

# The Last Word

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**“The greatest danger in times of turbulence is not turbulence; it is to act with yesterday’s logic”.**  
**— Peter Drucker**



***Are you a hedgehog or a fox?*** Jim Collins in his book *Good to Great* offers up a famous Greek parable that contends that the world is divided into hedgehogs and foxes. In this parable the fox knows many things and the hedgehog knows only one big thing. In the conflict between the hedgehog and the fox, the fox will try make many attempts using different strategies to attack the hedgehog, but never gaining the advantage because the hedgehog uses only one strategy – it defends itself with its quills. The hedgehog concept is not a goal or strategy to be the best, It is a belief of what you can be the best at.

The BCPVPA Board of Directors is in the process of creating its next strategic plan. In doing so, the Association has sought the input of members and attempted to ask the right questions to determine the appropriate drivers and indicators of success that will ensure that its strategic goals will be achieved. The process of developing our strategic plan is as important as the plan itself, and in the end a guiding objective will be to better understand what we can be the best at.

Building greatness within all of our organizations is about preserving the core values of the organization while continually creating the conditions for progress. Knowing what should be retained and what needs to be changed is the artistry within the strategic planning process. Above all, it is important to remember that good is the enemy of great and defining greatness is an important piece of the process.

A great member-based organization does three things:

**1. Delivers superior performance defined by the results it achieves in fulfilling its mission**

**2. Makes a distinctive impact**

**3. Achieves lasting endurance by delivering results over a long period of time**

As we continue along this pathway, it will be important for us to continually remind ourselves that the path to greatness for a not-for-profit organization is very different than the pathway for corporations. We must be careful to avoid relying on traditional business metrics to assess the impact of our strategic plan. For corporations, the goalposts never move – maximize profitability. For social sector institutions like the BCPVPA, our goalposts shift and change regularly based on the needs of our members and the continually-shifting landscape of public education. The challenges are more complex for not-for-profit organizations than they are for private sector companies: there is no single measure of success for not-for-profits whereas profitability in the corporate sector is relatively easy to measure.

Building on the mandate of our previous strategic plan we have undertaken an extensive process to gather input and insights from our members and our partners in order to create our plan for the years ahead. The result will be a blueprint for how the BCPVPA will continue to develop and grow as a provincial organization recognized by its partners and its public for its commitment to a strong public education system led by world class school leaders.