



and see tangible evidence of accomplishment. The reaction was fascinating.

Some want the organization to have clearly identified and measurable tasks. Others don't want to be tied down and see goals simply as guidelines, often claiming that we need to be "nimble in a changing environment of information." Underlying both of these perspectives is a tension between tasks and people. As we work toward developing a strategic focus and organizational structure that makes sense, we will need to be cognizant of this tension. I'm confident that we can find the synergy that will allow us to meet both of these needs.

Brainstorming goals can be a very rewarding exercise, but at some point an organization needs to weigh the cost and determine its own priorities. This is what Stage 3 in the implantation plan is intended to address. Steering needs to create a rubric in this phase that will help us evaluate each goal in order to determine whether or not we can support that goal given our resources.

This rubric has not been formally constructed, but could include:

- Is this a short/long term goal? Ongoing or one-time?
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