

Aligning EMMA

One of the most important functions of strategic planning is to align the structure by which a museum achieves its **ENDS** through **MEANS, MEASURES and ACTIONS (EMMA)**. The **EMMA** structure also corresponds to the time frames for short- and long-term decision making and **Actions** that support **Goals** and **Objectives** in service to the **Mission** and **Vision** over a defined time span.



Successful organizations are most often strategic, driving from the **ENDS** down. They will change Means, Measures and the Action System to achieve the **ENDS**.

Others are driven from the bottom which means the organization is operationally focused and probably bureaucratic. These organizations may experience difficulty in changing their Action System, Measures and Means when barriers to achieving the **ENDS** arise.

All organizations can learn to align EMMA for the greatest positive effect on achieving their Goals and ultimately their Missions.

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