



## Strategic Plan to ACTION PLAN!

Tools and Techniques for Successful Planning



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### Overview

- Are we Ready?
- Which method of planning should we choose?
- Once we have a plan, do we have the structure in plan to accomplish it?

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### I. Are We Ready?

Two key responsibilities of the board:

- ✓ Effective planning
- ✓ Monitor and strengthen all of programs and services



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## Organizational Assessment



- ✓ Board Effectiveness
- ✓ Keeps board accountable for responsibilities related to board governance practices
- ✓ Clarity for where to improve

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## Types of Assessments:

- ✓ Snap Shot handout
- ✓ Governance handout
- ✓ Comprehensive CCAT
- ✓ 360 handout

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## Four Core Capacities

Adaptive Capacity	• The ability of a nonprofit organization to monitor, assess and respond to and create internal and external changes
Leadership Capacity	• The ability of all organizational leaders to create and sustain the vision, inspire, model, prioritize, make decisions, provide direction and innovate, all in an effort to achieve the organizational mission
Management Capacity	• The ability of a nonprofit organization to ensure the effective and efficient use of organizational resources
Technical Capacity	• The ability of an nonprofit organization to implement all of the key organizational and programmatic functions

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### Organizational Lifecycle

“Nonprofit organizations, like people, experience a lifecycle of progressive stages and developmental milestones”

No matter where in the lifecycle your organization falls, regular evaluation is important to move your Board forward.

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### 360s

- ✓ Use with caution
- ✓ When to use
- ✓ Experienced facilitator
- ✓ Culture of feedback



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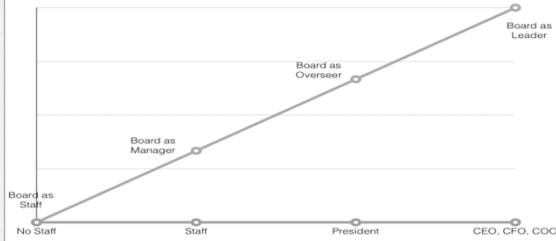
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### Evolution of Boards of Directors



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## II. Many Approaches to Planning

1. Goals Based—Traditional Plan
2. Vision Based—Pollyanna Principles
3. Real-Time—LaPiana
4. Strength Based—Appreciative Inquiry
5. Influence Based—Scenario Model

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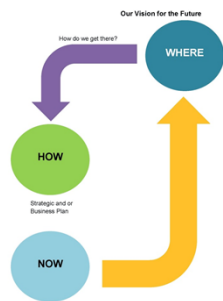
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## Common Elements

- ✓ Written document
- ✓ Sets SMART goals and objectives
- ✓ Within a set timeframe
- ✓ Measurement



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## Traditional Plan

1. Identify or Revisit Your **Mission**
2. Establish a **Vision Statement**
3. Evaluation of **"Now"**
4. Goals/Objectives
5. Strategies
6. Action
7. Evaluation

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### Evaluation of "Now"

- \*SWOT analysis/critical issues
- Surveys-staff, stakeholders
- \*Financial review
- Organizational (capacity) review

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	Helpful	Harmful
Internal	<b>S</b> Strengths	<b>W</b> Weaknesses
External	<b>O</b> Opportunities	<b>T</b> Threats

Your **Strengths** and **Opportunities** will fuel your ideas for expansion  
And  
Your **Weaknesses** and **Threats** will fuel improvement for your organization.

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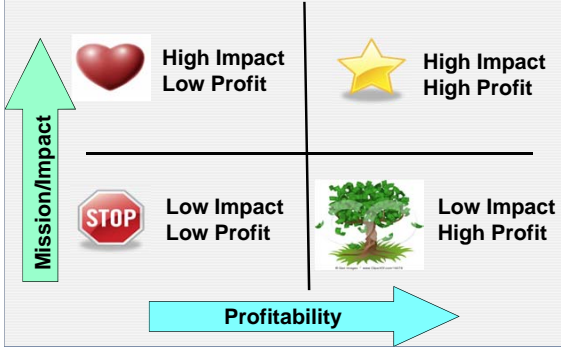
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### Cost Benefit Matrix



Mission/Impact ↑

Profitability →

<b>High Impact Low Profit</b>	<b>High Impact High Profit</b>
<b>Low Impact Low Profit</b>	<b>Low Impact High Profit</b>

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### Capacity

1. CEO
2. Staff
3. Space
4. Financial
5. Market analysis


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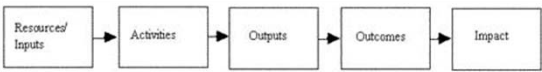
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### Measurement



**Planned Work**

**Intended Results**

A Logic Model will present you with a visual picture of the activities of your organization. It is a tool that allows you to simply take information that you already have and present it in a series of If-Then components:

**If** you have \_\_\_\_ (resources) \_\_\_\_, **then** you can \_\_\_\_ (do what activity) \_\_\_\_, and **If** you carry out the activities, **then** you can deliver \_\_\_\_ (Outputs=client benefits) \_\_\_\_, and **if** your clients benefit, **then** you can achieve \_\_\_\_ (desired community outcome) \_\_\_\_.

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### Vision Plan

#### Pollyanna Principles

**The ends**

- #1 We accomplish what we hold ourselves accountable for
- #2 Each and every one of us is creating the future, every day, whether we do so consciously or not

**The means**

- #3 Everyone and everything is interconnected and interdependent, whether we acknowledge that or not
- #4 "Being the change we want to see" means walking the talk of our values.
- #5 Strengths builds upon our strengths, not our weaknesses
- #6 Individuals will go where systems lead them

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**Real-time Plan**  
**LaPiana Principles:**

**Know Yourself**  
Why does your organization exist?  
Who do you serve?  
Where do you work?  
What do you do?  
How do you pay for it?

**Know Your Market**  
Demographic  
Socio-economic  
Trends  
Competition

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**Build On Your Strengths**  
Focus on strengths  
Competitive advantage

**Make Decision-Making Criteria Explicit**  
Strategy screen: a list of criteria or standards against which you 'test' various strategic options.  
*Supports our mission*  
*Reinforces our competitive advantage*  
*Financially sustainable*

**Identify Your Big Questions**

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**Strength Plan**

**Appreciative Inquiry**

- Appreciating and valuing the best of 'what is'
- Envisioning 'what might be'
- Dialoguing 'what should be'
- Innovating 'what will be'
- Visualization theory

Assumptions of AI

- In every organization there is something that works
- What we focus on becomes our reality
- Reality is created in the moment-there are multiple realities
- The **act of asking questions** influences the group

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**Powerful Questions**

A powerful question:

- Is thought-provoking and invites reflection and finding deeper meaning
- Expands possibilities or focuses attention
- Brings underlying assumptions to light
- Stimulates curiosity and creativity
- Can help a group move forward

--People are more comfortable with the future when they carry something of the past with them  
--If we carry part of the past forward, it should be the best about the past  
--It is important to value differences  
--The language we use creates our reality

4 Ds Discovery, Dream, Design, Destiny

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**Scenario Plan**

Dissects an issue facing the organization  
Internal or external  
Short-term/long-term

- Analyze three different scenarios
- ✓ best case
  - ✓ worst case
  - ✓ acceptable case

Focus on potential strategies for each of the three scenarios

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**III. Action and Accountability**



1. Board Chair
2. Board Culture
3. Strong Committee/Task Group structure
4. Monitor regularly
5. Sensemaking

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### 5 Foundational Skills for Board Chairs

1. Focus on *Tasks* and *Process* to govern in the best interest of the organization
2. Be aware of how you execute the board chair role to carry out governance responsibilities
3. Build a partnership with the CEO
4. Be an effective facilitator to manage the meeting and engage board members
5. Be a community ambassador: make community connections and build social capital



Mindy Wertheimer, PhD

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### Board Culture

1. Thoughtful Board selection
2. Consent agendas
3. Think, Work, Act
4. Decision making
5. Fiduciary, strategic, generative

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### Get Everyone Engaged



- Identify what needs to be done
- Match needs with people's skills, talents, etc.
- Hold the committees accountable

Strong Captains. Inspiring Coaches.

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### Build a Board Culture of:



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### Decision Making

- ✓ Present the issue
- ✓ Clarifying questions
- ✓ Generate proposal ideas
- ✓ Devil's advocate
- ✓ How might we solve this?
- ✓ Consent vs. Consensus

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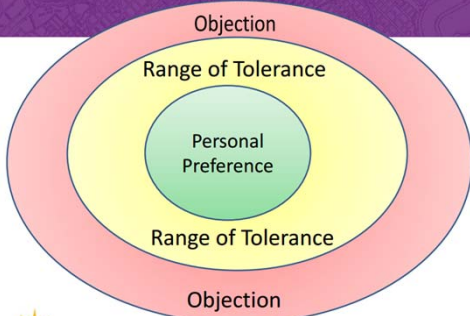
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### Is the proposal within my range of tolerance?



BOARDSOURCE

August 2014, The Secretary Consulting Group. For information contact @secretaryconsulting.com or 800-870-0090

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### Committee vs. Task Group

#### Committee

- Dedicated group
- Meets regularly
- Job description

#### Task group

- Set task
- Beginning, middle, end
- Multiple tasks

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### Monitor Regularly

- ✓ **Agenda**  
monthly, quarterly
- ✓ **Strategic Planning Task Group**  
modify as necessary
- ✓ **Annual plan review**  
realign as necessary

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### Sensemaking

Discussions

- Changes in the environment
- Changes in the assumptions that supported the plan
- What's working well and according to plan
- What's not working well or falling short of plan
- Course corrections that might be considered
- How the board can add value as thought partners NOT as technicians

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**Techniques for Board Discussion**

- Silent Start
- Devil's Advocate
- Reframe the challenge-what is the REAL issue
- Drucker Five Questions



- What is our mission?
- Who is our customer?
- What does our customer value?
- What are our results?
- What is our plan?

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**Questions?**

- Contact:  
Catalyst Center for Nonprofit  
Management at 215/343-2727 or  
[lvibber@bbco-cpa.com](mailto:lvibber@bbco-cpa.com)

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