• Understanding the context
• Understanding the people involved, including oneself
• Sponsoring the process
• Championing the process
• Facilitating the process
• Fostering collective leadership
• Using dialogue and discussion to create a meaningful process, clarify mandates, articulate mission, identify strategic issues, develop effective strategies, and develop a vision for success
• Making and implementing policy decisions
• Enforcing norms, settling disputes, and managing residual conflicts
• Pulling it all together

From Strategic Planning for Public and Nonprofit Organizations, by John Bryson