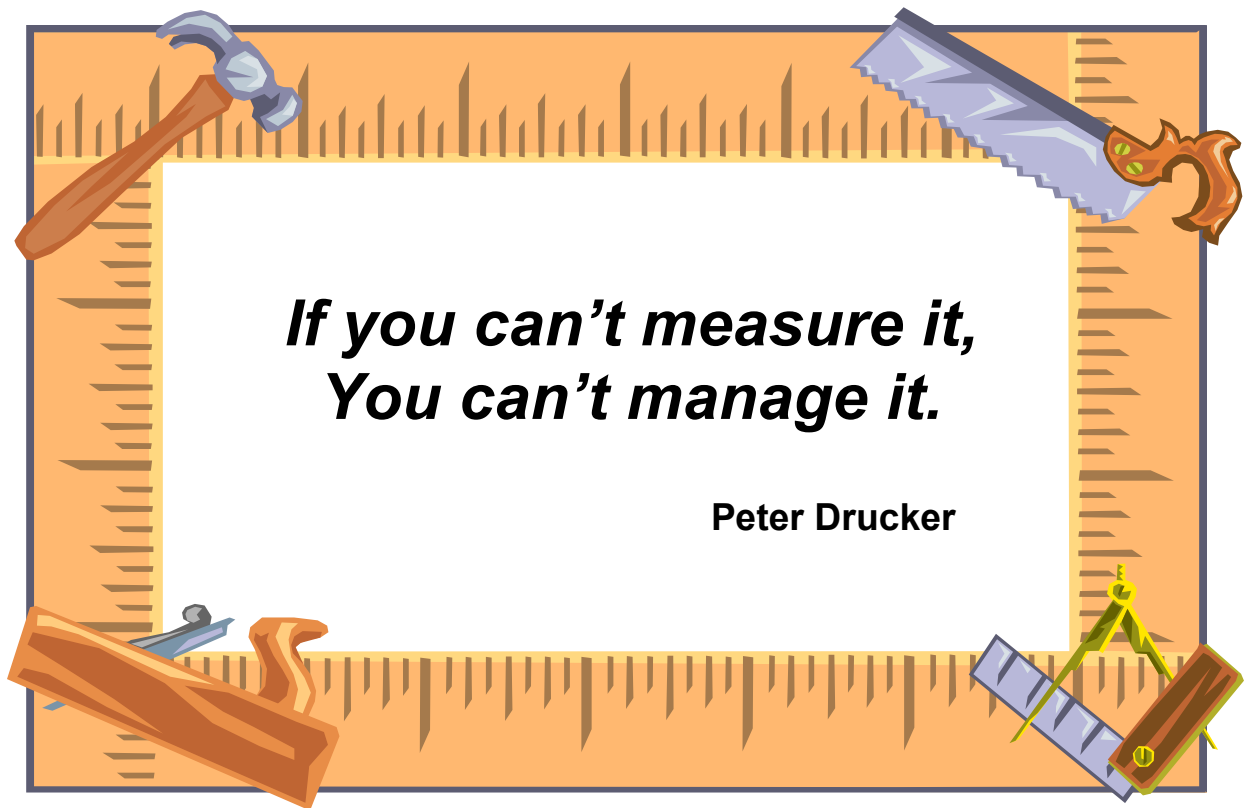


# LEADER'S GUIDE





***If you can't measure it,  
You can't manage it.***

**Peter Drucker**

## PREFACE

We are currently living at a pace where everything seems to be moving faster and faster. Technology and rapid transportation have shrunk our world to the point where people living thousands of miles away could almost be called our next door neighbors. Information is increasing at a rate that is nearly impossible to absorb, and the impact on business operations everywhere has been profound. Change is no longer a choice; the ability to adapt to new experiences and changing conditions has become a fundamental requirement for organizations that want to maintain a strong strategic posture and survive.

The criteria for organizational success rest on a foundation that emphasizes three important dimensions:

- 1) ***A strong commitment to the organization's mission and values.***
- 2) ***A planning process that embraces change and continues to evolve over time.***
- 3) ***Performance monitoring and program evaluation.***

Some say that things are moving too fast to accommodate a strategic plan, but a non-profit (NP) organization needs purpose, direction and action or it runs the risk of losing its focus and straying into unintended, misguided territory.

Strategic planning, by any definition, is a serious and challenging process that taps into a reservoir of skills such as assessment, creativity, integration, problem solving and visioning. Use of these skills allows a planning group to evaluate an organization's present set of circumstances, review what has happened in the past, and envision what it should accomplish in the future. Such an honest, in-depth process should be exciting and satisfying, while at the same time frustrating and a little frightening. If it was anything less, it would not be worthwhile. The planning process also yields the added benefit of strengthening confidence and teamwork within the organization.

The intention of the ***Leader's Guide*** is to provide a planning leader with the information and tools that are needed to effectively lead and facilitate either an organization-wide or program-specific strategic planning process that is relevant to the on-going mission and subsequent success of the NP organization. Though the ***Leader's Guide*** is intended for planning leaders, executive directors, board members, managers and supervisors will also find the information in the ***Guide*** to be very helpful.

The ***Leader's Guide*** is written under the assumption that a ***NOVUS*** planning consultant will provide leadership throughout the process the first time an organization engages in strategic planning. In succeeding years, however, the Executive Director in an organization will generally assume this responsibility. The format and content of the ***Leader's Guide*** provides a step-by-step review for the Executive Director to aid in this transition.

The **Guide** is divided into six sections:

- I. **Introduction**
- II. **Vision**
- III. **Strategic Issues**
- IV. **Strategies**
- V. **Tactics and Action Plans**
- VI. **Measurement**

Each section is preceded by the **outcomes** that are intended to be accomplished upon completion of the section, and followed by a “**recap**” box that highlights the basic elements and process steps discussed in the section.

The design of the **Leader’s Guide** is based on the premise that the strategic planning process is generally completed in four sessions, each being a minimum of two hours in length. Additional time may be needed when working with the Executive Director or members of the organization’s management team to develop program evaluations and specific strategic outcomes.

I trust that all who read the **Leader’s Guide** will find it helpful as they move their organization through the strategic planning process and into a highly successful future.

***If you can’t measure it, you can’t manage it.***

**Peter Drucker**

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# Effective Strategic Planning in Non-Profit Organizations

## *NOVUS Leader's Guide*

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### I. INTRODUCTION

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#### ★ Outcomes

1. The Strategic Planning Committee will be able to:
    - Understand the components of the strategic planning process.
    - Define the mission, core values and operational mission for the organization.
    - Understand the elements in the organization's strategic platform and the platform's relationship to the operational mission.
  2. The Commitment to Capacity Building is signed.
  3. Organizational profile is obtained.
  4. The Strategic Planning Committee (SPC) members are identified.
- 

#### ***What is Strategic Planning?***

Strategic planning is a process by which the guiding members of an organization clarify the organization's purpose, envision its future and undertake the necessary initiatives to create and achieve that future. It is about selecting the best options and mobilizing the resources it will take to maximize the organization's full potential.

Strategic planning involves a series of steps that are meant to:

- 1) ***Clarify the core ideology or the mission, vision and values of the organization.***
- 2) ***Evaluate the organization's current programs and services.***
- 3) ***Define specific strategies, outcomes and related action plans.***
- 4) ***Assign the necessary resources to accomplish the strategies.***
- 5) ***Develop a mechanism to evaluate and measure progress.***
- 6) ***Strengthen a spirit of understanding, teamwork and collaboration among participants in the planning process.***

There are a number of benefits that can be derived from strategic planning:

- 1) ***It provides the criteria, priorities and guidelines for virtually all day-to-day managerial decisions.***
- 2) ***It provides a common vision for the entire organization.***
- 3) ***It provides a common framework for decision-making at all levels in the organization.***
- 4) ***It identifies priorities and focuses attention on the important rather than the urgent.***
- 5) ***It reveals and clarifies the organization's strengths and weaknesses.***

### **Strategic Questions**

Strategic planning is intended to address five major questions. Though this is the only place in the **Leader's Guide** text that these questions will be specifically stated, they provide the invisible foundation that supports all of the activities that are conducted in the planning process:

- 1) **VISION**  
*What do we aspire to be?*
- 2) **STRATEGIC ISSUES**  
*What are the most important challenges we will face in the foreseeable future?*
- 3) **STRATEGIES**  
*What are the most important things we need to do in order to be what we aspire to be?*
- 4) **TACTICS AND ACTION PLANS**  
*How do we intend to accomplish our strategies?*
- 5) **MEASUREMENT**  
*How will we know how we are doing?*

When all is said and done, the true test of a successful planning process depends on whether or not all of the questions have been answered and *how well* they have been answered and implemented.

## ***Gaining Leadership Support***

The first step in the planning process is to meet with the organization's Executive Director (ED). Though this meeting is intended to exchange information, it is also important to lay the groundwork for a comfortable, trusting relationship. It is important for the ED to have a basic understanding of the strategic planning process since he/she will be the one who will ultimately have to "sell" the board on the importance of engaging in a strategic planning process.

The primary objectives of this meeting are as follows:

- 1. Briefly review the purpose, steps and schedule of activities in the strategic planning process for the ED.**
- 2. Get an overview of the programs and services that are provided to lay the groundwork for the construction of the organization's current strategic platform and the program evaluations.**
- 3. Gain a basic understanding of the major issues that need to be addressed in the organization.**
- 4. To accomplish #2 and #3, an "Organizational Profile" should be given to the ED to complete (See Appendix M, p. 70 for an example).**

Next, the ED needs to inform the board and gain their support and approval to proceed. The ED should be encouraged to share the following information to engage board support:

- A brief explanation of strategic planning.
- The reasons why strategic planning is important to the organization.
- Success stories from other organizations.
- The board's role and responsibilities in the process.
- A tentative time table for the planning process.
- The proposed leader for the planning process.

Though it is almost always the ED's responsibility to implement the strategic plan, the board needs to have confidence that the strategies will be a means to carry out the organization's mission. The board must also assume responsibility for holding management accountable for completing the plan. Once the board approves the process it should be prepared to:

- 1. Sign the *Commitment to Capacity Building Agreement*.**
- 2. Designate the individuals who will serve on the Strategic Planning Committee (SPC).**

## **Selecting the Strategic Planning Committee**

The board may elect to serve as the Strategic Planning Committee (SPC) or form a separate group to perform this function. In the latter case, membership may be drawn from a number of different disciplines, including the management and staff of the organization, but ***the SPC should always have board representation***. It is suggested that at least two board members be assigned to the SPC.

Since diverse perceptions generally contribute to a greater number of ideas, consideration should be given to participants who come from a variety of backgrounds, both personal and professional, such as community advocates, business leaders and clients who are well acquainted with the organization. Though the size of the SPC is not a critical issue, it is a good idea to consider a range of six to ten members.

Once the SPC is determined, the Planning Leader should send out a letter of introduction, thanking the members for their willingness to participate in the strategic planning process (Appendix A, p. 39).

In addition to the letter, the following enclosures should be included:

- A summary of the Strategic Planning Process.
- A list of the designated SPC members with their addresses, phone numbers, and email addresses.
- The agenda, date and time for the first meeting.
- A copy of the Mission, Vision and Values Survey to be completed by each member of the SPC (Appendix B, p. 40).

If the board is not serving as the SPC, then a special mailing should go out to all of the board members to thank them for their support of the planning process. They should also be sent the Mission, Vision and Values Survey and the Board Self-Assessment Survey instrument for individual completion. **NOVUS LLC** uses the self-assessment survey developed by *BoardSource*, but others may be researched and reviewed through the Internet. The important thing to remember is to be consistent. In other words, use the same instrument each time (every two years) the self-assessment is done so that progress comparisons can be determined.

The information gathered from the survey instruments noted in the preceding paragraphs is very important to the strategic planning process as it lays the groundwork for discussion at the first meeting. SPC committee members and board members should be advised to complete and return the surveys at least two weeks prior to the first planning session so that the Planning Leader has sufficient time to tabulate and organize the results.

## ***Tips for the Planning Leader***

Planning processes will only be as thorough as the leader is in organizing and facilitating the meetings with the SPC. Before moving into the next section of the ***Leader's Guide***, the leader would do well to review some helpful information.

### Definitions

Definitions are an important piece of any process. Everyone needs to talk the same language. The following definitions are not only provided for the Planning Leader, but may also serve as a useful handout for the SPC members.

***Action Plan:*** The defined responsibilities, time frames, resources and personnel required to accomplish the goals.

***Activity Statistics:*** Activity statistics are comprised of the data maintained and tracked by the NP pertinent to daily operations such as revenues, expenses, operating margin, debt, client volumes, cost per client visit, employee turnover, and department or program specific service volumes.

***Annual Operating Plan:*** Conversion of the strategic priorities goals and the program evaluation plans/goals into an annual plan of action for the entire organization. It identifies specific action steps, timelines, budget requirements, the person(s) responsible for implementation and a monitoring/evaluation process.

***Clients:*** Clients are those individuals who benefit in some way from the services provided by an NP organization. There are basically two categories of clients: Direct Clients are those who benefit directly from the services provided. Examples include hospital patients, participants in social services programs, members of a church congregation, residents in a nursing home, students in an education program, or library patrons. Indirect Clients are those people who benefit in some way from the NP organization but are not direct service recipients. Examples are vendors who supply materials to the NP, special interest groups, family members of direct clients, or organizations that collaborate with the NP.

***Core Ideology:*** The core values of an organization plus the mission (purpose) and vision (overall goal).

***Goal:*** An incremental result that needs to be accomplished within the framework of a particular strategy. There may be several goals under one strategy.

***Leader:*** The strategic planning leader is the person assigned to objectively conduct a process that assists planners in the development of a strategic plan. The leader may be someone selected from within or outside of the organization. If selected from within, it is often the Executive Director.

***Management or Administrative Team:*** The executive director (administrator) and the top level managers in the NP.

**Mental Model:** A set of assumptions held by individuals that impacts the way they perceive the world around them. Mental models are like genes – inherited from other people and passed on from one generation to another. For this reason a mental model represents only a small portion of what is possible.

**Mission:** Defines the core purpose of an organization, the contribution it makes to society and to basic human needs.

**Objective:** The specific work activities that need to be completed in order to accomplish a goal, e.g., design a survey, develop a fundraiser, staff education, etc.

**Organizational Profile:** Information that is obtained that generally includes a brief history, the mission, and statistical data that is used as baseline information on an organization that is entering into a strategic planning process.

**Outcome:** The measurable results obtained through the accomplishment of a goal.

**Operational Mission:** Answers the question, “How does the organization carry out its mission?” In other words, what programs and services are being provided by the organization?

**Stakeholders:** Direct and indirect clients, board members, administrators, managers, and employees are all stakeholders in the NP organization in that they all have a special interest in the functions and outcomes of the NP organization.

**Strategic Planning Committee (SPC):** This is the group that is directly involved in the organization’s strategic planning process. Typically it will include board members, the administrator or executive director, the finance director and/or other members of the administrative team. Some organizations develop strategic planning committees that also include representatives from employee groups, clients and community leaders.

**Strategic Platform:** The strategic platform outlines how the organization will fulfill its operational mission – in terms of *Client/Market Development, Program Development/Service Delivery, Funder/Donor Development and Organizational Development and Governance*. Once developed, reasonable strategic decisions can be made about which programs to run and how to run them (Rangan, 2004).

**Strategy:** A specific direction or focus area in the strategic planning process that is based on the future of the organization.

**Values:** The set of beliefs that drive actions and influence the choices that are made when conducting business on a day-to-day basis.

**Vision:** The dream or overarching goal that drives the organization into the future – a mental picture of an ideal for tomorrow.

## Leading an Effective Planning Session

Keeping a planning session or meeting of any kind moving along smoothly and on task can sometimes be a real challenge. There are several things that a leader can do to avoid the glitches and conduct a professionally developed planning process. Some good suggestions follow.

1. Clarify the **purpose, plan** and desired **outcomes** at the beginning of each planning session.

The **purpose** can be defined by completing the following sentence:  
“*The purpose of this session is to \_\_\_\_\_.*”

**Outcomes** are the specific desired results that are to be accomplished in the planning session. Keeping the session focused will be much easier if outcomes have been determined at the beginning of the session.

The **plan** is the agenda that accounts for content, discussion and processing. It is helpful to assign time frames to the components of the plan to keep the session on track. The plan or agenda should be given to the planners prior to the session whenever possible so that they have an opportunity to prepare their contribution.

2. Keep a **parking lot** available during the meeting (a white board or flip chart) to record items that surface in discussion that are important but not relevant to the issues currently being discussed so you can review them at a later time.
3. Develop some **ground rules** at the beginning of the session to set the tone for behavioral expectations within the group. Some examples follow:
  - Everyone is expected to participate.
  - Challenge ideas instead of individuals.
  - Start and stop the session on time.
  - One conversation at a time.
4. Assign someone to **scribe**, that is, to record actions and decisions on a flip chart throughout the planning session. This will leave the leader free to keep discussion moving along.
5. Get people relaxed and ready for participation at the start. Have folks introduce themselves and share something of their professional and/or personal backgrounds. Give them some time for informal conversation or use a simple **warm-up exercise** (see sample in Appendix C, p.44) that provides some humor and stimulates their interest.
6. Use **flip charts** to help participants retain the process visually and mentally as the meeting moves along. Write the words that people use, if possible.

Get approval before paraphrasing a statement and post the pages so that they remain visible to the planners throughout the session.

#### Flip charts:

- Keep the meeting focused.
  - Keep important information visible to participants.
  - Eliminate the need for note-taking; more attention can be focused on participation.
  - Give latecomers an opportunity to catch up without disrupting the process.
  - Help the group take ownership of all the emerging thoughts and ideas.
7. Come prepared with all of the materials you will need to facilitate the session:
- Flip charts
  - Markers (several colors)
  - Voting stickers
  - Equipment such as a slide projector, screen, overhead projector, extension cord
  - Any handouts intended to supplement the planning process
  - Don't forget the agendas!
8. Plan for breaks and refreshments or periodic fun exercises to change the pace and maintain the group's interest, energy and enthusiasm.

It goes without saying that the Planning Leader should maintain a confidential posture that is free of personal bias throughout the process.

#### Facilitation Skills

The Planning Leader wears many different hats throughout the strategic planning process. In addition to everything else, he/she must be a good group facilitator, able to keep people involved, focused, energized and moving in the right direction. Some people have greater aptitude for doing this than others. Be patient and recognize that some things just take time and practice.

An active, productive planning session should generate a lot of discussion. Everyone in the group has a right to his or her opinion. Members owe each other the courtesy of listening objectively to all relevant contributions before making decisions about strategies or goals. The leader plays the key role in prompting the flow of comments from all of the participants. In his book, ***101 Ways to Make Meetings Active***, Mel Silberman offers the following tips to assist meeting leaders in their efforts to facilitate effective group discussions:

**Paraphrase:** Repeat in your own words what the participant has said so that he or she feels understood and other members of the group can hear a concise summary. Say something like:

*“So, what you are saying is that we need to develop a strategy that addresses this issue.”*

**Check for Meaning:** Check your understanding of a participant’s remark or ask the participant to clarify their meaning, such as:

*“I’m not sure I understand exactly what you mean. Are you saying this is not a realistic goal?”*

**Give Positive Feedback:** Praise a particularly insightful or interesting comment:

*“What an interesting thought. I’m glad you mentioned it.”*

**Expand:** Elaborate on a participant’s contribution or suggest another way to look at the issue:

*“Sarah, that is an interesting perspective. Given Joe’s experience with this, it might also be useful to hear his thoughts on the subject.”*

**Increase the Pace:** Keep discussion moving to maintain energy. Prod the group for more contributions:

*“It seems like our group energy is fading a little. Let’s change the pace and try a brainstorming exercise.”*

**Devil’s Advocate:** Tactfully disagree with a participant’s comment to stimulate more discussion:

*“I’m not sure that what you have described represents the general feeling in the group. Has anyone had an experience contrary to what Joe has described?”*

**Relieve Tension:** Mediate differences of opinion to suppress growing tensions:

*“It sounds to me like Mary and Ellen are not disagreeing so much as they are simply coming from two different points of view. Let’s keep both of these perspectives in mind as we continue our discussion.”*

**Consolidate:** Pull ideas together into broader concepts by showing their relationship:

*“Based on the statements that Harry and David just mentioned, it would appear that we have the financial resources and personnel to move forward with this idea.”*

**Change the Process:** Alter the method being used to promote discussion:

*“Let’s break into small groups to see if we can generate some other customer service skills.”*

**Summarize:** Periodically summarize major points of view:

*“So far we have identified four major focus areas that could convert to specific strategies for our organization. Let’s review them...”*

Occasionally conflicts will surface during discussions. These feelings will grow unless they are brought out in the open. The facilitator should remain neutral and respect

peoples' rights to express their feelings. Process these in the group by using some of the following techniques:

- Observe silence to give participants some time to reflect.
- Take a break.
- Encourage the group to share their concerns by means of a round-robin.
- Break into small groups to share thoughts and discuss.
- Identify areas of conflict and commonality and ideas for bridging gaps.

When tensions seem to be subsiding, get the group re-focused on the subject at hand and move on.

### Surveys, Interviews and Focus Groups

Before you begin you need to know something about the tools used to gather information about an organization. It is wise to tap into as many sources as possible. Surveys, interviews and focus groups are methods that can be used to gather perceptions from large and small groups as well as individuals. It is up to the SPC to determine:

1. If a survey, for example, might yield information helpful to the planning process.
2. ***What groups and/or individuals*** should be asked to participate?

The following paragraphs contain information and guidelines to consider if you think surveys, focus groups or interviews might be appropriate methods to use in retrieving information about your organization:

**SURVEYS:** Surveys may be the best choice for gauging the attitudes of stakeholders that are not a part of the day-to-day operation of the organization, such as clients. They are also frequently used to gauge employee attitudes. Surveys are a good instrument for large audiences. Surveys generally ask a few specific questions and have a scale or range of answers from which to make a choice, such as:

***Strongly Agree***

***Agree***

***Disagree***

***Strongly Disagree***

Surveys generally take only a short time to complete. However, they will only scratch the surface as they don't offer an opportunity to clarify answers or to find out why a specific answer was given. Keep in mind that if you see similar answers over a wide variety of surveys, you can feel relatively comfortable in assuming that these answers reflect those of the larger group.

You may opt to do a sample survey (a select number of people out of a very large group) or a complete survey (the entire group). It is important to get a high rate of return on the surveys for reliability. In other words, if 60 surveys are sent out you are in a better position to trust that the responses are representative of the whole group if you get 45 completed surveys back rather than 20. Try to aim for a 75% return rate. If surveys are mailed out you should include a self-addressed, stamped envelope for their return. You might also have to send reminders to encourage a higher rate of return.

Survey design is also critical to success. Questions need to be carefully thought out; it is important that they convey a single purpose and single response. There are numerous books available on survey design; some are listed in the Reference section of the *Leader's Guide*, p. 69.

**INTERVIEWS:** Interviews can gather much more specific information than surveys because they are conducted one-on-one and give the person conducting the interview the opportunity to clarify answers and ask follow-up questions. Interviews are best used with individuals and are more appropriate for those who are involved in the day-to-day operations of the organization such as employees, managers, board members and key volunteers. These individuals may be more willing to vocalize concerns or ideas for change in the one-on-one environment provided by the private interview. The disadvantage of interviews is that they are more time intensive than other methods of gathering information. Have a standard set of questions prepared to ask each interviewee. This will allow you to compare responses when you condense your findings.

**FOCUS GROUPS:** Focus groups are a means for gathering the same specific information that can be obtained through interviews without taking as much time. A focus group might consist of a group of people with a common interest in the organization such as board members or managers. With several people responding in a focus group, one question has the potential to generate several different answers, thus retrieving a rich understanding and a broader cross-section of ideas and concerns within a small period of time. The disadvantage of focus groups is that some people might be reluctant to voice their issues and concerns with other people present. As the facilitator of a focus group you will need to be watchful and encourage everyone's participation.

Some groups of stakeholders lend themselves better to surveys than to personal interviews, such as the organization's direct clients. Clients generally do not have the specific knowledge about the NP that would make an interview a useful method.

Sample surveys and interview questions can be found in Appendices D-1, D-2, D-3 and D-4 beginning on page 47. These may be helpful to you in designing instruments specific to your organization.

***It is a good idea to do both employee surveys and customer satisfaction surveys on a routine basis, at least annually.*** The questions should remain the same from survey to survey to make comparisons and identify changing trends. Whenever you do a survey that is mailed or otherwise distributed, it should be accompanied by a cover letter that includes the purpose of the survey, the deadline for returning the survey and a statement that assures the anonymity of the participants. A sample cover letter can be found in Appendix E, p.59.

Since your planning process is divided into several sessions, you will have time to retrieve the data between sessions and review it with the organization's administrative team before presenting it to the SPC.

## **I. INTRODUCTION RECAP**

- 1. Meet with the organization's Executive Director to explain the strategic planning process and get an overview of the organization.**
- 2. The Executive Director meets with the Board for approval to proceed.**
- 3. The Commitment to Capacity Building is signed.**
- 4. The Strategic Planning Committee is selected.**
- 5. Letter of Introduction is sent to SPC members to include the following:**
  - A summary of the strategic planning process**
  - A list of the SPC members with home and email addresses and phone numbers**
  - Mission, Vision and Values Survey**
  - Agenda, date and time for next meeting**
- 6. The Board Self-Assessment Survey and the Mission, Vision and Values Survey are sent to the Board members.**
- 7. Surveys are returned two weeks prior to the first planning session and the data is tabulated and prepared for presentation in a PowerPoint.**
- 8. Review *Tips for the Planning Leader*:**
  - Definitions**
  - Leading an Effective Planning Session**
  - Facilitation Skills**
  - Surveys, Interviews and Focus Groups**

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## II. VISION

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### ★ Outcomes

1. Mission and vision statements are drafted for board approval.
  2. The organization's values are selected.
  3. Individuals/groups to be surveyed or interviewed are identified.
- 

### *Preparation*

Prior to the first planning session you will need to prepare a PowerPoint presentation intended to give the SPC the following information:

- An introduction to **mental models**.
- An overview of the planning process.
- Core Ideology:
  - mission**
  - vision**
  - values**
  - operational mission**
- The organization's strategic platform.
- The Mission, Vision and Values Survey results.
- The Board Self Assessment Survey results.

*Prepare handouts of the slides* that include space for taking notes for distribution to all of the participants.

An explanation of each of these PowerPoint components follows.

### ***Mental Models***

The term "mental model" refers to the way individuals make sense of the world around them. Strategic planning encourages individuals to stretch their thinking and consider other views, in other words, to **get out of the box**. The mental models presentation is an excellent way to encourage this right from the start of the planning process. The book **The Power of Impossible Thinking** by Yoram Wind and Colin Crook is an excellent resource on this subject.

## Planning Process

It is a good idea to include a brief overview of the planning process in the PowerPoint to encourage questions and ensure a common understanding among the participants.

### ***Core Ideology***

The mission, vision and values provide the foundation upon which everything is developed and together they make up the organization's ***Core Ideology***. There is not a "right" core ideology. The critical factor is whether or not a core ideology exists that gives guidance and inspiration to the people within the company. Visionary organizations not only declare a core ideology, they take steps to express it.

***Mission*** defines what an organization is trying to accomplish. It is a *statement of the social ends organizations and their programs strive to produce*. Examples of a mission could include:

- Healthy children and families.
- Hope among the hopeless
- Enlightened and uplifted public
- Sustainable future for the earth.

Mission brings focus to an organization so that all members can understand that what they do is tied to a greater cause. A mission statement is broad, inspirational, and never completely achieved.

Walt Disney captured the enduring, never completed nature of purpose when he commented:

***“Disneyland will never be completed as long  
as there is imagination left in the world.”***

The core task of Disney is to *“bring happiness to millions,”* a statement of purpose that allows the company to evolve over time with new products and services (Collins and Porras, 1994).

The elements of a mission statement are as follows:

- It is broad in scope.
- It is far-reaching.
- It identifies the need to which the organization will respond.
- It guides action through periods of:

*Organizational change  
Environmental change*

An example of a mission statement as compared to the specific elements can be seen in Appendix F, p.60.

Testing everything against the mission should become the standard check of organizational direction.

**Vision** is the dream, or overarching goal that drives the organization into the future, in other words, a mental picture of the ideal for tomorrow. It is a clear description of what the organization will be like when its mission is fulfilled. While the *mission* is the reason for being, the *vision* is the goal. For example: *the mission for NASA is to explore outer space, while the vision for NASA in the 60's was to put a man on the moon by the end of the decade.* Vision provides a framework for accomplishing the following:

- Making choices.
- Inspiring stakeholders to rise to a common cause.
- Daring people to think in new ways.

Collins and Porras discuss the “envisioned future” in their book ***Built to Last***. They note that there are two primary components to the vision framework:

1. A ten to thirty year “*Big, Hairy Audacious Goal*” (BHAG).
2. A vivid description of what it will be like when the organization will be like when it achieves the BHAG. (p. 232)

They further suggest that the BHAG may reflect one of the following four categories, a target (quantitative or qualitative), a common enemy, a role model or an internal transformation. Note the following examples:

Target Vision: *Become a \$1,000,000 company by the end of 2008.*

Common Enemy Vision: *Replace Inner City Hospital as the number one hospital; in the region.*

Role Model Vision: *Become the Cadillac of consulting firms.*

Internal Transformation Vision: *Transform this company from a health care consulting firm to a firm with the expertise and diversity to respond to any kind of business operation.*

“The vivid description...is a vibrant, engaging, and specific description of what it will be like to achieve the BHAG.” (Collins and Porras, p. 233) It needs to have passion and conviction and create a vibrant mental image that will attract and motivate people.

**Values** constitute the set of beliefs that drive actions and influence the choices that are made when conducting business on a day-to-day basis. Since values are a reflection of our intentions, they serve to guide our actions. They maintain organizational integrity by providing a framework for consistency and accountability. They are the *glue* that holds things together in a constantly changing environment. It is important to emphasize that ***values only have substance to the degree that they are authentically carried out in actions.***

Values in action constitute the hallmark of a highly successful organization. There are a number of different values that drive organizations, including these examples:

- **Respect**
- **Honesty**
- **Integrity**
- **Teamwork**
- **Innovation**
- **Wanting to be the best**
- **Excellence in quality and service**
- **Effective, informal communication**
- **Emphasis on people**
- **Learning**

**The operational mission** answers the question, “*How does the organization carry out its mission?*” More specifically, is it narrow enough to allow the organization to do the following:

- Trace its impact and measure the work that is done.
- Define what it is going to do about “the problem.”
- Describe its unique role.
- Determine the actions that will have the greatest impact.
- Reflect on environmental changes that will:
  - Constrain the organization
  - Provide new opportunities
- Change as the organization learns more about its environment and mission performance.
- Establish credibility for the organization by defining the significance and scope of the problem.

In a nutshell, the operational mission describes the programs and services that are provided by the organization (see example in Appendix G, p. 61).

The **strategic platform** provides the framework for how the operational mission will be achieved through the organization’s service priorities (Rangan, 2004). Rangan introduces four major components to the strategic platform within which the work flow of an organization can be divided and organized. Each of these platforms dovetails with the others and poses a set of questions that defines the issues that need to be addressed within each platform:

#### **Client/Market Development**

*What is being done to spread the word about the organization and its service offerings?*

*Are there any emerging client needs or new markets?*

#### **Program Development/Service Delivery**

*What are the distinctive aspects of service delivery?*

*What needs to be done to evaluate and/or improve the programs?*

*Do some services need to be added or eliminated?*

*Is there a more effective or efficient way to deliver?*

### **Funder/Donor Development**

*What is the current and projected financial state of the organization?*

*What resources are tapped for financial support?*

*Is there an effort to seek donations?*

*Are special fund raisers conducted to subsidize the organization's budget?*

### **Organizational Development and Governance**

*What activities are encouraged for staff education and development?*

*Are policies and processes in place that provides structure and guidance (i.e., Human Resources) within the organization?*

*What are the policies and procedures that guide the Board of Directors, i.e., required skill sets, board self-evaluation, and continuing education?*

A platform schematic can be found in Appendix K, p. 66, with a sample platform for an organization noted in Appendix L on p. 67.

You will note that the word ***evaluate*** is underlined in the Program Development section above. It is emphasized because program evaluation is essential to the planning process. Services should be evaluated annually on the basis of volume, client satisfaction, staffing, and financial stability, or other indicators that have been selected. Program evaluation will be discussed in greater detail later in the ***Leader's Guide***.

Since programs are the fundamental vehicles used to carry out the organization's work, it will be imperative for the SPC to critically assess not only the current programs and services within their organization, but each new program idea or concept that emerges in the strategic planning process as well. ***How does the program concept that is under consideration contribute to the mission of the organization?*** If this question can't be answered to everyone's satisfaction, perhaps it needs to be placed in the "deleted" file!

***Survey results*** from the Mission, Vision and Values Survey and the Board Self-Assessment need to be tabulated. The data conclusions need to be organized and included in the PowerPoint presentation along with a summary of the information presented in the preceding paragraphs. It is also helpful to provide a handout of the survey conclusions.

When the PowerPoint presentation is completed, you are ready for the first strategic planning meeting with the SPC. Assemble the following materials that will be needed in the first session:

- Flip charts
- Markers
- Handouts: PowerPoint presentation and survey summaries
- PowerPoint projector, screen, extension cords
- PowerPoint CD

### ***First Planning Session***

1. Begin by introducing yourself and providing the participants with information about yourself and your professional background.

2. Call for introductions from the SPC members and ask each to share some personal or professional information to get acquainted.
3. Have a warm-up exercise prepared to get the group “in the groove”. An example of an exercise can be found in Appendix C, p. 44.
4. Ask the participants what they hope to get out of the meeting and write their comments down on a flip chart. **Review their comments at the close of the meeting to determine if their expectations were met.**
5. Review the meeting agenda and call for questions or additions.
6. Show the PowerPoint presentation. Allow enough time to encourage questions and/or brief discussions within a reasonable time frame. You may opt to take a break in the presentation to facilitate both the mission breakout session and the values breakout session or you can complete the PowerPoint and then do the three breakout sessions.

### ***Mission Breakout Session***

Post the organization’s mission statement on a flip chart where it is within view of all the SPC members. If there is no mission statement it would be wise to have two or three suggestions ready that were pre-designed based on the information you obtained through the Mission, Vision and Values Survey. This can provide a starting point for discussion and save a tremendous amount of time in the breakout session.

Facilitate discussion using the following questions as a guide. **Be sure to record responses on a flip chart.**

- **Is the mission statement too long?**  
*(It should be brief and to the point.)*
- **Is the statement accurate or does it embellish the organization’s intentions? Does it have credibility?**
- **Is the mission statement realistic or is it too broad or too narrow?**
- **Does the mission statement address the difference the organization will make for its beneficiaries? What do the beneficiaries expect? How do you get feedback from them?**
- **Does the statement reflect the impact of the organization on the world around it?**
- **Can it withstand the test of time?**
- **Can it endure both organizational and environmental change?**
- **Is it a real statement of what the organization wants to accomplish or just a list of the services provided?**

Keep the group focused and move them in the direction of making some decisions. If there are 12 or more members in the group you may elect to break them into groups of 3 or 4 and ask each group to develop a mission statement using the questions above as a guide. The groups should record their suggestions on flip charts and then come together as a whole to discuss the ideas that were generated. Don't give up until consensus is reached.

### ***Vision Breakout Session***

Conduct this session like the mission breakout session with the intent to identify the BHAG and write the vivid description. Some of the following questions may be used to stimulate discussion:

- **What would we like to see happening in this organization in 15 to 20 years?**
- **What will it feel like to the employees?**
- **What will the organization have achieved?**
- **If someone wrote an article about the organization what would it say?**
- **Does our vision create excitement and get people going?**
- **Does it create momentum for the organization?**

Get the group(s) to generate ideas, record them, and then reach consensus.

### ***Core Values Breakout Session***

Collins and Porras have developed a process that has been modified for use with SPC members to identify and select the organization's values. The process is detailed in Appendix H, p. 62.

### ***Wrap Up***

Wrap up the session with the following:

1. Explain that you are going to be gathering a lot of information about the organization, its functions and its environment, to present at the next meeting. This information will be used to build a data base from which to draw the conclusions that will determine strategies for the organization. Interviews, surveys and focus groups will be an important part of this process. Work with the SPC to identify the groups and/or individuals that need to participate in these processes so that the appropriate tools can be developed and administered. Some possible survey candidates might include:

- *Clients (customers) or their family members\**
- *Employees*
- *Board members (this is a must)*
- *Administration/Management*
- *Vendors or other service providers*
- *Community Business Leaders*
- *Other stakeholders (identify)*

\* If customer satisfaction surveys are already being done in the organization use this information instead of re-inventing the wheel.

2. Establish a tentative agenda, date, and time for the next session. Keep in mind that you will probably need about two months to gather and analyze the information you will need to present at the next session. Also identify any assignments that need to be completed by members of the SPC.

## **II. VISION RECAP**

1. Review "Tips for the Planning Leader."
2. Develop PowerPoint presentation to include the following:
  - **Mental Models**
  - **Core Ideology**
  - **Strategic Platform**
  - **MVV Survey Results**
  - **Strategic Planning Overview**
  - **Operational Mission**
  - **Board Self Assessment Results**
3. Conduct first session with the SPC
  - **Introductions**
  - **Review Agenda**
  - **Warm-Up Exercise**
  - **PowerPoint Presentation**
  - **Mission Breakout Session: Develop Mission Statement**
  - **Values Breakout Session: Select Organization Values**
  - **Identify Individuals/Groups to be Surveyed Before Next Meeting**
  - **Set Tentative Agenda, Date and Time for Next Meeting**

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### III. STRATEGIC ISSUES

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#### ★ Outcomes

1. Interviews/surveys are completed and analyzed with data prepared for presentation.
  2. An organizational profile is developed based on the data collected.
  3. Program Evaluations are completed.
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#### **Data Collection**

Data collection is of primary importance in this stage of the planning process. You have already completed the preliminary **organizational profile** but other data may need to be obtained to lay the groundwork for a comprehensive retrospective study of the organization as well as identifying clues for its directional focus.

Before you begin to collect this information, ask your self the following questions:

- What does the SPC need to know about the organization?
- How is the organization structured?
- What should the SPC learn about the culture of the organization?
  - *Do employees support the organization's mission and values?*
  - *Are employees satisfied with the organization's leadership?*
  - *Are employees involved in decision-making?*
  - *Are performance development opportunities available?*
- Does the organization provide quality services? How do we know this?
- Does the organization evaluate its services? Are customers involved?
- What is the primary region that is served by the organization?
  - *Is the population growing or declining?*
  - *What is the breakout of the population by age groups?*
  - *What kind of impact can population shifts have on the organization's primary services?*
- What kind of reputation is maintained by the organization?
- Have client volumes been increasing or declining?
- Is the organization profitable? If not, why?

There are a number of steps to be completed in preparation for the next SPC meeting:

1. Several methods and sources can be tapped to develop a profile of the organization and its environment:
  - Perhaps the most time consuming element rests with the design and delivery of the surveys, focus groups and interviews that need to be done. Sample documents are available for your review in Appendix D, p. 47. Though you are welcome to modify any of these to meet your purpose, you may need to explore other resources to develop something specific to you. Though there are a number of books available on survey design, ***The Consultant's Big Book of Reproducible Surveys and Questionnaires*** might be particularly helpful. You will find this listed in the reference section of the ***Leader's Guide*** p. 69. You might also choose to have someone who is experienced with survey design and administration to develop a survey process for your organization.
  - Collect ***demographic data*** such as population trends that might impact services provided by your organization. The United State Census Bureau is an excellent resource. It is readily accessible via the Internet and provides national, state, county and community data.
  - Research ***environmental issues*** that could impact the organization.
  - Research ***legislative laws and budget allocations***.
  - Research ***state, regional and national industry trends***.
  - ***Evaluate all programs, services and functions, including board self-assessment*** as noted within the organization's current strategic platform. The essential questions that need to be answered are:
    - How effective are our programs?
    - How efficiently are our programs executed?
    - Which programs should we drop?
    - Which programs should we add or expand?
    - What are the outcomes that need to be developed for each program?

**Note:** There are several different tools available on the Internet suitable for conducting a board self-assessment.

In general, every NP needs to avoid the pitfall of trying to be all things to all people. It is important to carve out a niche and vigorously pursue it, with reason and good stewardship at the helm. All programs should be able to demonstrate profiles related to the following, as well as any other required or pre-determined program specific indicators:

- Revenues
- Expenses
- Client Volumes
- Marketing Issues

An example might be helpful at this point. If you research financial trends over the last three years you might find that the organization's client volumes and revenues have gradually been declining within a particular program. This is information critical to the planning process and you would want to develop a chart or graph to illustrate this in your presentation for the SPC. A specific format for conducting program evaluation can be found in Appendix I, p. 64. Identify any other information pertinent to your organization's services that is not already listed.

2. Now you are ready to organize all of the information that you have gathered into a slide presentation in such a way that the Planning Committee members will be able to capture any problems, trends, obstacles, and opportunities that surface in the review. Use graphs and charts to demonstrate trends or changes. Develop a handout that corresponds to your slides so that committee members can take notes and maintain a document of the presentation for future reference.
3. Develop the meeting agenda and mail it to the SPC Committee members at least one week prior to the meeting.
4. Assemble the materials you will need:
  - Flip Charts
  - Markers
  - Voting Stickers
  - Projector, Screen and Extension Cords Appropriate for the Presentation

### **III. STRATEGIC ISSUES RECAP**

- 1. Collect and analyze all applicable external and internal data; corresponding charts and graphs are prepared.**
- 2. Program evaluations are completed.**
- 3. PowerPoint presentation is developed to include summaries from #1 and #2.**
- 4. Second session agenda is prepared.**

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## IV. STRATEGIES

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### ★ Outcomes

#### 1. Major strategic issues are identified by the SPC.

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#### ***Second Planning Session***

Start the meeting with a review of the agenda and the outcomes you wish to accomplish. Then proceed with the PowerPoint presentation that details the data summary. Give the SPC members the prepared handout so they can take notes.

Follow the presentation with group discussion. Use the following questions to stimulate questions and comments and record all on a flip chart.

- *What was your overall reaction to the information that was presented?*
- *Were there any big surprises? If so, what were they?*
- *What are the top five concerns that you observed in the data presentation?*
- *What does the work of this agency have to do with these concerns?*
- *What do we need to do to our mission to respond to these concerns?*
- *Who are our key audiences?*
- *What conclusions can be drawn?*

#### ***OT/SW: SWOT Turned Outside/In***

With these baseline conclusions identified from the preceding discussion, this would be an appropriate time to conduct an “Outside/In” SWOT Analysis. This process will help the SPC more specifically pinpoint the factors that are impacting the organization, positively or negatively.

Every organization must have a clear understanding of its internal ***strengths*** and ***weaknesses***, as well as the ***opportunities*** and ***threats*** that the environment holds. Understanding these four dynamics and the different perspectives they generate creates an essential foundation for planning. The intent is to capitalize on the diversity of ideas that are gathered from the planning committee members, while at the same time build a sense of understanding of the important themes in each area.

The goals of the SWOT Analysis are:

- To create a clear picture of the four components and understand their impact in an effective future-oriented planning process.
- To stimulate the participants' thinking about strategic themes.
- Distill the meaning of the information that is generated and apply it to the planning process.

Assuming that there are a variety of organizational levels, positions and job experiences represented in the planning committee, the collective wisdom, experience and perspectives should create a meaningful planning database.

### SWOT Process

Have the participants divide into four groups, each of which will be assigned one of the four elements in the SWOT Analysis. (If it is a very small group, they should be kept together with the facilitator prompting the questions.) Each group should be given 15 minutes to discuss one of the following questions:

1. What are the **strengths** of this organization?
2. What are the **weaknesses** of this organization?
3. What **opportunities** exist that the organization should be addressing?
4. What **threats** need to be managed to assure the organization's survival?

At the end of the 15 minute discussion period, have each group write their conclusions on a flip chart and present them to the full group for discussion.

Color code the elements as follows:

Black = **strengths**  
Blue = **weaknesses**  
Yellow = **opportunities**  
Red = **threats**

Participants should write their conclusions with a colored marker corresponding to the SWOT element.

Following the discussion each participant should be given 4 sets of 5 different colored sticky dots and asked to vote for their top 5 choices or priorities (those they feel will have the greatest impact) in each element, for example:

<b>Blue Dots</b>	<b>=</b>	<b>5 points</b>
<b>Green Dots</b>	<b>=</b>	<b>4 points</b>
<b>Red Dots</b>	<b>=</b>	<b>3 points</b>
<b>Yellow Dots</b>	<b>=</b>	<b>2 points</b>
<b>Purple Dots</b>	<b>=</b>	<b>1 point</b>

Participants should use all of their voting stickers in this process.

After the voting has taken place, the facilitator should prioritize the conclusions in front of all of the participants. The facilitator will then allow 20 minutes for discussion to confirm the full group's approval and commitment to the priorities. Keep the list of priorities for later discussion when the specific strategies will be defined.

To illustrate the process, consider the following diagram:

**OT/SW: SWOT Turned Outside/In**

**S (Strengths) & W (Weaknesses) = Internal Factors**  
**O (Opportunities) & T (Threats) = External Factors**

	<b>O</b>	<b>T</b>
<b>S</b>		
<b>W</b>		

1. **Prioritize**
2. **Examine the Intersections**
3. **Clarify the Issues for Decision-Making**

*Gary J. Hubble, 2005*

**IV. STRATEGIES RECAP**

1. Review meeting agenda and outcomes.
2. Present the PowerPoint.
3. Group Discussion: draw conclusions from PowerPoint presentation.
4. Identify strategic issues through an OT/SW breakout session.
5. Review tentative agenda, date and time for next session.

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## V. TACTICS AND ACTION PLANS

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### ★ Outcomes

1. **Work plans denoting strategies and corresponding outcomes are completed.**
2. **The Strategic Platform is revised to reflect the new strategies and goals.**
3. **The operational plan is assembled based on the work plans and program evaluation**
4. **The Strategic Plan is completed and prepared for presentation to the Board.**
5. **The Board approves the Strategic Plan and agrees to monitor its progress on a quarterly basis.**

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### ***Third Planning Session***

Since it is the primary responsibility of the management team to keep the wheels of the organization in motion, it is appropriate for this group to “fine tune” the actions that need to take place in response to the issues identified by the SPC. This can be done in two ways. Members of the management team that have not been a part of the SPC can join in and the two groups can work together to complete the strategies and outcomes, or the SPC can turn the entire outcome setting process over to the management team for completion. The path will largely depend on the number of managers in the organization. The fewer the number, the more reasonable it would be to keep the process in the hands of the SPC and ask the managers to join in.

If the process is turned over to the management team they will need to be brought up to speed. It would be appropriate to show the same PowerPoint presentations to them that were already presented to the SPC in the first two sessions. With this in mind, map out a reasonable meeting schedule.

***Review Focus Areas and Issues*** identified by the SPC. Make copies of this and the strategic platform schematic to share and review with the Management Team.

Develop blank ***strategic work plans*** to be completed by the Management Team.

Make copies of the ***program evaluation*** format for each of the members of the Management Team.

Develop the **meeting agenda** and distribute it to each of the members of the Management Team one week prior to the meeting.

Assemble the following materials in preparation for the meeting:

- Markers
- Flip Chart
- Slides, projector and screen as needed
- Copies of the Strategic Platform Schematic
- Copies of the blank strategic work plans
- Copies of the program evaluation format
- Consider putting together a folder of information for each member that contains the same documents that were included in the initial folders developed for the Planning Committee. A list of some of the definitions provided earlier in the **Leader's Guide** might also be helpful.

### ***Management Team Meeting***

Review the agenda and meeting outcomes with the Management Team. Summarize the steps in the Strategic Planning process and the activities of the planning committee to date. If needed, show the PowerPoint presentations. Review the organization's Strategic Platform Schematic. Keep the opportunity for discussion open so that the group can raise questions, comments and concerns as you move along. Next, review the four or five major issues identified by the SPC. From this point on, the major question that needs to be addressed by the Management Team is:

***What do we need to accomplish within our organization's Strategic Platform to effectively respond to the major issues identified by the Strategic Planning Committee and ultimately develop a complete annual operating plan?***

The following example illustrates how this might begin to unfold:

Company A has no current process in place to evaluate customer satisfaction. This became very obvious when the SPC reviewed organizational data in the Investigative Session. They subsequently identified the following as one of their major issues:

***"We want to make sure that we are providing quality programs that 1) reflect the organization's mission and 2) respond to the needs of the customers we serve."***

With this in mind, the Management Team needed to translate the issue into action plans with appropriate outcomes. After much deliberation they determined that 1) the organization's programs were consistent with the mission, and 2) the programs met current standards of quality, as identified through the literature and as noted by state and national standards, but they had no clue if they were really meeting the expectations of their customers. They ultimately determined that this had to be the

focus of their goals. To accomplish this they would need to develop and administer a customer evaluation form to get the necessary feedback.

The work plan in Appendix J, p. 65, identifies the outcome, the objectives, the responsible party, the resources required and the time frame for achieving the outcome. Though this outcome project might be considered as a Program Development platform strategy, it also dovetails with the other strategic platform programs. For example:

- The evaluation form will have to include questions specific to the program being evaluated. The best suggestions might be drawn from those staff within the program most familiar with the quality standards that need to be met. (***Program Development/Service Delivery***)
- Input on the overall design and distribution process for the questionnaire might well overlap with the functions and responsibilities of marketing personnel in the organization. (***Client/Market Development***)
- Staff time, supplies, and mailing will require financial resources. (***Funder/Donor Development***)
- The survey results will require review by the governing board as well as the potential development of new policies, practices and staff education programs designed to respond to client concerns. (***Organizational Development and Governance***)

As you work with the management team to develop the goals and outcomes specific to the strategic priorities established by the SPC, make sure they understand the preceding example, and keep the following points in mind:

- Don't aim for the "sun, moon and stars," particularly if this is the Management Team's first attempt at strategic planning. In other words, ***keep it simple***. A minimum of one outcome should be developed for each of the issues identified by the Strategic Planning Committee, with a suggested maximum of three or four outcomes.
- A separate work plan needs to be completed for each identified outcome.
- Outcomes should require some "stretching" from the staff, but still be reasonably achievable.
- **The outcomes must be measurable!** The outcome is a statement of what you want to accomplish in relationship to the strategy. Consider the following example:

*Strategy: Outreach Education*

*Outcome: Overall participation in outreach education programs will increase by 10% as measured by contacts made in area schools, churches and community organizations.*

The outcome denotes specific growth or increase, thus making it easy for the board to determine by means of numbers whether the outcome has been achieved.

The Management Team has one other responsibility that goes beyond the strategy goals and that is the development of the organization's **program evaluations**. A program evaluation (see pg. 64 of the appendix for the format) needs to be developed for each of the functions/programs/services outlined on the strategic platform. The annual goals for each should be outlined in the "Plans" section of the evaluation and then transferred to a work plan that is completed as they are for the strategic priorities. The program evaluation work plans together with the strategic priorities work plans make up the organization's **annual operating plan**. This final document thus contains **all** of the goals pertinent to the total operation and budget management of the organization. Complex and time consuming as this may sound, the process provides a capsule view of current operations, the organization's progress, and an excellent baseline for strategic and operational planning in subsequent years.

Limit the time of your work sessions with the Management Team to two hours. Brain power tends to decline after that, and you also want to be respectful of the time they are taking from other responsibilities.

- As indicated earlier, it generally takes two or three work sessions to complete the strategic goals, program evaluations and work plans. Though you don't want to rush the process, keep things moving along at a comfortable pace so your meetings stay energized.
- Make sure all members are satisfied with the finished product. They must also understand that the best laid plans may be subject to change after they are reviewed by the Strategic Planning Committee.
- Be sure to determine the date, time, location and assignments for the next Management Team meeting before you close your session.

Once the outcomes have been completed and accepted by all members of the Management Team, they must go back to the Strategic Planning Committee members for their review and approval. Establish a date and time for this meeting. It is suggested that members of the Management Team be included at this meeting so that questions can be appropriately addressed and any necessary revisions can be resolved to the satisfaction of both groups. ***This meeting should conclude with the approval of the strategic plan as it is to be presented to the Board.***

#### ***Fourth Planning Session: Final Board Meeting***

Schedule the Strategic Plan presentation on the Board agenda; request a minimum of 1½ hours. Distribute the Strategic Plan to the Board members along with their other meeting materials in advance of the meeting. It is a good idea to prepare some extra copies of the plan to have available at the meeting.

Notify all members of the SPC and the Management Team to be present at the Board meeting during the time that the Strategic Plan will be under review.

Conduct a step-by-step review of the Strategic Plan at the Board meeting. Any questions that surface with regard to the outcomes and objectives developed by the SPC or Management Team need to be answered to the Board's satisfaction. Requested changes should be specifically identified and recorded with the full Board's approval.

Following the presentation and discussion, request that the Board members vote to approve the Strategic Plan and monitor the Plan's progress on a quarterly basis in the coming year.

After the Board meeting, make the final changes to the Strategic Plan and prepare the document for distribution to key members in the organization as well as the Board members.

Once the Strategic Plan has been distributed it becomes the responsibility of the organization's Executive Director to begin to implement the Plan with assignments as indicated in the work plans.

## **V. TACTICS AND ACTION PLANS RECAP**

**Note:** This session may be with the SPC or, if designated by the SPC, the organization's management team.

1. Review agenda and outcomes.
2. Summarize activities to date; show second session PowerPoint if participants are new to the planning process.
3. Review the Strategic Platform schematic, work plan template and program evaluations.
4. Open discussion on each of the major issues identified by the SPC.
5. Formulate outcomes and objectives for each strategic issue.
6. Revise program evaluations to reflect any changes and adjust program goals accordingly.
7. Assemble the operational plan.
8. Assemble the draft strategic plan for board presentation.
9. Schedule meeting with the SPC and review the draft plan for their approval.
10. Schedule the board presentation.
11. Distribute a draft copy of the Strategic Plan to each board member at least 3 days in advance of the meeting.
12. Notify all members of the SPC and the Management Team to be present at the board meeting.
13. Conduct a step-by-step review of the plan with the Board; identify and record any changes to be made.
14. Get group consensus to approve the plan.
15. Obtain Board agreement to monitor plan progress on a quarterly basis.
16. Make any necessary changes to the plan and distribute final copy to all key stakeholders (Board, Management Team, SPC, others as identified).

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## VI. MEASUREMENT

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### ★ Outcomes

1. **All of the Strategic Plan outcomes/goals are completed by their target dates within one year from the time the Strategic Plan is implemented, or as otherwise approved by the Board of Directors.**
2. **An annual planning cycle is established by the Board to revise, add or delete strategies as needed based on an environmental review.**
3. **Those who have participated in the development and successful implementation of the Strategic Plan are recognized and rewarded.**

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A year has gone by and the organization's Strategic Plan is basically completed. Perhaps one or two goals are being carried into the next year because of delays that occurred along the way; it is not unusual for an organization to realize that they have been too aggressive with the time frames for outcome completion! Other than that it has been a successful project. The Board has taken its responsibilities to heart and faithfully conducted the quarterly progress reviews that kept the plan in motion and insured the accomplishment of the intended outcomes. It is the combination of the objectives, time frames and steady progress toward outcome completion that actually constitutes **measurement**.

A celebration will be in order to acknowledge all of those who participated in the planning process and successful completion of the strategic outcomes. It is important to provide some kind of recognition to acknowledge how important strategic planning is to the organization and to maintain everyone's enthusiasm to keep the process going.

### ***Annual Planning Cycle***

Most often it becomes the responsibility of the Executive Director (ED) to keep the annual planning process in motion, even though the Board needs to sanction the continuation. A copy of the **Leader's Guide** can serve as a handy reference for the ED.

Some of the steps in the planning process do not necessarily have to be repeated every year. A lot of the external environmental data, for example, does not change much from year to year. One still needs to have the proverbial ear to the ground, however, and research those factors that could affect the organization when changes do occur. Legislation is one of the key external factors that need to be closely followed. If support shifts it can mean the loss of a significant financial resource for a non-profit organization.

It may not be necessary to repeat *all* of the surveys, but client satisfaction surveys are the exception. They need to be done annually, if not continuously, at the point of contact. The wise leader will establish a process to continually monitor client satisfaction and immediately problem-solve the issues and concerns that surface.

Employee surveys are typically done every two to three years, but if the turnover rate is high it might be wise to consider annual administration.

The organization's internal environment *always* needs to be closely monitored. A slight shift in client volume, for example, can have a significant impact on the financial outcomes in many small organizations. All programs and services provided by the organization should be subject to annual evaluation, not only to review and develop new outcomes, but to also answer the tough questions such as *should the program continue?*

In some organizations the responsibility for the planning process shifts completely to the management team instead of a specially appointed strategic planning committee. Though this might seem like a reasonable thing to do, the *external perspective* gets lost in the process and it is important to maintain that element in the planning process. Whatever the route, a committee needs to be convened to review the strategies from the preceding year, determine which ones need to be continued with new or expanded objectives, which ones can be deleted, and develop new strategies to be added to the plan. Thus begins the annual planning cycle.

Organizations are encouraged to develop a strategic planning timeline that coincides with the development of the budget so that major expense items can be evaluated in light of available financial resources.

Each year the planning process will become a little easier as everyone involved gains familiarity with the steps. Everything that is done in the first year of strategic planning becomes a point of reference for the years that follow.

Every organization needs to stretch and challenge itself to remain competitive and successful. It is the *primary responsibility* of the Board of Directors, the Executive Director, and the Management Team within non-profit organizations to make sure that this happens.

## **V. MEASUREMENT**

- 1. Celebrate the completion of the first Strategic Plan.**
- 2. Re-establish a new Strategic Planning Committee.**
- 3. Review the old strategies and determine:**
  - Which ones can be deleted?**
  - Which ones need to be continued with new objectives?**
- 4. Review the steps in the planning process and determine the research that needs to be done.**
- 5. Review the program evaluations and update as required.**
- 6. Review current issues inside and outside of the organization and develop the new strategies that need to be added to the strategic plan.**
- 7. Develop new work plans.**
- 8. Develop a process for monitoring client satisfaction and problem solving the emerging issues and concerns.**
- 9. Present the new Strategic Plan to the Board for approval, and the annual planning cycle is underway.**

# APPENDIX

## **APPENDIX A**

### **Letter of Introduction to the SPC**

**To:** **Members of the ABC Company Strategic Planning Committee**  
(List individual member names here)

**From:** Eric Monson, **NOVUS LLC**

**Date:** November 30, 2006

**Subject:** First Meeting of the ABC Company Strategic Planning Committee

I would like to thank all of you for your willingness to participate on the Strategic Planning Committee (SPC) for the ABC Company. I have been asked by the Board of Directors to guide you through the development of a strategic plan for ABC.

Several weeks ago I reviewed the Strategic Planning Process with the ABC Board. With the encouragement of those individuals, we are now ready to move forward.

You have been selected to participate based on your knowledge, special expertise, creativity and commitment to the organization. Though this will be a lengthy process, I trust that you will find it to be both challenging and rewarding. Your input will be extremely valuable as we work together to set the direction for the ABC Company and define strategies that will enhance the mission of the organization.

The initial meeting of the SPC is scheduled as follows:

**TIME:** 9:00 A.M. – 11:30 A.M.  
**DATE:** Saturday, December 16, 2006  
**LOCATION:** ABC Company Board Room

Please contact me at **NOVUS** (701) 478-4333 or by email [emonson@novusresults.com](mailto:emonson@novusresults.com) to confirm your attendance at the meeting.

Included with this memo is a **Mission, Vision, Values and Direction Questionnaire**. I would appreciate it if you would complete the questionnaire and return it to me no later than April 1, 2005. A self-addressed, stamped envelope is enclosed for your convenience.

I look forward to meeting with you December 16.

Please feel free to contact me if you have any questions.

# APPENDIX B

## **ABC COMPANY**

### MISSION, VISION, VALUES & DIRECTION QUESTIONNAIRE

The **Mission** defines the core purpose of an organization, the contribution it makes to society and to basic human needs. It is a statement that clearly establishes the reason for the organization's existence. Mission brings focus to an organization so that all members can understand that what they do is tied to a greater cause. Thus, a **Mission** is broad, inspirational, and never completely achieved. An example of a very brief Mission Statement might be: "*to preserve and improve human life.*"

**ABC Company's** current mission statement reads as follows:

**The ABC Company is a nonprofit business education center dedicated to assisting clients to maximize their financial growth and development.**

Please answer the following questions as related to the **ABC Company Mission Statement** by putting a check mark (✓) in the appropriate column:

	<u>YES</u>	<u>NO</u>
1. In your opinion, does the <b>Mission Statement</b> define the core purpose of the organization?	_____	_____
2. Does the <b>Mission Statement</b> provide focus for staff, board members and clients?	_____	_____
3. Are there any elements that you would like included in the <b>Mission Statement</b> that are not currently represented?	_____	_____

**If you answered "yes" to question #3, please list those elements that you would like to have included:**

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The **Vision** is the dream, or the overarching goal that drives the organization into the future, in other words, a mental picture of an ideal for tomorrow. It is a clear description of what the organization will be like when its mission is fulfilled. While the *mission* is the reason for being, the *vision* is the goal. For example: *The mission for NASA is to explore outer space, while the Vision for NASA in the 60's was to put a man on the moon by the end of the decade.*

*Vision* provides a framework for accomplishing the following:

- Making choices
- Inspiring stakeholders to rise to a common cause
- Daring people to think in new ways

1. What makes **ABC Company** unique?

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2. Is there anything the **ABC Company** should be doing that it is not currently doing?

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3. What are the most meaningful contributions the **ABC Company** is currently offering to society?

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4. What do you see as the *real difference* **ABC** should be making for the people it serves?

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5. Please list two or three expectations that **ABC's** clients have when they come to **ABC Company**:

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6. Please list two or three services provided by **ABC** that, in your opinion, are done exceptionally well?

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7. What do you see as the primary expectations of the employees at the **ABC Company**?

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**Values** are the set of beliefs people share about how to operate in conducting business. They influence all of our choices, including those that are made in developing the vision and future direction of an organization. Some examples might be: *respect for the individual, teamwork, honesty and openness.*

However, it is not the content of a **Value** that sets an organization apart, but rather how it is authentically lived. If Values are going to play a constructive role in an organization, everyone must “*walk the talk.*”

Please list the **Values** that you believe are most important in driving the **ABC Company**:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

**Please assist us with the Strategic Planning Process by responding to the following questions:**

1. Using a scale of 1 – 10, with 10 being outstanding, how would you rate the quality of services provided at **ABC**? \_\_\_\_\_
  - ◆ What, specifically, is being done well? \_\_\_\_\_
  - ◆ What needs to be improved? \_\_\_\_\_
  - ◆ How do you define and measure quality? \_\_\_\_\_
2. What do you regard as the most significant personal contribution **you** make to the organization?  
\_\_\_\_\_  
\_\_\_\_\_
3. How well do your co-workers communicate and relate to one another? \_\_\_\_\_
  - Within your department? \_\_\_\_\_
  - Between departments? \_\_\_\_\_
  - Is there a sense of unity of purpose? \_\_\_\_\_
  - Mutual respect? \_\_\_\_\_
  - Consideration for differing opinions? \_\_\_\_\_

4. What can be done to improve the communication process at **ABC**?

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5. What do you regard as the most significant issues/challenges for **ABC**?

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6. What are your suggestions for building trust in the organization?

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7. What suggestions do you have to improve the marketing image of the **ABC Company**, and/or how can the mission of the organization be made known to the public?

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8. From your perspective, what, if anything, should the **ABC Company** considering to expand and improve services?

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9. Is there anything else that you would like to share?

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**THANK YOU FOR COMPLETING THIS QUESTIONNAIRE.  
PLEASE RETURN IT TO \_\_\_\_\_  
NO LATER THAN \_\_\_\_\_  
IN THE ENVELOPE THAT HAS BEEN PROVIDED.**

## APPENDIX C

### Group Warm Up Exercise

#### CITIES AND STATES

A few selected states in the U.S. are presented here with questions. Fill in the blank with the name of a city in the state mentioned.

#### EXAMPLE

Do you know how many \_\_\_\_\_ Evans got after falling off her horse in New York?  
Scarsdale (scars Dale)

Were many SAT scores above the \_\_\_\_\_ Oklahoma?  
Norman (norm in)

Find a one word city or town in the state that completes the questions for each of the states.

1. How many \_\_\_\_\_ Ward stores were in Alabama?
2. Did the insurance salesman try to \_\_\_\_\_ and Pa a new policy in Alabama?
3. Was it appropriate to let the lawyers for Paula \_\_\_\_\_ so deep into Bill Clinton's past in Arkansas?
4. Is it true that \_\_\_\_\_ allowed to enter a guy's restroom in Arizona?
5. Was the \_\_\_\_\_ paid for a local paper a fair price in Arizona?
6. Can an automobile collector buy a \_\_\_\_\_ Torme once owned in California?
7. Was 3Com Stadium Dusty \_\_\_\_\_ of choice in California?
8. Can a brave person act even \_\_\_\_\_ in Colorado?
9. Do most restaurants give you a twist of \_\_\_\_\_ your Perrier in Colorado?
10. Do people who want to get married in \_\_\_\_\_ they need to book a catering hall well in advance in Alaska?
11. Do local residents \_\_\_\_\_ to build a Presidential library in Arkansas?
12. Would an updated version of the parting of the Red \_\_\_\_\_ more tourists into Universal Studios in Florida?
13. Is \_\_\_\_\_ a hot month in Georgia?
14. Did \_\_\_\_\_ back too far in his chair and fall on Curly in Illinois?
15. Was *The Jack Benny Show* with Don Wilson, Dennis Day, and \_\_\_\_\_ popular in Minnesota?
16. Can you open a game of draw poker with a pair of \_\_\_\_\_ in Mississippi?
17. Did Janis \_\_\_\_\_ ever do a concert in Missouri?

18. Did Ms. Keller's relatives try to find \_\_\_\_\_ place to live in Montana?
19. Do the production people in show \_\_\_\_\_ down many good shoot sites when they're in North Dakota?
20. Did Green Bay quarterback Brett \_\_\_\_\_ to school in North Dakota/
21. When should I tell \_\_\_\_\_ will be going to visit her mother in Pennsylvania?
22. Who played Oscar \_\_\_\_\_ in the revival of *The Odd Couple* in Wisconsin?
23. Would his \_\_\_\_\_ the two-step with his neighbor's daughter in Wyoming?

## **ANSWERS**

- 1) Montgomery
- 2) Selma (sell Ma)
- 3) Jonesboro (Jones burrow)
- 4) Nogales (no gal is)
- 5) Buckeye (buck I)
- 6) Carmel (car Mel)
- 7) Bakersfield (Baker's field)
- 8) Boulder (bolder)
- 9) Limon (lime on)
- 10) Juneau (June know)
- 11) Hope (hope)
- 12) Sebring (Sea bring)
- 13) Augusta (August a)
- 14) Moline (Moe lean)
- 15) Rochester (Rochester)
- 16) Jackson (jacks in)
- 17) Joplin (Joplin)
- 18) Helena (Helen a)
- 19) Bismarck (biz mark)

- 20) Fargo (Favre go)
- 21) Hershey (her she)
- 22) Madison (Madison)
- 23) Sundance (son dance)

## **APPENDIX D-1**

### ***ABC COMPANY EMPLOYEE INTERVIEW QUESTIONS***

Assure the participant of the confidentiality of the interview!

1. What aspects of your work give you the greatest personal satisfaction?
2. What do you regard as the most significant personal contribution you make to the organization?
3. How would you define “professional attitude/behavior”? By your definition do ABC Company employees live up to your expectations? Why or why not?
4. Communications within the organization are apparently a concern for many. What can be done to improve upon the current situation?
5. What are your suggestions for building trust in the organization?
6. Using a scale of 1 – 10, with 10 being outstanding, how would you rate the quality of service provided in the ABC Company?
  - What, specifically is being done well?
  - What needs to be improved?
  - How do you define and measure quality?
7. Are there any unresolved issues that need to be corrected in the organization?
8. How do you assess the quality of the current programs/services provided by the ABC Company?
  - What needs to be deleted?
  - What needs to be developed, improved or added?
  - Are there any staff education needs?
9. Do you have the appropriate equipment to perform your job?
  - If not, what is needed, and how long has it been a need?
  - Are there any safety issues involved? (Either with currently used, outdated equipment or because you don't have the necessary equipment at all.)
10. What suggestions do you have to improve the marketing image of the ABC Company, and/or how can the mission of the organization be made known to the public?
11. Is there anything else that you would like to share with me?

## APPENDIX D-2

### ABC COMPANY

#### THE ORGANIZATION PERCEPTION QUESTIONNAIRE (OPQ)

This questionnaire asks you to indicate your perception of several aspects of the *ABC Company*, referred to in the survey as “The Organization” (TO).

There are two response columns: A and B.

Column A: The way I perceive “The Organization” *is now*. (current)

Column B: The way I perceive “The Organization” *should be*. (desired)

Using the response scale below, record your perceptions to the 40 items or issues listed, both as they are now and the way they should be.

#### RESPONSE SCALE

- 1 = Practically none; to a very small degree
- 2 = Not very; not very much
- 3 = Moderately (on the low side)
- 4 = Moderately (on the high side)
- 5 = Very, to a high degree
- 6 = Extremely, to a very high degree

*There are no right or wrong answers! Your perceptions are what are important!*

<i>A (Current)</i>	<i>B (Desired)</i>	<i>Issues</i>
		1. The degree to which TO produces a high-quality product or service.
		2. The degree to which TO is concerned with solving problems in society.
		3. The degree to which TO will give you the opportunity to do and to learn to do all the things you consider yourself capable of.
		4. The degree to which the most knowledgeable people are consulted in making decisions in TO.

<i>A (Current)</i>	<i>B (Desired)</i>	<i>Issues</i>
		5. The degree to which you feel free to risk making mistakes in doing your job.
		6. The degree to which TO changes its way of doing things as new conditions and needs arise.
		7. The degree to which the departments/work groups
		8. that make up TO work together cooperatively to get the job done.
		9. The degree to which management keeps abreast of outside developments affecting TO.
		10. The degree to which those in positions of authority are concerned to hear how members feel TO is being run – both pro and con.
		11. The degree to which reactions of clients or others on the outside cause changes to be made in TO.
		12. The degree to which TO's product or service is useful to society.
		13. The degree to which management stresses the responsibility of TO to society at large.
		14. The degree to which you get personal satisfaction from the work you do in TO.
		15. The degree to which you are involved in the making of plans and decisions in TO.
		16. The degree to which you feel free to suggest new ways of doing things.
		17. The degree to which TO is quick to change when change is needed.
		18. The degree to which you are kept informed about the things you need to know to do your job.
		19. The degree to which management correctly interprets the impact of current events and trends on TO.
		20. The degree to which you feel free to discuss problems and dissatisfactions with those in TO who can do something about them.
		21. The degree to which those in position of authority in TO are responsive to your suggestions and wishes.
		22. The degree to which your personal goals and aspirations are taken into account in management decisions.
		23. The degree to which TO is successful in accomplishing its goals.

<i>A (Current)</i>	<i>B (Desired)</i>	<i>Issues</i>
		24. The degree to which TO commits money, time and knowledge to the solution of social and environmental problems.
		25. The degree to which people at various level in TO participate in planning and decision-making activities.
		26. The degree to which it is advantageous to your future in TO to stick your neck out and take risks in doing your job.
		27. The degree to which TO is strong in long-range planning.
		28. The degree to which you understand the goals of TO.
		29. The degree to which the product or service of TO is up to date.
		30. The degree to which the management is concerned to know how those outside TO view its effectiveness.
		31. The degree to which the ideas and desires of members of TO influence changes that are made.
		32. The degree to which TO is aware of new discoveries and methods of doing things in its field.
		33. The degree to which the product or service of TO has earned it a good reputation.
		34. The degree to which TO is directly involved in alleviating problems in society in addition to producing its primary product of service.
		35. The degree to which management is concerned about how people in TO feel and what they think.
		36. The degree to which you have opportunity to use all your abilities in your job.
		37. The degree to which group decision making is practiced in TO.
		38. The degree to which management is tolerant of people in TO trying out new ideas and methods even though they may be unsuccessful.
		39. The degree to which TO is effective in foreseeing potential problems in the accomplishment of its objectives.
		40. The degree to which the upward communication flow in TO is free of obstruction.
		41. The degree to which leadership is provided by management in TO.

**Please return this Questionnaire by \_\_\_\_\_ to NOVUS, LLC in the attached stamped, self-addressed envelope. Thank You.**

## **APPENDIX D-3**

### **ABC COMPANY EMPLOYEE SURVEY Organizational Effectiveness**

The following questions have been developed to gain a better understanding of how you see the overall operating effectiveness of the ABC Company.

**Directions:** Read each statement below. Using the ranking scale of 1 through 5, determine how true the statement is for your organization. Place the numerical ranking in the space provided to the left of the statement.

- 5 - Definitely Agree**
- 4 - Inclined to Agree**
- 3 - Neither Agree or Disagree**
- 2 - Inclined to Disagree**
- 1 - Definitely Disagree**

#### **Performance Development**

- \_\_\_\_\_ 1. There is an orientation program that adequately prepares new employees for their roles and responsibilities in the organization.
- \_\_\_\_\_ 2. Overall, the employees in our organization have a high level of competence.
- \_\_\_\_\_ 3. Every employee has a written job description that clearly defines roles, responsibilities and competency requirements.
- \_\_\_\_\_ 4. Performance reviews are provided at least annually.
- \_\_\_\_\_ 5. Employees generally view performance evaluation as a positive development process.
- \_\_\_\_\_ 6. Professional development is encouraged and financially supported.
- \_\_\_\_\_ 7. Exceptional individual and/or team performance is appropriately recognized and rewarded.
- \_\_\_\_\_ 8. Employees are involved in determining performance standards.

#### **Organizational Culture**

- \_\_\_\_\_ 1. Employees at the ABC Company have positive and optimistic attitudes.
- \_\_\_\_\_ 2. Employees have a strong sense of organizational commitment and identity.
- \_\_\_\_\_ 3. Employees are energetic and enthusiastic.

- \_\_\_\_\_ 4. Employees are encouraged to participate in planning processes.
- \_\_\_\_\_ 5. The direction and goals of the organization are clearly defined and communicated.
- \_\_\_\_\_ 6. There is very little time wasted by employees.
- \_\_\_\_\_ 7. Employees are encouraged to initiate improvements in work methods.
- \_\_\_\_\_ 8. Managers are highly responsive to the needs and concerns of the employees.
- \_\_\_\_\_ 9. There is good support and cooperation between departments.
- \_\_\_\_\_ 10. There is a high level of trust between managers and staff in the organization.
- \_\_\_\_\_ 11. Employees' suggestions are encouraged and receive prompt, constructive responses.
- \_\_\_\_\_ 12. Employees are proud to be a part of the organization.
- \_\_\_\_\_ 13. There is excellent teamwork in the organization.
- \_\_\_\_\_ 14. Employees feel that management has their best interests at heart.
- \_\_\_\_\_ 15. When conflicts arise, they are promptly and constructively resolved.
- \_\_\_\_\_ 16. Employees are excited about working in our organization.
- \_\_\_\_\_ 17. Problem solving methods are used to improve quality services.

**Customer Service**

- \_\_\_\_\_ 1. This organization is highly customer-focused.
- \_\_\_\_\_ 2. When customers present problems or concerns, they receive prompt, courteous attention and are quickly resolved.
- \_\_\_\_\_ 3. There are processes in place to assess customer satisfaction and evaluate service effectiveness.
- \_\_\_\_\_ 4. Customers and/or their family members are directly involved in care planning conferences whenever possible.
- \_\_\_\_\_ 5. Everyone in the organization is committed to continuous improvement.
- \_\_\_\_\_ 6. Vendors and visitors are considered customers and receive prompt, courteous attention.
- \_\_\_\_\_ 7. Employees treat each other as customers, with the same respect and courtesy that they extend to other customers.

### **Communication**

- \_\_\_\_\_ 1. Effective communication is a high organizational priority.
- \_\_\_\_\_ 2. Employees are kept well informed.
- \_\_\_\_\_ 3. Management provides explanations to employees regarding important decisions that are made.
- \_\_\_\_\_ 4. There is frequent and open communication between management and staff.
- \_\_\_\_\_ 5. Senior managers frequently visit employee work areas.
- \_\_\_\_\_ 6. There are written communications published by the organization that are informative and helpful.
- \_\_\_\_\_ 7. Meetings are well organized and highly productive.
- \_\_\_\_\_ 8. Oral and written communications are clear and concise.

### **Leadership/Management**

- \_\_\_\_\_ 1. My direct supervisor has a clear understanding of what needs to be accomplished in my work area.
- \_\_\_\_\_ 2. We have clearly defined, realistic goals in my work area.
- \_\_\_\_\_ 3. I trust my supervisor.
- \_\_\_\_\_ 4. Expectations are well explained and communicated by my supervisor.
- \_\_\_\_\_ 5. My supervisor listens to, and acts on my concerns.
- \_\_\_\_\_ 6. We have a team that works well together in my area.
- \_\_\_\_\_ 7. My supervisor deals with conflict situations in a timely, straightforward and fair manner.
- \_\_\_\_\_ 8. My supervisor spends considerable time providing professional development guidance for our staff.
- \_\_\_\_\_ 9. My supervisor willingly “pitches in” and helps staff when it is needed.
- \_\_\_\_\_ 10. We are kept well informed about what is happening in the organization.

**Facility Working Conditions**

- \_\_\_\_\_ 1. The facility has adequate space for the number of customers and the services that we provide.
- \_\_\_\_\_ 2. Equipment is in good working condition.
- \_\_\_\_\_ 3. There is a system in place for routinely doing safety checks on equipment.
- \_\_\_\_\_ 4. Customer and staff safety is a priority in our organization.
- \_\_\_\_\_ 5. The space layout in my work area lends itself to convenient and efficient work flow.
- \_\_\_\_\_ 6. The staff is oriented to safety, infection control and disaster education on an annual basis and as new issues arise.
- \_\_\_\_\_ 7. Both natural and artificial lighting in my work area adequately meets my work needs.
- \_\_\_\_\_ 8. The environment in my work area creates a warm, welcoming, and comfortable feeling for both residents and staff.

Please list at least three things you like best about working for the ABC Company:

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_
- 4. \_\_\_\_\_

Please list at least three things that you would like to see changed at the ABC Company:

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_
- 4. \_\_\_\_\_
- 5. \_\_\_\_\_

Please provide any additional comments that you would like to share:

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***Thank You For Completing This Survey!***

***Your responses will help us as we develop the  
ABC Company Strategic Plan.***

## **APPENDIX D-4**

### **ABC COMPANY STRATEGIC PLAN General Interview Questions**

*(Used most commonly in interviewing Board Members or Management Staff)*

1. What do you see as the mission of the ABC Company?
2. Who are the primary customers of the ABC Company?
3. What do you see as the strengths of the ABC Company?
4. What are the key issues facing the ABC Company?
5. How should these issues be addressed and/or resolved?
6. Are there opportunities for expansion of the ABC Company?
7. Do you think the organization should take advantage of any of these opportunities?
8. Are there services provided by the ABC Company that should be eliminated? *(For example, a program that is causing a financial strain for the organization.)*
9. Are there services provided by the ABC Company that should be expanded?
10. In general, what is the reputation of the ABC Company?
11. How could the ABC Company become a more successful organization?

## APPENDIX E

### Employee Survey Cover Letter

To: Employees of the ABC Company  
From: Eric Monson, Managing Partner  
Subject: Employee Survey  
Date: September 15, 2003

You should have received a memorandum approximately two weeks ago advising you of an Employee Survey to be conducted for the ABC Company by **NOVUS LLC**. You will find that survey enclosed in this mailing.

Information obtained from the survey will be used to develop the direction, goals and problem solving activities that are intended to promote overall performance improvement within the organization. ***Your impressions are very important to this process*** and we highly encourage your participation.

Please complete the survey according to the directions provided on the questionnaire. We encourage you to candidly answer each question based on your personal experiences, observations and perceptions. Please be assured that your confidentiality will be maintained.

When you have completed the survey, return it to **NOVUS** in the self addressed, stamped envelope that is provided for your convenience.

**PLEASE RETURN THE SURVEY NO LATER THAN SEPTEMBER 26, 2003.**

Feel free to contact me at **NOVUS** if you have any questions. The phone number is:

**(701) 478-4333, Ext. 265**

If I am not available, please leave your phone number and I will return a call to you.

**THANK YOU! YOUR PARTICIPATION IS GREATLY APPRECIATED!**

## APPENDIX F

### Mission Statement and Core Elements

ELEMENTS	DRAFT MISSION STATEMENT
Broad	The ABC Company is a non-profit business education center dedicated to assisting clients to maximize their financial growth and development.
Far Reaching	
Defines Who Needs to be Served	
Credibility	
Significance of Problem Scope of Problem	
Guide Action Through Periods of:	
Organizational Change Environmental Change	

# Appendix G

## Operational Mission and Core Elements

### ELEMENTS

### DRAFT

Narrow enough to allow organization to:

Trace its impact  
Measure work  
- Sometimes proxies

What are you going to do about the problem?

What is the unique role of the ABC Company?

Form of engagement yielding the greatest impact

Reflects environment change that:

Constrains, or  
Provides new opportunities

Changes as organization learns more about:

Environment  
Mission performance

The ABC Company supports small, non-profit organizations who:

1. Have less than 50 employees.
2. Have less than \$2 mil. in operating revenues.
3. Have limited financial/accounting staff and/or processes.
4. Are located within a 100 mile radius of the ABC Company.

We accomplish this through the following services:

1. Assessment of business operations.
2. On-site accounting services.
3. Staff in-service education programs.
4. Implementation of appropriate business systems.
5. Policy/protocol development.
6. Follow-Up on programs that are developed and implemented.

We provide leadership in business education, technology and technical skills.

We look for opportunities to develop partnerships and further our support.

We facilitate a positive change in the staff of the non-profit organization by:

1. Increasing accounting skills.
2. Increasing their understanding of computer systems and processes.
3. Building confidence in their ability to independently manage their business operations.

## APPENDIX H

### Core Values Breakout Session

*Estimated Time Required: 45 Minutes*

1. Each individual in the Breakout Group should develop a list of three to five values he/she feels are most core to the organization.
2. Each individual should be given five to ten minutes of solo time to test EACH of the three to five values against the following test questions:

<b>YES</b>	<b>NO</b>	If you were to start a new organization, would you build it around this core value regardless of the industry?
<b>YES</b>	<b>NO</b>	Would you want your organization to continue to stand for this core value 100 years into the future, no matter what changes occur in the outside world?
<b>YES</b>	<b>NO</b>	Would you want your organization to hold this core value, even if at some point in time it became a competitive disadvantage – even if in some instances the environment penalized the organization for living this core value?
<b>YES</b>	<b>NO</b>	Do you believe that those who do not share this core value – those who breach it consistently – simply do not belong in your organization?
<b>YES</b>	<b>NO</b>	Would you personally continue to hold this core value even if you were not rewarded for holding it?
<b>YES</b>	<b>NO</b>	Would you change jobs before giving up this core value?
<b>YES</b>	<b>NO</b>	If you awoke tomorrow with more than enough money to retire comfortably for the rest of your life, would you continue to apply this core value to your productive activities?

3. Each member of the group list for the group the core values to which they answered “Yes” to *all* of the questions.
4. Select the values deemed by your group to be truly authentic core values. As a general guideline: a value is truly “core” to your group if two-thirds of your group members answered “Yes” to *all* of the test questions for that core value.
5. Do a final check on the core values to ensure that none of them fall into the category of “aspiration for the future” rather than authentic core values. Note: people frequently confuse timeless core values - what you truly believe and have always believed at a deep core level – with aspirations of what you’d like to see the organization become in the future. You may have such an aspiration, but if you are honest with yourself and it is not a core value for the people in your breakout group then it probably should not be designated a core value for the organization. Do not mix future aspirations into your true and authentic core values, as this will create justifiable cynicism and destroy the power of your core values. For example, a group that has never held innovation as a core value should not put it into their “list”, even if it sees innovation as a vital strategy for its future.

Remember, the only items that truly qualify as core values are those that meet *all* of the above test questions with a resounding and unqualified “YES!” especially the question “would you continue to hold it if it were a strategic disadvantage?”

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# APPENDIX I

## Program Evaluation Format

### **A. Program Description**

Give the title followed by a brief description of the program to be evaluated.

### **B. Outcomes**

Indicate the measurable results that are to be obtained through the accomplishment of the goals that are established for the program.

### **C. Utilization**

Indicate the number of clients that have been served through the program in the current year. *May also wish to compare this to client volume in the preceding year.*

### **D. Staffing**

List the number of staff (full time equivalents) employed in the program.  
Indicate the staff educational preparation required.  
Indicate staff orientation requirements and whether this has been completed by all staff in the program.

### **E. Financial Results**

List the costs related to operating the program and any revenues collected.

### **F. Plans**

List the specific measurable goals related to this program for the coming year.

# APPENDIX J

## Strategic Work Plan

**ABC COMPANY**  
**Strategic Work Plan**  
**2004-2005**

**Platform: Client/Market Development**

**I. STRATEGY: Build awareness of ABC COMPANY programs among the residents in the service area.**

A. Outcome: 50% of the service area residents surveyed semi-annually will have general recognition of ABC COMPANY and its primary programs.

**1. Goal: Design a survey instrument to assess ABC COMPANY program recognition among area residents.**

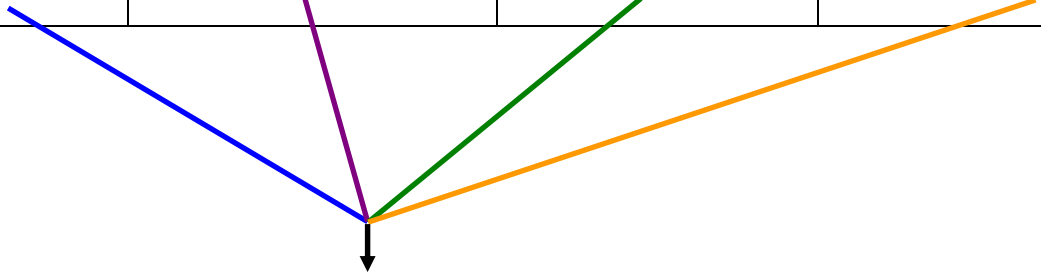
<b>Objective/Discussion</b>	<b>Responsible Party</b>	<b>Resources Needed</b>	<b>Target Date</b>	<b>Completion Date</b>	<b>Progress</b>
1. Develop a survey design committee	Suzy Q (to act as chairperson)	Staff Time: Estimate 6 hours per person X 4 committee members	12/15/04		
2. Solicit potential survey questions from staff & board members	Committee	None	1/2/05		
3. Define the distribution process	Committee	None	1/10/05		
4. Develop and distribute surveys	Committee	\$2,000	2/1/05		

# APPENDIX K

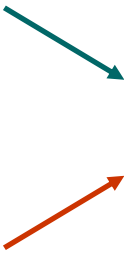
## STRATEGIC PLATFORM SCHEMATIC - GENERIC

**STRATEGIES    BUDGETS    ANNUAL OPERATING PLAN**

<u>STRATEGIC PLATFORM 1</u>	<u>STRATEGIC PLATFORM 2</u>	<u>STRATEGIC PLATFORM 3</u>	<u>STRATEGIC PLATFORM 4</u>
<b>CLIENT/MARKET DEVELOPMENT</b>	<b>PROGRAM DEVELOPMENT / SERVICE DELIVERY</b>	<b>FUNDER / DONOR DEVELOPMENT</b>	<b>ORGANIZATIONAL DEVELOPMENT AND GOVERNANCE</b>
◆Programs  Program Description Outcomes Staffing Results	◆Programs/Services  Program Description Outcomes Utilization Staffing Financial Results	◆Programs  Program Description Outcomes Staffing Financial Results	◆Programs  Program Description Outcomes Staffing Results
Plans	Plans	Plans	Plans



**ANNUAL OPERATING PLAN  
(1 Year Horizon)**



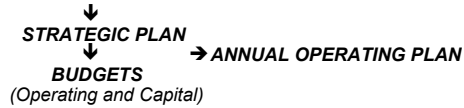
# APPENDIX L

## Strategic Platform Model

### ABC Company Strategic Platform *April, 2005*

ABC COMPANY STRATEGIC PLATFORM  
*April, 2005*

Client/Market Development	Program Development/ Service Delivery	Funder/Donor Development	Organizational Development & Governance
1. Sponsored Workshops & Conferences 2. Outreach Programs 3. Newsletter	1. Learn to Earn 2. Business Integrity 3. Financial Hotline 4. Accounting Education 5. Strategic Planning	1. Fund Raising Banquet 2. Grants 3. Leave a Legacy 4. Golf Marathon 5. Walkathon 6. Special Gifts/Donations 7. Christmas Letter 8. Endowment Fund 9. Businesses	1. Governance Self Assessment 2. Human Resources - Employee Relations - Staff Education & Training - Compensation & Benefits 3. Technology Systems 4. Volunteers
<i>PLANS</i>	<i>PLANS</i>	<i>PLANS</i>	<i>PLANS</i>



## ORGANIZATIONAL PROFILE

### STRATEGIC PLATFORM: CLIENT/MARKET DEVELOPMENT

#### **IDENTIFYING INFORMATION**

1) Organization name \_\_\_\_\_

2) Date founded \_\_\_\_\_

3) Brief Description of your Organization:

4) Mission:

5) Vision:

6) Values:

7) Do you have a marketing plan? \_\_\_\_\_ Yes \_\_\_\_\_ No  
(If you answered "yes" to this question, please attach a copy of your plan.)

8) Please attach a copy of your organizational chart.

9) Sub Sector: (please underline the one that pertains to your organization)

Health; Human Services; Environment; Arts; Advocacy; Education;

Other (please specify) \_\_\_\_\_

10) Service/Catchment Area \_\_\_\_\_

11) To whom do you provide your services? \_\_\_\_\_

12) Are there any social, economic, political or regulatory issues that might impact your organization in the next 1-3 years? If so, please list:

13) Please list 3 – 5 of the most urgent concerns/issues currently facing your organization:



15) Demographics: What types of people do you serve? Indicate using percentages in the blanks below.

<b>Age</b>	<b>Annual Income</b>	<b>Ethnicity</b>	<b>Gender</b>
_____ < 5	_____ Poverty level or below	_____ African American	_____ Female
_____ 5 – 12	_____ Low income	_____ Asian American	_____ Male
_____ 13 – 18	_____ Medium income	_____ Caucasian	
_____ 19 – 21	_____ High income	_____ European	
_____ 22 – 30		_____ Hispanic / Latino	
_____ 31 – 50		_____ Native American	
_____ 51 – 65		_____ Pacific Island	
_____ > 65		_____ Other	

16) Do you keep track of how many client/customer complaints you get? \_\_\_\_\_ Yes \_\_\_\_\_ No

17) If yes, how many do you get per month (average)? \_\_\_\_\_

18) Do you keep track of client/customer turnover? \_\_\_\_\_ Yes \_\_\_\_\_ No

19) If yes, what is your average percent of turnover? \_\_\_\_\_

20) Do you conduct client/customer satisfaction surveys? \_\_\_\_\_ If so, how often? \_\_\_\_\_

21) Please list the factors you use to measure success as an organization:

22) Please indicate your current “ratings or scores” relative to the success measures:

--

23) Do you benchmark internally?  Yes  No

24) Do you benchmark externally?  Yes  No

25) Please list the benchmarks you use:

--

## STRATEGIC PLATFORM: FUNDER/DONOR DEVELOPMENT

### 26. FINANCIAL INDICATORS

	Year		
<b>Total Revenue</b>			
<b>Total Expenses</b>			
<b>Fund Balance</b>  amount: as a percentage of total assets:			
<b>Current Ratio</b> <i>current assets ÷ current liabilities</i>			
<b>Quick Ratio</b> <i>[cash + marketable securities + accounts receivable] ÷ current liabilities</i>			
<b>Days Working Capital</b> <i>[(current assets – current liabilities) ÷ [total operating expense – depreciation expense]] x 365</i>			
<b>Days of Cash on Hand</b> <i>[(cash + marketable securities) ÷ [total operating expense – depreciation expense]] x 365</i>			
<b>Net Operating Income</b> <i>Revenue excess or deficiency ÷ expenses</i>			
<b>Net Operating Ratio</b> <i>Net operating income ÷ total operating income</i>			
<b>Dollars spent on administration and overhead</b>  amount (include all non-program costs): as a percentage of total assets:			
<b>Funding Mix (indicate % of each type)</b>  Government: Foundation: Corporate: Individual donors: Earned income:			
<b>Was an external audit done?</b>			

## 27. FUNDRAISING INDICATORS

<b>Fundraising Benchmarks</b>	<b>Year( )</b>	<b>Year( )</b>	<b>Year( )</b>
Number of fundraising staff (FTE)			
Cost of fundraising			
Number of major donors (Major donor = contributes > \$500.00)			
Percent of board members donating money			
Total board contributions			

28) Does your organization have a written fundraising plan? \_\_\_\_Yes \_\_\_\_No

29) What types of fundraising does the organization do?

<b>Fundraising Revenue per Activity</b>	<b>Year( )</b>	<b>Year( )</b>	<b>Year( )</b>	<b>TOTAL</b>
Direct Mail	\$	\$	\$	\$
Personal Solicitation	\$	\$	\$	\$
Solicitation of planned gifts	\$	\$	\$	\$
Special Events	\$	\$	\$	\$
Grants	\$	\$	\$	\$
Entrepreneurial ventures (selling client-made products, thrift store, other ventures)	\$	\$	\$	\$
Cause-related marketing arrangements with for-profit companies	\$	\$	\$	\$
Other (please specify)	\$	\$		\$
<b>Total</b>	\$	\$	\$	\$

# STRATEGIC PLATFORM: ORGANIZATIONAL DEVELOPMENT & GOVERNANCE

## HUMAN RESOURCE INDICATORS

30) Number of staff (FT, PT, and FTE):

FT \_\_\_\_\_  
 PT \_\_\_\_\_  
 FTE \_\_\_\_\_

(Please list the number of people who work what your organization considers full or part-time as well as converting both full and part-time employees to full-time equivalent (FTE).

Note: 1 FTE = 2,080 paid hours per year.

31) Turnover:

	Year		
Annual Percentage Turnover Management staff:			
Line Staff:			

32) Benefits offered:

<input type="checkbox"/> Health insurance for employees <input type="checkbox"/> Dental insurance for employees <input type="checkbox"/> Health insurance for employees' dependents <input type="checkbox"/> Dental insurance for employees' dependents <input type="checkbox"/> Long-term disability insurance <input type="checkbox"/> Life insurance <input type="checkbox"/> Accidental death and dismemberment insurance <input type="checkbox"/> Vision insurance <input type="checkbox"/> Vacation time <input type="checkbox"/> Flexible schedule <input type="checkbox"/> Child care for employees' dependents	<input type="checkbox"/> 403(b), 401(k) (or other) retirement savings plan (no employer contributions) <input type="checkbox"/> Employer contributions to a 403(b), 401(k) (or other) retirement savings plan Other: _____ Other: _____ Other: _____ Other: _____

33) Compensation:

	Year		
Average annual pay raise (percentage)			
Management staff:			
Line Staff:			

34) Are there written policies that address staff development (training, career development, etc.)? \_\_\_\_\_ Yes \_\_\_\_\_ No

35) Are personnel policies written in a formal document or manual? \_\_\_\_\_ Yes \_\_\_\_\_ No

36) Do all employees get a copy of this manual? \_\_\_\_\_ Yes \_\_\_\_\_ No

37) Do you conduct employee surveys? \_\_\_\_\_ Yes \_\_\_\_\_ No

If so, how frequently? \_\_\_\_\_

38) Volunteers:

	Year		
Number of Individual (non-board) Volunteers			
Total Volunteer Hours Contributed			

**39. GOVERNANCE INDICATORS**

	Year		
Number of Board Members			
Annual percentage turnover of Board Members			
Number of meetings held annually			
Average attendance at board meetings			

40) Are there written financial and administrative policies and procedures for this organization?  
\_\_\_\_\_ Yes \_\_\_\_\_ No

41) Is an assessment of the board's performance done regularly? \_\_\_\_\_ Yes \_\_\_\_\_ No

42) When was the last assessment completed? \_\_\_\_\_

43) Are minutes recorded and kept for each Board meeting? \_\_\_\_\_ Yes \_\_\_\_\_ No

44) What offices are filled at the current time? (Please underline)

President	Vice President
Secretary	Treasurer
Other ( _____ )	

45) What standing committees exist?

_____	_____
_____	_____
_____	_____

46) Do you have a Strategic Plan? \_\_\_\_\_ Yes \_\_\_\_\_ No

If you answered "yes" to this question, please attach a copy of the plan.

***Thank you for completing the Organizational Profile.***

**Original Date 03/07/07**

**STRATEGIC PRIORITIES PROGRESS REPORT FORM**  
**Board Quarterly Review**

STRATEGY	QTR	PROGRESS NOTES
<b>1. <u>Strategy:</u></b>  <b><u>Outcome:</u></b>    <b><u>Target Date:</u></b>	<b>1</b>	
	<b>2</b>	
	<b>3</b>	
	<b>4</b>	
<b>2. <u>Strategy:</u></b>  <b><u>Outcome:</u></b>    <b><u>Target Date:</u></b>	<b>1</b>	
	<b>2</b>	
	<b>3</b>	
	<b>4</b>	

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