

ILA
Strategic Plan
2012—2017



International Leadership Association

*If you practice, study, or teach leadership;
If you seek a community of people who share your passion for leadership;
We invite you to be a vital part of the continued growth of the ILA.*



FOREWORD FROM THE ILA PRESIDENT AND CHAIR

It is difficult to trace all of the threads and conversations that led to the creation and development of the International Leadership Association. Like many ideas, it grew from both a series of informal conversations over many meals and formal discussions during meetings. The passionate contributions of many people and institutions coalesced to cultivate the networks, connections, and intellectual curiosity required to establish the ILA.

The ILA was created in 1999 to bring together 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. Three hundred people attended the first annual conference in 1999. It was a resounding success and almost everyone in attendance recommended the ILA conference to others involved in the quickly expanding field of leadership. Now over 2,400 members strong, the ILA has become the largest international and interdisciplinary membership organization devoted solely to the triumvirate of the practice, research, and teaching of leadership. The ILA is one of the few organizations to actively embrace academics, practitioners, consultants, private industry, public leaders, not-for-profit organizations, and students.

From the start, people were encouraged to explore the cross fertilization of 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, information, resources and, above all, ideas.

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 the 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 membership.

The beauty of strategic planning is that it is generative. The second five-year Strategic Plan was based on the foundation built by the successes of the first, an assessment of the current landscape, and the perspectives of each of the ILA's member constituencies. The ILA enjoyed steady growth in membership and conference participation. Three years into that plan, the Board developed a plan to incorporate the ILA and gain non-profit status.

The third Strategic Plan builds on our past with anticipation and excitement for our newly incorporated not-for-profit membership association. It is designed to guide the ILA's strategic growth while maintaining flexibility to leverage emerging opportunities and the experience and talents of the ILA membership. Through our diverse talents and collective efforts, we will continue our work to promote a deeper understanding of leadership knowledge and practices for the greater good of individuals and communities worldwide.

Cynthia Cherrey

President

International Leadership Association

Gamaliel Perruci

Chair

International Leadership Association

OVERVIEW OF THE STRATEGIC PLANNING PROCESS

The 2012-17 International Leadership Association (ILA) strategic planning preparation process began in April 2011. The following considerations for the process and key ideas were discussed and shared with the Board of Directors: build on the ILA's strengths, determine the ILA's unique value proposition, think about the association on a larger scale, reframe and explore potential partners/alliances, consider the ILA's current organizational life cycle, key stakeholders, and the ILA's sustainability over the next five to ten years. As a result, a "Guiding Group" comprised of current and past board members was formed to help guide and inform these efforts further. Action items that resulted from the Guiding Group conversations included the importance of understanding the ILA membership, exploring possibilities for strategic alliances to expand the ILA's global reach, and understanding regional needs in leadership development and education from scholar and practitioner perspectives.

In addition, the 2011 ILA Global Conference in London provided another opportunity to gather information and listen to members as well as the Board and Member Interest Group Chairs. A strategic planning listening session was offered so that all conference participants could share their ideas and perspectives.

By the February 2012 strategic planning retreat in Denver, Colorado, the ILA Board and Member Interest Group Chairs drew on and reviewed several documents to guide its findings: the past and current history of the ILA, the 2011 ILA Membership Survey, a Strategic Planning Preparation Summary that included the strategic planning listening session summary from the global conference, a report on strategic collaborative business relationships that expand the ILA's global reach, and global perspective reports from regional leaders in Africa, Asia, Caribbean, Europe, Latin America, Middle East, North America, and Oceania. In addition, the ILA Board and Member Interest Group Chairs in attendance at the strategic planning retreat completed a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis. A Member Input Survey gave another opportunity for ILA members to give additional thought to the mission, vision, draft strategic imperatives, and goals.

The results of many discussions, meetings, participation at multiple levels, and the reviews of several documents, summaries, surveys, and reflections come together and are outlined in this 2012-17 ILA Strategic Plan.



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 to Realize the Mission of the ILA

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.

The 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;
- Promote 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 practice.

VISION

The ILA will be valued for its expertise in developing and advancing leadership knowledge and practice worldwide.

VALUES

Inclusion: Fosters and promotes broad and diverse membership engagement.

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

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

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

Interdisciplinary: Promotes and influences leadership as an interdisciplinary field bridging theory, practice, and multiple sectors.

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

CHALLENGES AND INFLUENCES

The documents reviewed, the data collected and analyzed, and the environmental scan resulted in identifying the following overall challenges and influences as important to ILA's strategic planning process and consideration of its capacity to accomplish its goals:

Challenges

The themes below represent a synthesis of internal and external weaknesses and threats (or challenges) derived from the strategy development process that included the review of several reports, assessments, SWOT analysis, and Board Retreat discussion.

A Struggling World Economy

The world recession prompted concerns about the overall economic situation, which could have a direct impact on ILA and has had an impact on many of the ILA's members, both individuals and organizations. This could affect funding strategies by foundations and corporations as well as potential external policy shifts that could influence perceived values by ILA members. It also may affect our ability to have a diverse base of members and the interdisciplinary approach we value.

Demands to Reach Broader, Think Bolder

Concerns were noted around the outreach to more members and the potential wider visibility that ILA could have through the areas of technology, regional presence, the brand itself, and the purposes ILA serves. More focus is suggested on marketing; outreach and establishing a niche for regional groups; being more inclusive and utilizing past MIG and Board leaders to strengthen the capacity of the association; and changing how the Global Conference can engage members to fully participate in more open dialogue and encourage ways of thinking about leadership topics from multiple perspectives.

Influences

The themes below represent a synthesis of internal and external strengths and opportunities (or Influences) derived from the strategy development process that included the review of several reports, assessments, SWOT analysis, and Board

ILA is an Interdisciplinary Leadership Organization

A major strength of ILA is its members who are committed to building a community in which members are deeply engaged in interdisciplinary learning that will lead to actions that are transformational. The organization prides itself on involving others, valuing change and process, and promoting interaction and dialogue. ILA values human and financial capital and its investment in both are keys to its stability and sustainability.

Technology Innovations

ILA is maturing in its ability to use technology to achieve its vision, values, and goals. Exploring social media platforms, venues, leadership products, and new ways of posting articles, videos, resources, and blogs to disseminate knowledge and foster global connection can potentially strengthen ILA's global visibility.

A Unique Niche: The Focus on Leadership

ILA is unique in that its focal point is leadership as an interdisciplinary field bridging theory, practice, and multiple sectors. ILA has an opportunity to influence the public discourse on leadership, major research agendas, pedagogy, and practices.

Expansion and Partnerships

ILA can be even more influential in achieving its mission through thoughtful and strategic membership growth joined with the development of strategies to increase member engagement opportunities. There is an opportunity to create diverse methods of professional development and leadership experiences for all members across the globe. There are also several partners and joint ventures to be explored to further our collaborations on leadership initiatives. The Global Conference Program, as a specific example, is another way to expand opportunities—integrating tracks, use the pre-conferences more effectively, cross-track reviewing submissions, and offering continuing education units for professionals.

STRATEGIC IMPERATIVES AND GOALS

Based on our understanding of ILA's history, identification of the context in which it exists, a review of mission, vision, values, and an analysis of ILA's strengths, weaknesses, opportunities, and threats, we recommend the following Strategic Imperatives and Goals:

Strategic Imperative #1: *Advance the global study and practice of leadership*

Goals

- * Create boundary spanning professional opportunities that catalyze learning and collaborative experiences.
- * Capitalize on ILA's storehouse of leadership knowledge and practice.
- * Create networks and/or partnerships of others dedicated to leadership research and development.

Strategic Imperative #2: *Develop and engage a more global and diverse membership*

Goals

- * Develop strategies to launch a more viable and engaged ILA presence in targeted regions outside of the U.S.
- * Increase membership to be more global and diverse.
- * Leverage communications and technology to engage ILA members worldwide.

Strategic Imperative #3: *Strengthen ILA as a dynamic, sustainable, global organization*

Goals

- * Define standards and implement strategies for expansion and organizational development.
- * Identify, develop, expand, and diversify financial resources.
- * Ensure compliance and transparency with all legal, ethical, and organizational requirements of being a nonprofit 501(c)(3) organization.
- * Further develop, protect, and promote the ILA brand as part of an integrated communication and marketing strategy.

IMPLEMENTATION AND ASSESSMENT PLAN

ILA membership will be involved with the implementation, progress, and assessment of the Strategic Plan. The ILA staff, with Board support, will oversee the strategic management of this plan. This will include making decisions about reporting, budget, measures, and evaluation results as well as coordinating progress meetings throughout the year (in person and via technology). Annually, there will be a detailed review of the overall Strategic Plan and progress towards achieving the goals.