

## Reduce Strategic Planning Pain

- 1) What can we do to make the process easier??
- 2) What can we do to ensure steady board and staff engagement before, during, and after the process?



[Strategic Planning 6/2024 - Mentimeter](#)

1

1

## Goal Focus



*I find the great thing in this world is not so much where we stand as in what direction we are moving.*

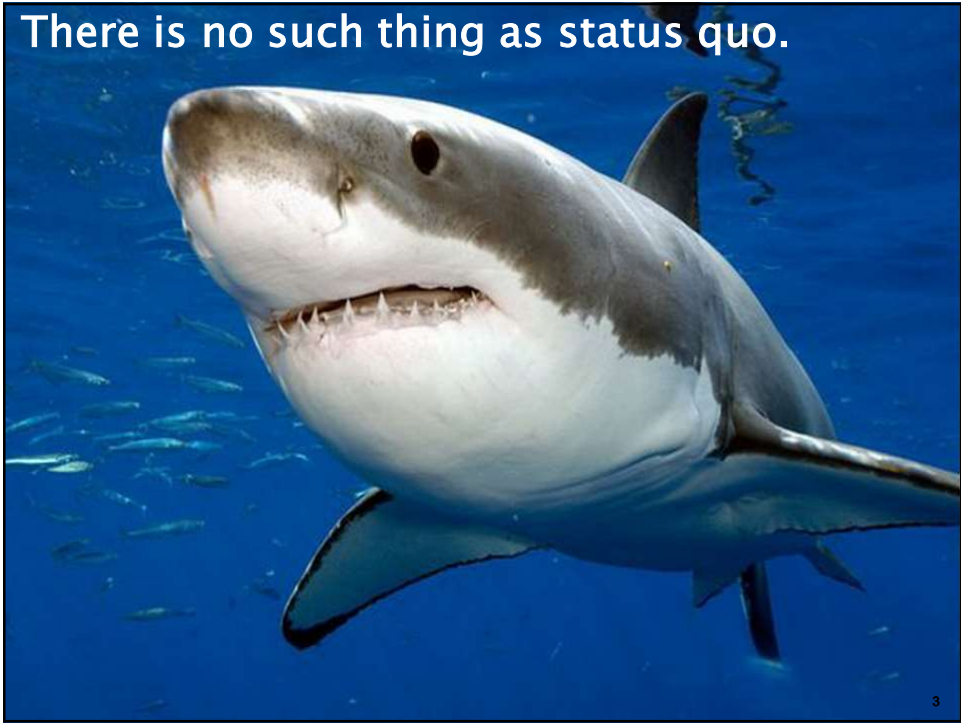
*To reach the port of heaven, we must sail sometimes with the wind and sometimes against it – but we must sail, and not drift, nor lie at anchor.*

*Oliver Wendell Holmes*



2

2

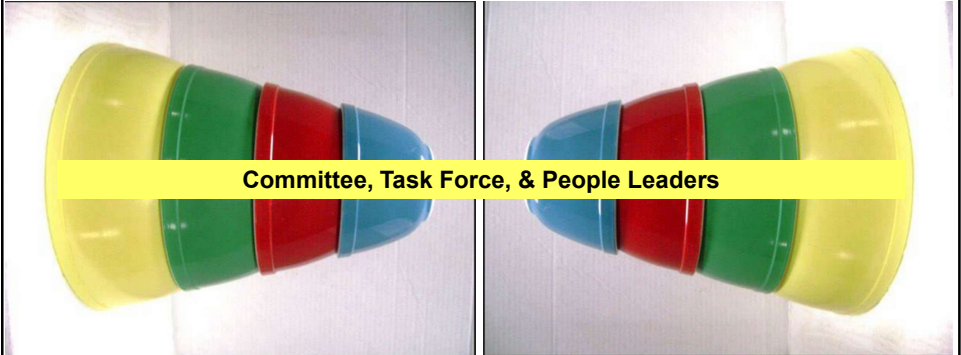


3




4

**Board & Staff are engaged to the degree they can see themselves and their contributions in what's important.**



Committee, Task Force, & People Leaders

Board Engagement      Staff Engagement

5

5


***"The bottleneck is at the top of the bottle".***  
**Gary Hamel**

**A strategic board:**  
**Cultivates & concentrates on processes that sharpen priorities in line with mission, vision, and relevant data.**


[Strategic Planning 6/2024 - Mentimeter](#)

6

A strong foundational structure makes planning faster & easier.



|                  |
|------------------|
| Support          |
| Individual Goals |
| 1 year view      |
| 3 Year View      |
| Reality          |
| Purpose          |



7

7

A foundational approach supports strong engagement, answering key staff and board questions:

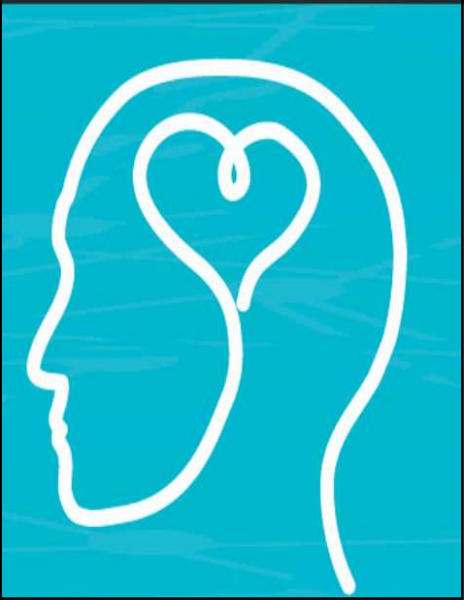
Where are we going?

What difference will our plan make?

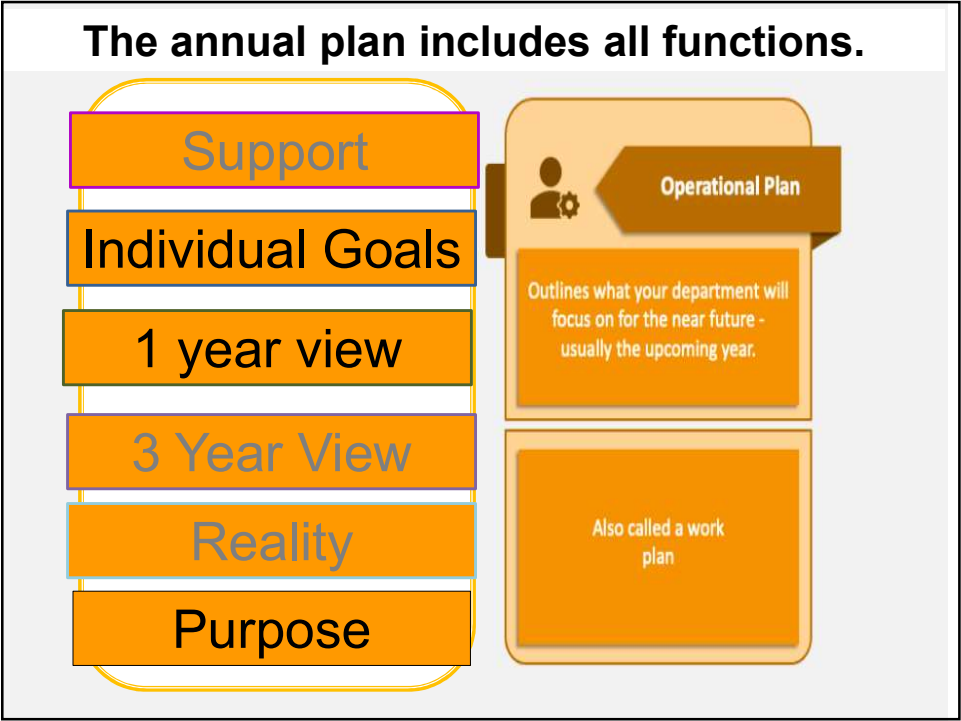
What difference can I make?

How will I know how we're doing?

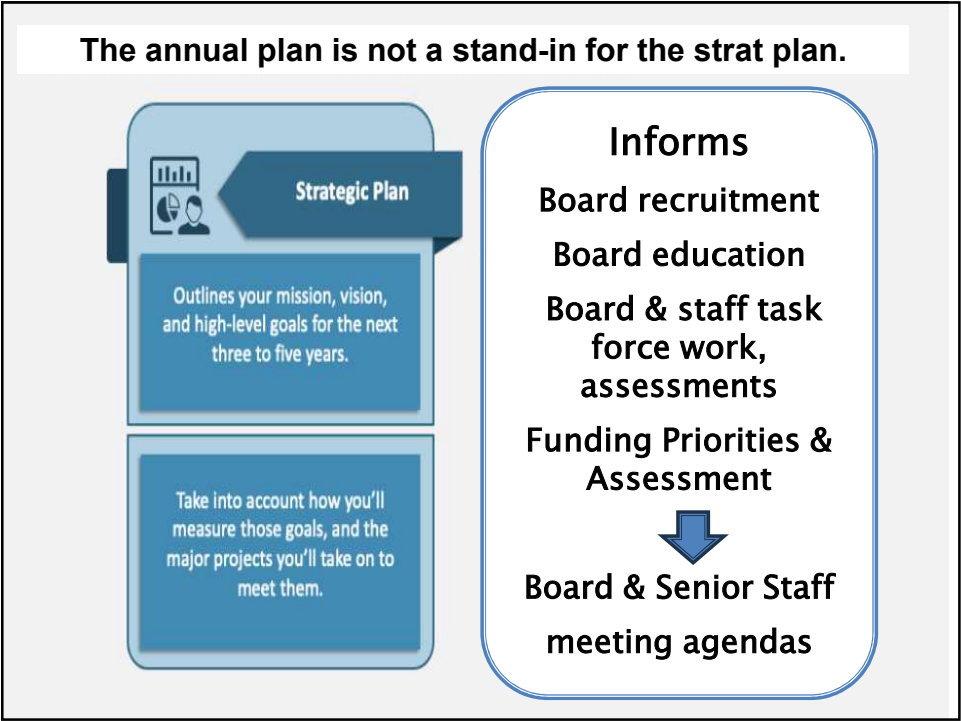
How I'm doing??




8





9



10

Where are we now relative to where we want to be?

The dashboard communicates the measures that matter most.



Support


Individual Goals

1 year view

3 Year View

Reality = Data

Purpose



11

11


A good dashboard includes measures from all key perspectives.

Clients & Community

Finances / Resources

Operations

Learning & Growth Board & Staff



12

12



What does the research say?

Jim Collins,  
*Good to Great for the Social Sector*

1) What does superior performance look like?

2) What is our distinctive reason for being?

3) What would be missed if we weren't here?



PRIMER MICHAELS

13

A strong foundational structure moves strategic planning from an exclusive event to part of what we do together to be our best.



Support

Individual Performance Plans

Annual Plan & 90 Day Goals

3 Year Strat Plan

Reality: Dashboard; Stakeholder Input / Feedback; Environmental Changes

Purpose: Vision / Mission /Values

PRIMER MICHAELS

14

14

**Strategy:** The set of broad **priorities** adopted in recognition of the operating environment and in pursuit of the mission;

The answer to **who gets what for how much.**

It's the overall approach to achieve desired outcomes **over three to five years.**

**A strategy does not incorporate all departments equally.**



15



"Courage is resistance to fear, mastery of fear – not absence of fear."

— Mark Twain

### **Strategic topics are:**

Hot button issues

Complex, Expensive

Potential radical change

May require more staff

Potential new methods, programs, services, locations

16





17

**The board’s policies and its budget create a stable base** for organizational purpose, direction, priorities, and action plans.

Governance Policies / Budget

- Annual Board Self-Assessment, E.D. Assessment & Development Plans
- Dashboard,
- Stakeholder Input,
- Strat Plan, Annual Plan
- Board’s Roles & Responsibilities, including resource development and task force/ committee work


Board Engagement

PRIMER MICHAELS

18

18

The board work is done in committees, task forces, and board meetings. **Therefore, agenda planning is critical.**



Board Engagement

Committee / Task Force Project Work

Annual Agenda Planning Calendar

PRIMER MICHAELS

19

19

**In board agenda planning, the Executive Director and Board President ensure timely, relevant two-way communication and direction on key topics.**



Board Engagement

Annual Agenda Planning / Monitoring Calendar

Committee / Task Force Projects

Annual Board Self-Assessment & Adjustment]  
Dashboard, Stakeholder Input, Strat Plan, Annual Plan, 90 day Goals

Governance Policies / Budget

PRIMER MICHAELS

20

20


**With all People Leaders and the Executive Director, all staff can have the information they need to feel included.**

What are my responsibilities?  
What are my goals? How am I doing?


Who's on my team? Where do I go for support?

What do I need to learn to do? To know more about?

Where are we going?  
What does it matter?  
Where are we now?  
What's most important now?



Staff Engagement



21

21

**In board and staff agenda planning, the Executive Director, Board President, and Senior Team ensure ongoing strategic & operational alignment.**



Board Engagement



Staff Engagement

Committee, Task Force, & People Leaders



22

22

1:1s / Growth & Develop.

Individual Performance Plans

Annual Plan & 90 Day Goals

3 Year Strat Plan

Dashboard; Stakeholder Input / Feedback; Environmental Changes

Vision / Mission /Values

Our Organization

[Strategic Planning 6/2024 - Mentimeter](#)

PRIMER MICHAELS

23

23

What's next with whom by when??

Committee, Task Force, & People Leaders

Board Engagement:

Policies

Foundation

Aligned Committees / Task Force Work

Annual Discussion Agenda Calendar

Staff Engagement:

Priorities Communication

Status Communication

Learning & Growth Goals

Regular One on one's

[Strategic Planning 6/2024 - Mentimeter](#)

PRIMER MICHAELS

24

24

Beth Michaels  
bmichaels@primermichaels.com

12