Strategic Planning
Best Practices

Wednesday, August 29, 2018
3:45 pm – 5:00 pm

Presented by:

Brain Gaumont, Senior Manager
Deron Kling, Senior Manager
Strategic Planning Best Practices

Trainers: Brian Gaumont, Senior Manager
Deron Kling, Senior Manager

Introductions

Brian Gaumont
Manager, Consultant, & Trainer
Madison, WI

Deron Kling
Senior Manager, Consultant, & Trainer
Milwaukee, WI
Learning Objectives

1. Review key elements of collaborative strategic planning and leadership
2. Discover what makes new strategies and goals successful
3. Build the framework of a strategic plan with long-term and short-term goals and action plans

Agenda

1. Process Overview
2. Compliance
3. External Assessments
4. Internal Assessments
5. Visioning
6. Goal Setting
7. Action Planning
8. Implementing Change
“A GOAL WITHOUT A PLAN IS JUST A WISH”

Plans are worthless, but planning is everything.

Dwight D. Eisenhower
Compliance

Funders’ Needs First

1. CSBG Org Standards (IM#138)
   www.communityactionpartnership.com

2. Head Start Program Performance Standards (45 CFR 1305.3 (c))
   http://eclkc.ohs.acf.hhs.gov/hslc/standards/

3. OMB Uniform Guidance
   http://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl
CSBG Org Standards – Strategic Planning

**Standard 6.1 • public** The department has a strategic plan, or comparable planning document, in place that has been reviewed and accepted by the tripartite board/advisory body within the past 5 years. If the department does not have a plan, the tripartite board/advisory body will develop the plan.

**Standard 6.2 • public** The approved strategic plan, or comparable planning document, addresses reduction of poverty, revitalization of low-income communities, and/or empowerment of people with low incomes to become more self-sufficient.

**Standard 6.3 • public** The approved strategic plan, or comparable planning document, contains family, agency, and/or community goals.

**Standard 6.4 • public** Customer satisfaction data and customer input, collected as part of the community assessment, is included in the strategic planning process, or comparable planning process.

**Standard 6.5 • public** The tripartite board/advisory body has received an update(s) on progress meeting the goals of the strategic plan/comparable planning document within the past 12 months.

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**Funders’ Guidance on Assessments**

- Focus on community needs via assessments
- Goals must be measurable (even if over multiple years)
- Process must be board-led
- Visions can/should be ambitious
External Assessments

Assessment Methods – Available Tools

Using the Comprehensive Community Needs Assessment (CCNA) Tool

The CCNA Online Tool provides a significant amount of the secondary data that will assist you in completing a comprehensive community needs assessment with the assistance of a facilitator.

How to Use the CCNA Report Tool

Start a New Assessment

Learn About the Data

The CCNA tool allows you to:

- Define estimates and sources of data included in your report (e.g., Infrastructure, Public Health, Education, Income, Employment, and health care)
- Select specific demographic information to assess (e.g., education level, income, employment status)
- Select specific indicators related to the needs of the community

Using Maps & Data to Support Your Community Needs Assessment Process

The CCNA Map Tool allows members of a community to create maps based on a variety of data sets (e.g., American Community Survey and the Current Population Survey). Members can use these maps to analyze various data sets, such as income levels and education levels, and to identify trends or patterns in the data.
Make it an Impact Assessment

- Need firepower (emotions)
- Outside-In approach:
  - Clients
  - Community
  - Collaboration
- Face to face
- Outcomes achieved (and not achieved)
- Stories, personalized
- Connected to data

Wipfli’s “CIA” Process

1. Prepare
   • Convene a project team and review desired outcomes; check assumptions
2. Recruit
   • Outline the approach for face-to-face engagement and story gathering
3. Design
   • Prepare for quantitative (and more qualitative) data gathering
4. Research
   • Gather and compile community data, feedback, and useful information
5. Analyze
   • Review and summarize findings to prepare initial results
6. Validate
   • Go back to #’s 2, 3 and 4 to check results and re-engage
7. Communicate
   • Prepare the findings for stakeholder communication and planning
Stakeholder ID Circles

Assessment Methods

Interviews ★★★
- **PRO**: great for depth, stories and personal connections
- **CON**: requires time and resources

Surveys ★★★
- **PRO**: great for efficiency, reach and validity
- **CON**: tend to be general and somewhat hollow
Assessment Methods

Surveys with Benchmark Data ★★★

- **PRO:** great for efficiency, reach, validity, comparability, and preliminary read on strengths, weaknesses, opportunities and threats
- **CON:** data segmentation to similar/comparable organizations

**GPS Survey™**

“How do we get from here to there?”

A Strategic Thinking Tool

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Assessment Methods

Focus Groups ★★★

- **PRO:** good for depth, stories and new relationships
- **CON:** strong facilitation skills needed and requires resources

Observational ★★★

- **PRO:** rich with ‘truth’ and ah-ha data points
- **CON:** highly time intensive
Assessment Methods

Benchmark Data ★★★
- **PRO**: great for speed
- **CON**: can be costly and have less relevance

Existing Data ★★★
- **PRO**: okay for history and context
- **CON**: can be biased, stale, or reinforcing of your status quo!

Internal Assessments
### Agency Assessment

- **Myself**
- **My staff**
- **My agency**

### Decision Matrix

<table>
<thead>
<tr>
<th>Least Critical to Clients</th>
<th>Most Critical to Clients</th>
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<tbody>
<tr>
<td><strong>Most Capable to Deliver</strong></td>
<td>4. Reduce or Find a New Market (Sell)</td>
</tr>
<tr>
<td><strong>Least Capable to Deliver</strong></td>
<td>3. Reduce or Remove (Find a Different Owner)</td>
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Agreement-&-Certainty Matrix

Right in Paris, workshop participants placed their challenges on a matrix wall chart.

Liberating Structures

Ecocycle Planning

Renewal
Networker

Maturity
Manager

Poverty Trap
Not investing

Rigidity Trap
Not letting go

Birth
Entrepreneur

Creative Destruction
Heresy

Liberating Structures
Organizational Culture

“The way we are expected to do things around here”
System of shared beliefs, values and assumptions (Ideal Culture) that can lead to behavioral norms & expectations (Current Culture)

Organizational Climate

“The way things are around here”
Shared perceptions and attitudes about the organization

Climate

Clarity of Mission | Teamwork
Management Actions | Strategy / Goals
Work Environment | Involvement
Managing Change | Perks / Benefits

Culture

Take on Challenging Tasks | Check with boss
Know the business | Not “rock the boat”
Proactively share ideas | Plan Ahead
Never make a mistake | Point out flaws
Shared Vision

For a vision to be **compelling**, it must be developed in **collaboration** with your stakeholders.

- Is one answer to the burning platform
- Helps to creatively and collaboratively solve
- Increases buy in, reduces enforcement
- Can be a MESSY process
Shared Vision

- Imaginable
- Desirable
- Gives direction
- Feasible
- Focused
- Flexible
- Communicable

John Kotter, Leading Change
Inputs to Long-Range Goals

Long-Range Goals developed based on:

- Mission
- Vision
- Values
- Needs of the community
- Strengths, expertise, and leadership of the organization
- GAPS

High Impact Goals

1. Change the mindset of the community
2. Change the goals of systems
3. Empower people to self-organize
4. Lead to change
Goal Decisions

- Develop 3 to 5 Long-Range Goals that are externally focused based on areas of need and expertise
- Everything you are doing or will do should fit into a Long-Range Goal (there is only one plan)
- Develop 1 Long-Range Goal that is internally focused: how we do business here.

Goal Language – BROAD

B old – beyond expectations
R esponsive
O rganization-wide
A spirational
D ynamic

BOTTOM LINE: Goals need to inspire and promote creativity/strategic thinking
Goal Examples

EXAMPLE

• **Vision**: Children, individuals and families believe in a positive future, and are respected, connected and thriving.

• **Education Long-Range Goal**: Develop community capacity to ensure all low-income children receive a high-quality, well-rounded education, including early childhood programming

Short-Term Goals Language – SMART

S pecific – Improve, increase, develop, design
M easurable – #s or %s
A ttainable
R ealistic
T imely – 6-24 months

BOTTOM LINE: These expected changes should *drive* action plans and the allocation and prioritization of resources
Short-Term Goal Development

- Ask “So What” at least 3 times OR
- Ask “Why” at least 5 times

- Check that each Short-Term Goal ties to one or more Long-Range Goal, which ties to your Shared Vision

- Make sure you can actually MEASURE the outcome(s)
  - If you can’t measure it, change the Short-Term Goal

Why is leading change so hard?!
Change: Connecting All the Dots

Change is Simply Hard for People
We Make Change Hard, Too

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<thead>
<tr>
<th>Time</th>
<th>Board/ED</th>
<th>Program Dirs/Admin.</th>
<th>Supervisors</th>
<th>Front Line Staff</th>
<th>Clients</th>
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Beginning of Transition | End of Transition

Acceptance | Resistance | Anger | Shock

Leading Change

(special) THANKS to our sponsors

In each of Prosci’s eight benchmarking studies, participants identified the #1 contributor to success:

“Active and visible sponsorship”
Leadership’s role

1. Participate actively and visibly throughout the planning and execution steps (key messages, expectations and updates)
2. Build a change team around strategic goals
3. Communicate directly with employees

From Prosci’s 2014 Best Practices in Change Management benchmarking report

Middle to frontline leader role

1. Seek to fully understand the strategic purpose of change and be personally committed
2. Work with leaders to secure full understanding and commitment
3. Have a defined method for problem solving and use it
4. Translate organizational messages with more details specific to their areas/associates
5. Establish clear expectations and create accountability
6. Manage resistance, reinforce right behaviors
Additions to the frontline leader’s role

1. Communicate, guide, coach, engage and lead individuals through change
2. Be an expert at the individual, personal message of change (WIIFT, WIDTT)
3. Identify and address resistance at a personal level

Communicating Change

To ensure your message creates awareness, carries urgency, or establishes vision:

1. Ask “what’s in it for my intended audience?” – how will this impact daily life?
2. Describe clearly what’s at stake; in one sentence
3. Outline what will happen if no change occurs
4. Define the difference between current reality and future
5. Tie this message to a larger vision of success
6. Put a time to when it's appropriate to act
Sustaining Change Efforts

1. Measure the impact
   • Gather feedback from stakeholders
   • Use both leading and lagging measures

2. Identify gaps and truly manage resistance
   • Make course correction to control change fatigue and skepticism
   • Avoid “high performers” syndrome

3. Reinforce the change efforts
   • Document new processes
   • Integrate changes into performance expectations
   • Celebrate successes

4. Document lessons learned
   • Foster a change competency within your organization
Thank you!
EVALUATIONS
The Partnership Wants Your Feedback!

Please be sure to **complete** the evaluation for this session **online**, via the **CAPCON18 Event App**.

Thanks in Advance for your Cooperation!