



Strategic Plan to ACTION PLAN!

Tools and Techniques for Successful Planning





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?

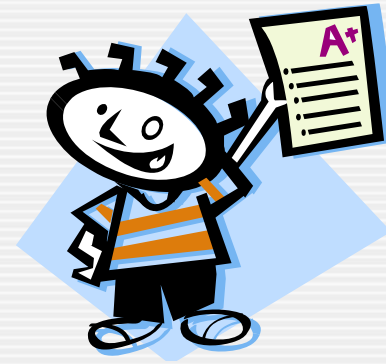
I. Are We Ready?

Two key responsibilities of the board:

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



Organizational Assessment



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

Types of Assessments:

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

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

Organizational Lifecycle

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

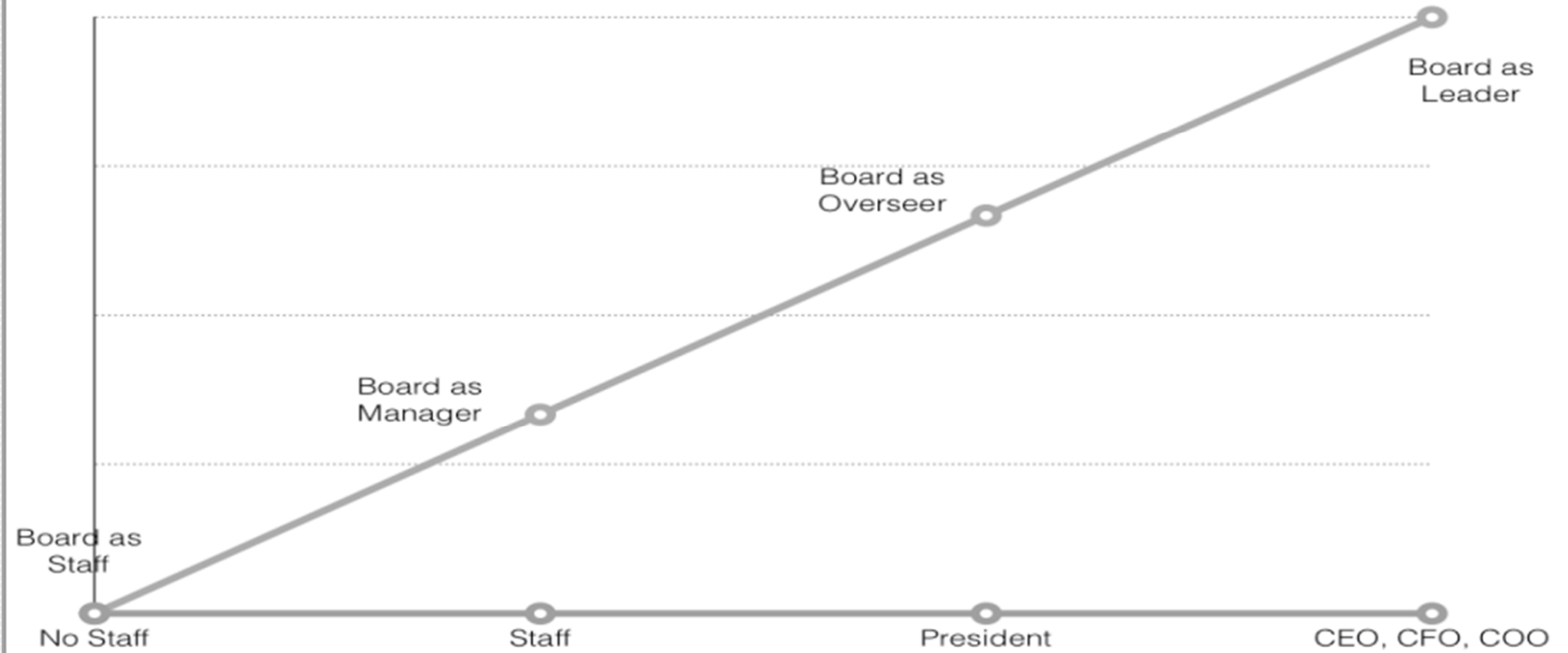
No matter where in the lifecycle your organization falls, regular evaluation is important to move your Board forward.

360s

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



Evolution of Boards of Directors

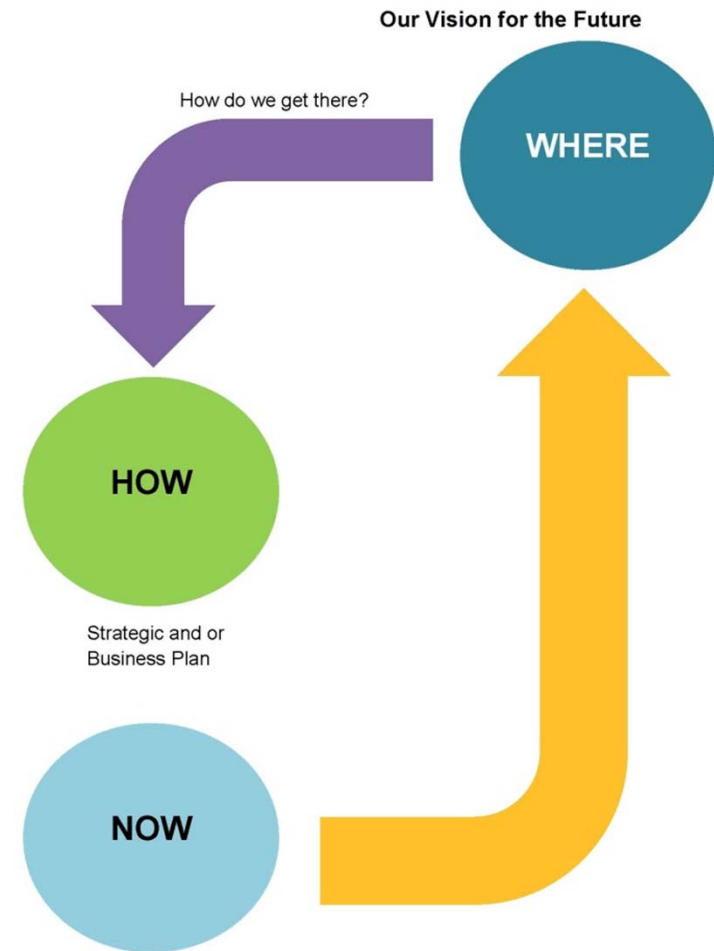


II. Many Approaches to Planning

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

Common Elements

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



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



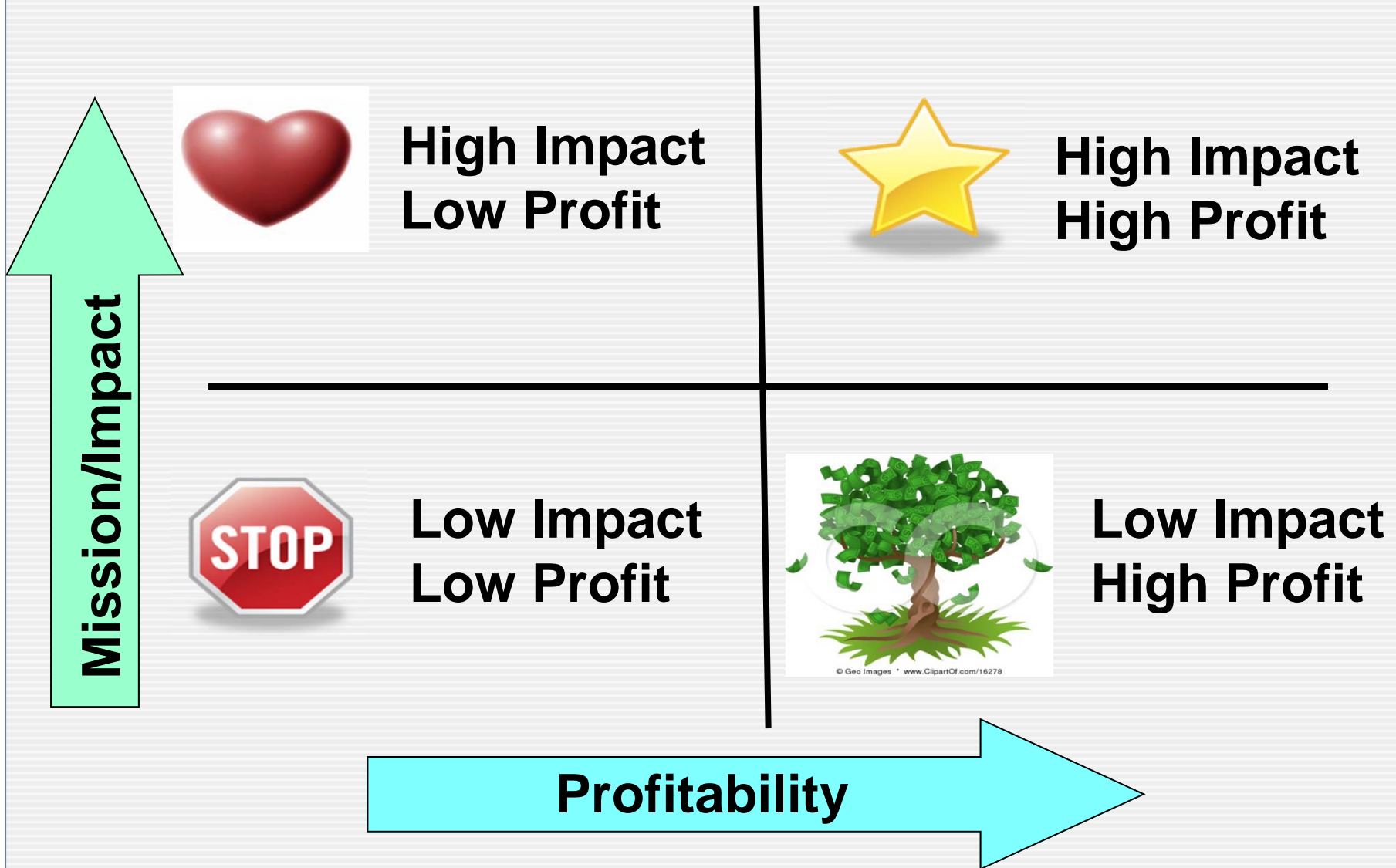
Evaluation of "Now"

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

	Helpful	Harmful
Internal	S Strengths	W Weaknesses
External	O Opportunities	T Threats

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

Cost Benefit Matrix

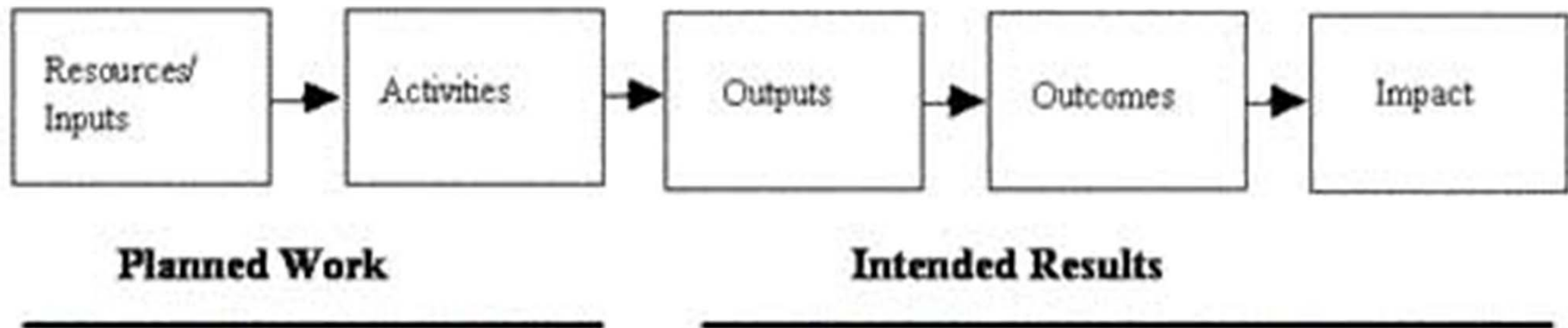


Capacity

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



Measurement



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)_____.

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

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

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

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

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

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

III. Action and Accountability



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

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

Board Culture

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

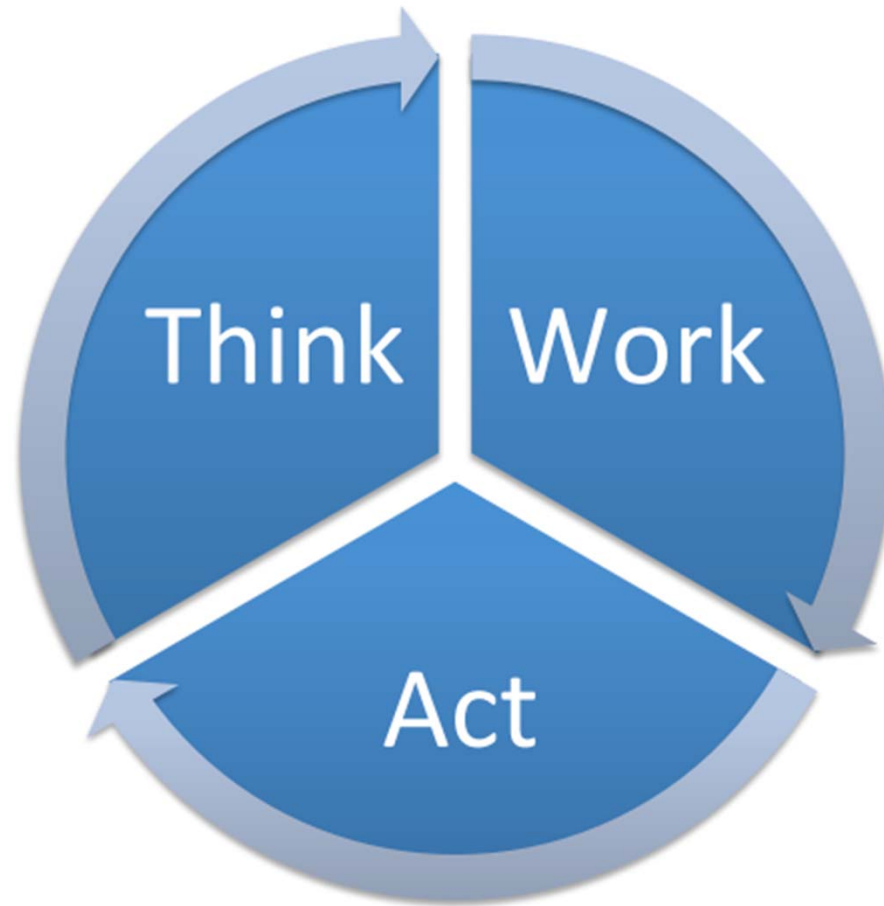
Get Everyone Engaged



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

Strong Captains. Inspiring Coaches.

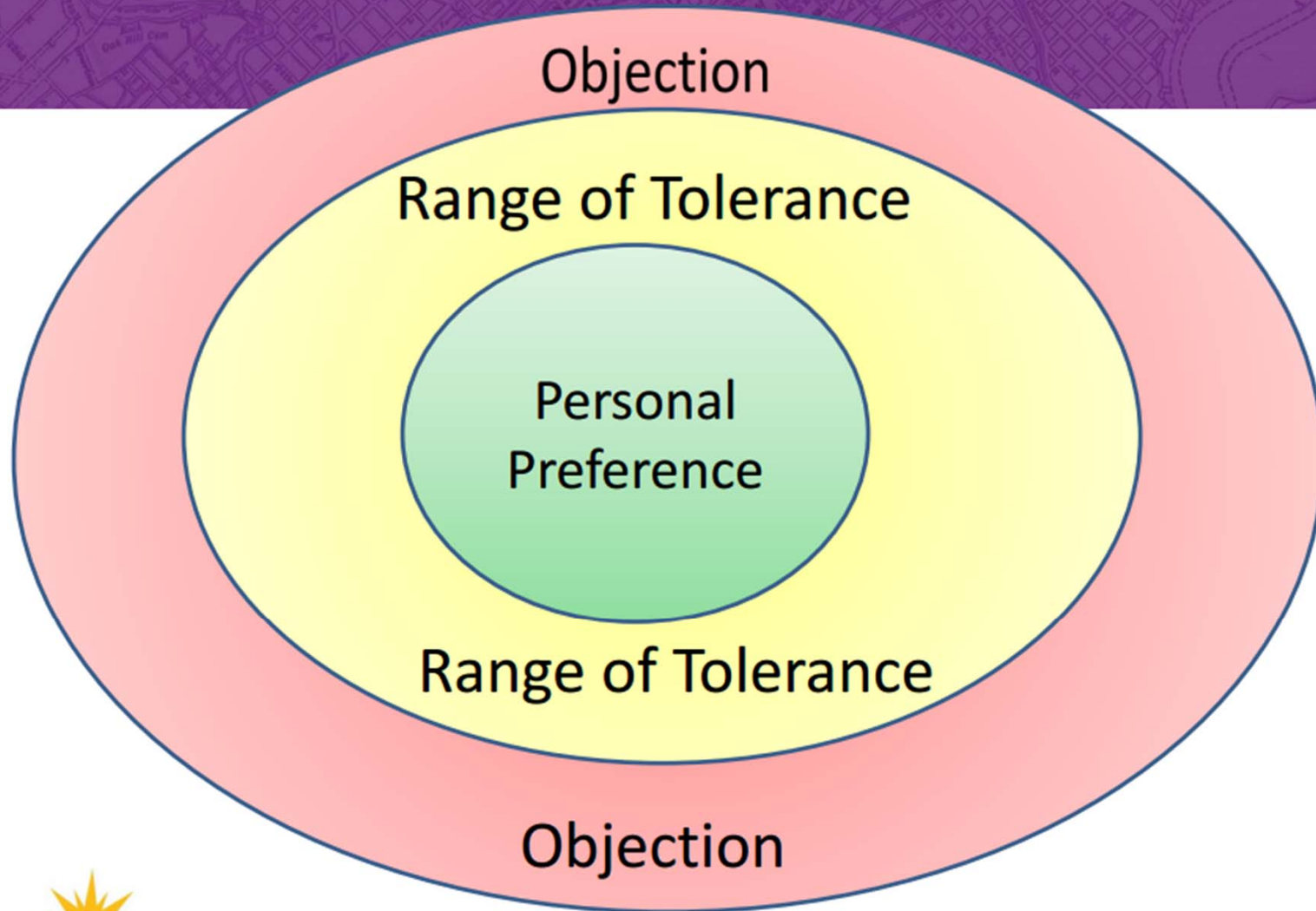
Build a Board Culture of:



Decision Making

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

Is the proposal within my range of tolerance?



Committee vs. Task Group

Committee

- Dedicated group
- Meets regularly
- Job description

Task group

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

Monitor Regularly

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

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

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?



Questions?

- Contact:

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