

Strategic Planning Toolkit

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Nine Stages for Developing a Strategic Plan

There are nine steps necessary for developing a Strategic Plan.

Stage 1: Create the planning team.

Stage 2: Establish the relevant scenarios.

Stage 3: Develop or reaffirm the Vision and Mission.

Stage 4: Apply the SWOR Analysis filter.

Stage 5: Set strategies and reality checks against SWOR.

Stage 6: Develop Action Plans.

Stage 7: Filter actions against the scenarios to ensure robustness of actions under all scenarios

Stage 8: Implementation.

Stage 9: Measure implementation.



Sample Action Plan

Each strategy will usually have more than one Action Plan, with each plan targeting a different aspect of the strategy, or developing into a hierarchy of plans that need to be completed in a particular sequence.

The following example shows a completed Action Plan.

Action Plan

Strategy 1: Demonstrate representation of the wider finance industry.

Action Plan 1.1 Identify demographics of current members.

Scope: Identify demographic information relevant to planning needs; analyse what the database can do now, what it is capable of doing, what is needed; construct the database to accommodate survey information; identify how to collect, input and maintain data; survey all members with next subscription notice; review membership application form and renewal notice to include all database fields and survey information.

Resources: Database upgrade \$15,000; time allocation for data input.

Start: May 2008.

Completion: November 2008.

Project Manager: Executive Director.

Success Measure: 60% members have complete data on the database.

Ethical Dimension: Ensure privacy, ensure security of data.

Risk analysis: database corruption-need backup protocols



Strategic Plan Preparation Checklist

	<i>Date to be confirmed</i>	<i>Person responsible</i>	<i>Action</i>
<i>Who needs to be invited?</i> <i>Board</i> <i>Staff</i> <i>Stakeholders</i> <i>Committee reps</i>			
<i>Who does the inviting?</i>			
<i>Where and when will sessions be conducted?</i>			
<i>How long is each session?</i>			
<i>Who will conduct the scenario planning?</i>			
<i>How will scenarios be tested?</i>			
<i>Preliminary reading material to be developed, collated and sent</i>			
<i>Develop and send out any preplanning survey</i>			
<i>Who will facilitate the sessions?</i>			
<i>Who will chair the session?</i>			
<i>Who will collate/type information at the session?</i>			



Sample Strategic Plan Process Checklist

Preliminary kick-off meeting (involving the CEO and nominated specific Board member)	(Week1)
Collection and analysis of key documents by facilitator (constitution, annual report, financials, strategic documents as agreed)	(Week 1)
Agree who should be on the planning team	(Week 2)
Develop and circulate Board and planning team survey, collect survey returns and summarise relevant issues	(Week 3)
<p>Commence Planning retreat (Day 1)</p> <ul style="list-style-type: none"> • <u>9.00 am</u> Confirming or reaffirming the Vision • Developing measures of success • <u>10.30 am</u> Using your Vision/Mission statement as a strategic filter • <u>11.00 am</u> A Strengths, Weaknesses, Opportunities and Risks (SWOR) environmental filter analysis. • The impact of identified risks on your risk management plan • <u>1.30 pm</u> Agreeing and prioritising key strategies • Impact analysis between the SWOR, Core Vision, Core Purpose and Strategies. • <u>3.30 pm</u> Establishing the Strategic Workplans for all agreed strategies. <p>Continue Planning retreat (Day 2)</p> <ul style="list-style-type: none"> • <u>9.00 am</u> Establishing the Strategic Workplans for all agreed strategies. • <u>11.30 am</u> Strategies for ensuring that the strategic plan is carried out at the various levels, including structuring of the Board agenda, structuring committees, reviewing the strategic plan regularly, and strategic thinking processes. • <u>12.00 pm</u> Finish embedding the strategic plan into CEO and staff performance measures and job descriptions 	(Week 4)
Board approval together with follow-up support and ensure Strategic plan is properly written up	(Week 5)



Ensuring Your Vision Makes a Difference

Take the key elements of your vision statement, and map it against all the key programs and potential programs in your organization.

Key elements	Program name and how it meets these intents	Action
	Design: Implementation: Measurement: Reward:	
	Design: Implementation: Measurement: Reward:	
	Design: Implementation: Measurement: Reward:	
	Design: Implementation: Measurement: Reward:	



Operational and Business Plan Facilitation Checklist

<p>Preliminary kick-off meeting (involving the CEO and nominated specific Board members)</p>	<p>(Week 1)</p>
<p>Collection and analysis of key documents by facilitator (constitution, annual report, financials, strategic documents as agreed)</p>	<p>(Week 2)</p>
<p>Commence Operational Planning retreat</p> <ul style="list-style-type: none"> • 9.00 am Presentation to staff on the strategic planning process. How to use the Vision statement in operational project development • 9.30 am Short training session on how to write action plans, the importance of success measures, and how to develop the three different types of Key Performance Indicators (KPI's). • 10.00 am Departments develop Key Objectives and match against strategic plan • 11.30 am Teams develop detailed operational action plans • 3.00 pm Key Performance Indicators for Department/project teams • 3.30 pm Key Performance Indicators for individual staff □ • 4.00 pm Wrap up and summary of next steps 	<p>(Week 2)</p>

