Getting Organised

Identifying stakeholders

 In order to begin a professional Optometric organisation one must survey the environment and identify the stakeholders who may wish to come together to form the organisation. This process should begin with some research and communication amongst stakeholders to identify common values . Once this is done, stakeholders can develop an agenda before the meeting identifying goals and objectives they wish to achieve at this first meeting. One of the most common challenges at this stage is where a survey of the environment shows different levels of training amongst the optometric community, to overcome these challenges an all inclusive approach is the best way to unite the different factions.

**Case Study**

For many years Optometrists in the English speaking Caribbean mat informally at continuing education meetings in Trinidad or Trade shows like Vision Expo in New York. In 2005 the Trinidad and Tobago Optometrist Association learned that the University of the West Indies had plans to establish an Optometry Unit . This information was the catalyst that lead to the formation of the Caribbean Optometrists Association (CARIOA). The inaugural meeting was convened in Trinidad when WCO President Professor Dan Sheni visited Trinidad and Tobago. He advised the meeting to adapt an existing constitution . A quorum was decided upon based on the five member countries the attended. The common purpose of guiding the new Optometry school became the cause that united the Optometrists. Eventually the CARIOA made representation to the WCO to become accepted as the regional organisation. A year later CARIOA agreed to join the Latin American Association of Optometry and Optics ( ALDOO)

Strategic Planning

Strategy is focus, it can be described as emergent or deliberate.

In Mintzberg and Waters (1985) view, the basic difference between deliberate and emergent strategy is considering the focus, direction and control. In deliberate strategies the emphasis is on the central direction and hierarchies, and these are associated to formal strategic planning, focusing on control and weakening strategy-as-practice, which reduces strategic advantage. In emergent strategies the emphasis is on collective actions and convergent behaviors, focusing on learning.

Strategic analysis is the first step of strategic planning which should include the following questions

Who are the primary stakeholders?

What are the forces that will affect the organisation?

Who is the organisation for?

 What is the organisation for?

What model of governance do you wish to use in the organisation?

With different stakeholders there is often the possibility of conflict due to different expectations of stakeholders.

Environmental Analysis – PEST Analysis

For any organisation to move forward it necessary to survey the environment. A useful management tool is called the PEST or PESTLE Analysis. This is analysis of the Political, Economic, Social, Technological Legal and Environmental factors that will affect the organisation. This management tool can be used with a SWOT (Strength, Weaknesses, Opportunities and Threats )analysis to tease out a strategy for the organisation. The PESTLE analysis considers the factors external to the organisation whilst the SWOT considers internal factors .

**References:**

 **Mintzberg, H. & Waters, J. A. (1985) Of Strategies, Deliberate and Emergent. Strategic**

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