

DIRECTORS LONG-RANGE PLAN

The wishes of the staff summarized on the long-range planning worksheet need to be turned into constructive and attainable goals. Any wish that is really a complaint or a negative statement should be turned into a positive goal or positive wish.

EXAMPLE: "Parents would never pick up their children late." This negative statement needs to be restated so that it becomes a positive wish; for example, "Parents would always pick up their children on time."

1. List all negative statements/complaints (A). Then rewrite the statement in a positive manner (B). Use more paper if needed.

A.

B.

A.

B.

A.

B.

A.

B.

The next step in the long-range planning process is to give each staff member a copy of this list of positively rephrased wishes. Allow time for staff to read them and ask questions, and then brainstorm ways to make these wishes a reality. Staff involvement at this step is very important, since it gives them a sense of ownership to the solution. Give staff the following example of a staff wish turned into a constructive goal.

STATED WISH:

"That children would be easier to manage on the first day back after a long holiday weekend."

CONSTRUCTIVE GOALS:

1. Send a note home to parents before the weekend describing the problem, ask for their help.
2. Hire additional staff for those days.
3. Plan curriculum and schedules for these days that will meet both children's and staff needs.

After you've received input from staff, you need to review their work and then set priorities for meeting the set goals. You can record the goals below. You do not need to limit yourself to three goals; add additional goals as needed.

Goals to be accomplished during the next month:

- 1.
- 2.
- 3.

Goals to be accomplished three months from now:

- 1.
- 2.
- 3.

Goals to be accomplished six months from now:

- 1.
- 2.
- 3.

Goals to be accomplished one year from now:

- 1.
- 2.
- 3.

Goals to be accomplished two years from now:

- 1.
- 2.
- 3.

The final step is to make sure the goals are written according to a proven success formula. For example:

1. Have you assigned a deadline for completion of the goals? (For monthly goals, this needs to be a given day; yearly goals require a given month in that year.)
2. Is the goal clear and specific? (A goal such as “Have a nice staff” needs to be described in specific terms that clarify what you envision when you say “nice staff.” For example: “Have a staff that communicates clearly with each other and is always friendly to the children and the parents.”)
3. Is the goal measurable? Will any person who reads the goal be able to measure whether it has been accomplished? (For example, in the goal listed in number 2, measurement criteria might be: “No more than one complaint from a staff member about another staff person in a six-month period.”)