current landscape, and the perspectives of each of ILA's member constituencies. As is traditional, this strategic planning process began with a SWOT survey which showed strong agreement that the ILA's top strength is "the passion, commitment, knowledge, experiences and skills of our members."

Thus, this Strategic Plan is meant to guide the ILA's growth while maintaining a high degree of flexibility to leverage emerging opportunities and the experience and talents of the ILA membership. To invite widespread participation, the ILA Strategic Plan is purposefully broad yet concise. From the strategic issues, four Strategic Initiatives and corresponding priorities were identified to focus our collective efforts.

If you practice, study or teach leadership . . .

If you work on new leadership research and solutions . . .

If you seek a community of people who share your passion for leadership . . .

We invite your contribution to the continued development of this vital association.

Vision

Transforming Leadership Knowledge and Practice Worldwide.

Mission

The International Leadership Association (ILA) is a global network for all those who practice, study and teach leadership.

The ILA promotes a deeper understanding of leadership knowledge and practices for the greater good of individuals and communities worldwide.

Our Commitment

The principal means by which our mission is accomplished is through the synergy that occurs by bringing together public and private sector leaders, scholars, educators, businesses, consultants and students from many disciplines and many nations.

ILA strives to:

- Strengthen ties between those who study and those who practice leadership;
- Serve as a forum where people can share ideas, research and practices about leadership;
- Foster effective and ethical leadership in individuals, groups, organizations, and governments in the global community; and
- Generate and disseminate interdisciplinary research and develop new knowledge and practices.

Values

Inclusion: Nurtures and promotes broad and diverse membership engagement.

Intent: Encourages leadership initiatives that advance the field of leadership and contribute to the greater global good.

Interconnection: Builds upon the shared interests and complementary talents of members to support individual and collective goals.

International perspectives: Respects cultural contexts and facilitates learning and networking across national boundaries.

Integrity: Insists upon effective and ethical leadership practices and sound scholarship.

Key Strategic Issues

From the 2006 SWOT survey completed by ILA board members and Member Interest Group chairs and chair-elects, a SWOT Analysis was developed as a first step of the Strategic Planning Process. ILA members were asked for their feedback on a draft of this Strategic Plan through discussions at the 2006 Global Conference and an online survey. From both the SWOT analysis and member feedback, the Board identified the following list of strategic issues facing the ILA:

1. Clarification and articulation of the ILA's vision, mission and core values.
2. Development of and commitment to a 3-5 year ILA growth plan, including:
 - a) financial resources
 - b) membership
 - c) programs
 - d) infrastructure.
3. Expansion of the ILA outside of North America, including growth of regional ILA programs, conferences, membership and services.
4. Improvement of data collection and evaluation of member satisfaction.
5. Development of ILA's unique value proposition articulating the tangible benefits of the ILA to our members and the greater community.
6. Expansion of member involvement in ILA to provide greater member value through attention to the unique needs of each core constituency (scholars, educators, practitioners, business leaders, consultants, students, public sector leaders), while achieving synergy across sectors.
7. Development of strategic and sustainable partnerships and collaborations.
8. Creation of marketing, branding and communication strategies that focus on: increasing the number of leadership experts joining ILA, introducing ILA to new markets, and differentiating the ILA from other organizations.
9. Enhancement of the organizational structure and governance.
10. Expansion of financial resources to fund adequate staff levels, investments in infrastructure, and increased programming

While the organization is already positioned to advance solutions to many of the key strategic issues, others will require additional research, discussions and strategy development. The four strategic initiatives detailed on the following page will advance solutions to these issues and benchmarks will be developed to measure the progress.

ILA Strategic Initiatives (updated 2/14/2011)

The priorities listed under each initiative are backed by a detailed work plan which includes strategies, goals, and timelines.

1. Advance the study and practice of leadership

Staff contact: Debra DeRuyver

- a. Become a leading association for the creation, collection and dissemination of leadership knowledge, practices and research
- b. Develop and legitimize the field of leadership studies
- c. Develop innovative programs

2. Foster interaction within and across ILA's constituencies

Staff contact: Josh Tarr

- a. Deepen the interaction within ILA's constituencies
- b. Deepen the interaction across ILA's constituencies
- c. Develop vibrant learning communities

3. Grow and Nurture ILA Membership

Staff contact: Ashley Wollam

- a. Identify target subgroups and address their needs
- b. Recruit a diverse and global membership
- c. Expand and measure membership satisfaction and member services
- d. Increase engagement of membership in achieving ILA's vision and mission

4. Resource Expansion: Build the ILA's capability and capacity

Staff contact: Shelly Wilsey

- a. Expand staff size and develop succession plans
- b. Sustain corporate and other partnerships and strategic alliances
- c. Create long-term financial and business plans
- d. Develop brand and organizational visibility