



# Planning in Reverse: A Viable Approach to Organizational Leadership

*Scott Ballantyne, Beth Berret, Mary Ellen Wells*

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Planning in Reverse is an innovative concept designed to make organizations more successful by altering the perspective utilized in the strategy process. What is needed for organizations to thrive in this new environment of change and uncertainty is a short-term approach for long-term viability. In this book, tools and concepts regarding Planning in Reverse ('P.I.R.') are provided so that any organization or department will be able to implement the P.I.R. process. The P.I.R. process is unique in that it will work in any organization whether they provide educational services, government services, private sector services, or the production of products. This system is of particular importance to the small organization that does not have the resources to overcome potential missteps. P.I.R. suggests that long-term static strategic planning will continue to become less and less helpful and ultimately may need to be replaced completely by the P.I.R. process for organizations to survive. Many large, well-known companies and organizations have failed even though they had long-term strategic plans. These observations indicate a need for a fundamental change in the planning process thereby suggesting that it is time for Planning in Reverse.

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