



# DEVELOPING A STRATEGIC PLAN FOR A COMMUNITY

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*Getting the results you  
want from planning*

# goals

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- ⑩ PROVIDE A BASIS FOR MOVING FORWARD ON MEASURING RESULTS AS A FOLLOW-UP TO PLANNING.
- ⑩ IDENTIFY WHAT HAS WORKED WELL WITH PLANNING AND WHAT CAN BE IMPROVED.
- ⑩ REVIEW WHY WE PLAN. WHAT'S IN IT FOR THE COMMUNITY? WHAT'S IN IT FOR GOVERNMENT?
- ⑩ IS THERE A WAY TO SIMPLIFY THE PROCESS?
- ⑩ IDENTIFY WHO MIGHT BE INTERESTED IN EXPERIMENTING WITH ONLINE PLANNING AND REVIEW.

# Workshop agenda

1. **LEARNING GOALS, PROCESS AND AGENDA** 9:00 AM to 9:15 AM

2. **A REVIEW OF THE COMMUNITY PLANNING PROCESS, THE PURPOSE OF PLANNING, THE PLAN-DO-CHECK MODEL FOR PLANNING AND THE ISSUE OF FOLLOW-UP AND MEASUREMENT.**

9:15 AM to 10:00 AM

3. **TAKING STOCK OF WHERE WE ARE NOW:** This session will be devoted to looking at..

- What's working well in community planning now?
- What are the significant challenges you have encountered with planning? How have you dealt with them and what have you learned that will help make the process more effective?

This will be a small group discussion session. 10:00 AM to 10:30 AM

4. **MEASURING PERFORMANCE:** Developing performance indicators, setting performance targets, monitoring performance against targets, evaluating results against goals. 10:45 AM to 11:45 AM

5. **NEW DEVELOPMENTS IN PLANNING:** Online community planning and follow-up.... any volunteers? Quarterly meetings devoted to performance monitoring and evaluation. 11:45 AM to 11:55 AM

6. **Wrap-up** 11:55 AM to Noon

# Some suggestions...

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## Front end

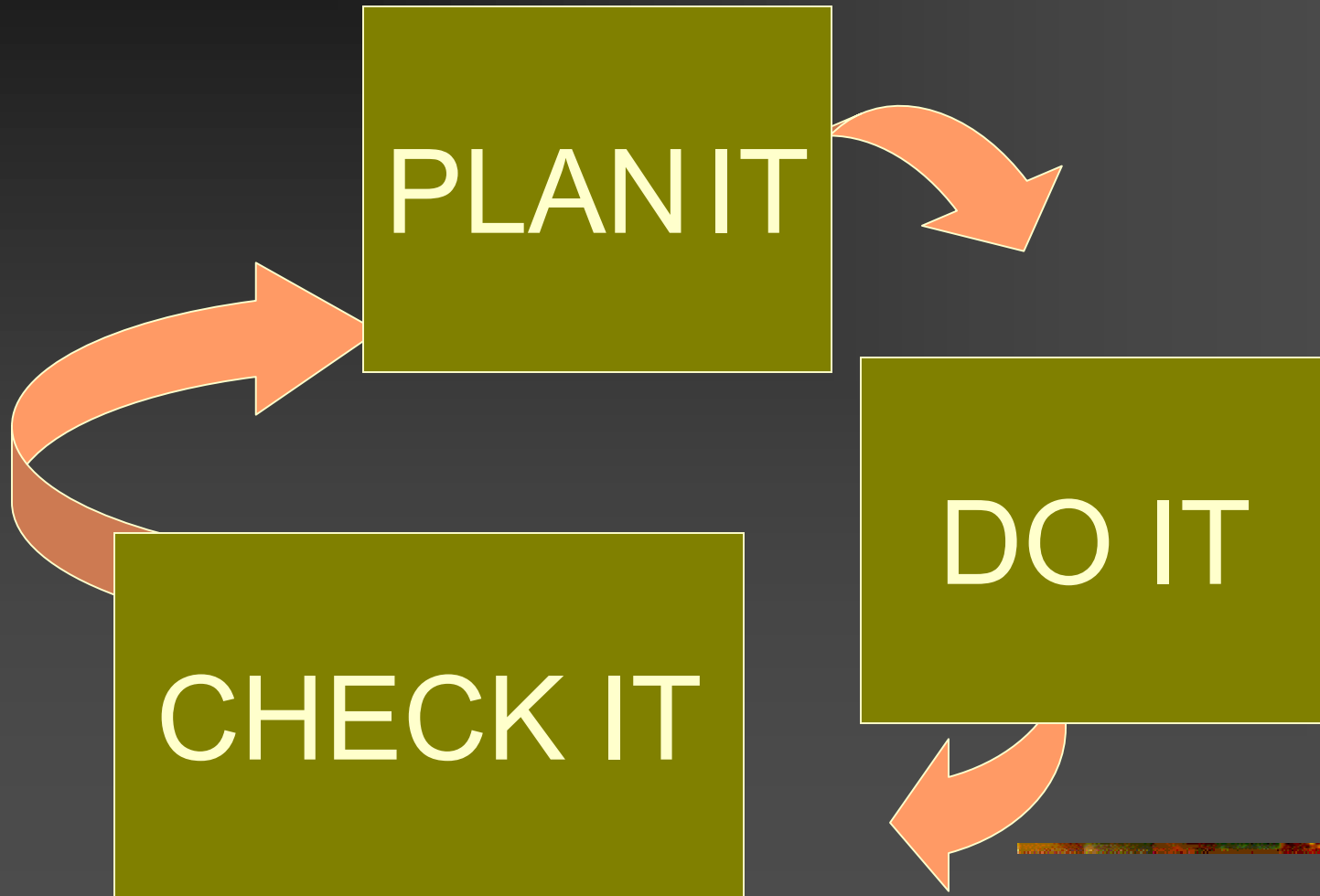
- Step it up a notch
- Vary the process
- Choose planning model from Lifecycle position
- Separate the strategic from the ongoing
- Do the SWOT, WORKING-NOT WORKING put the results in the plan

- Add measures at the beginning

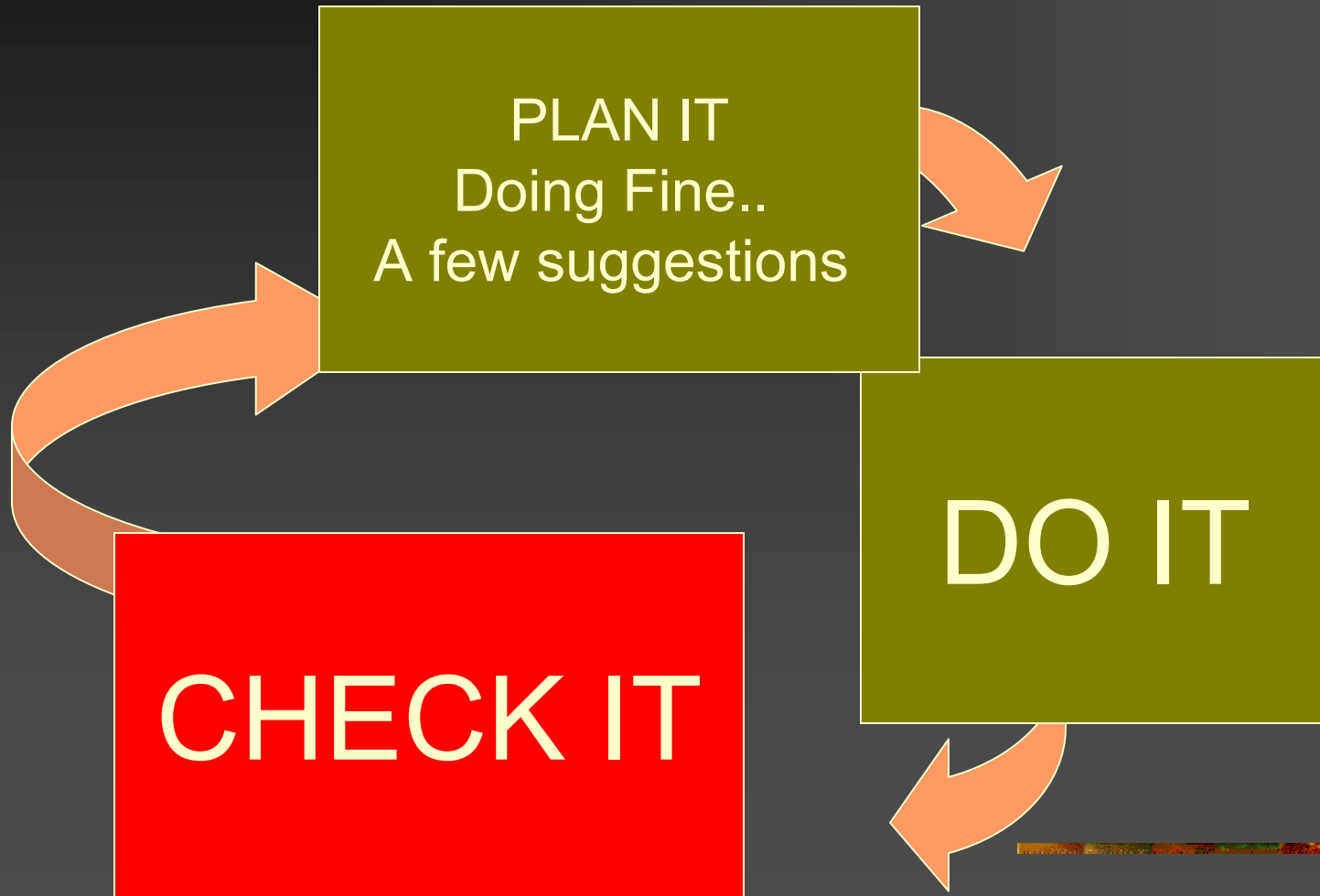
## Back end

- Lead the Strategic / Manage the Ongoing
  - Track performance against targets
  - Evaluate results/ impact against goals
-

# The Plan-Do-Check Model



# The Plan-Do-Check Model





# The Basics

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# The “Plan to Plan”

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- *“To develop a workable strategic plan that reaps the benefits of both the process and the plan itself, an organization must consider its plan for the plan. How should the process work? (i.e., Should there be timelines? Modules?) Who should be involved? What should be discussed? “*
-

# Getting started with "Strategic Planning"

- **Why are we planning?**
- *Some very successful organizations have no strategic plan. "Nearly 25% of the Best Managed companies in Canada do not have a written business plan."*
- *"Planning is essential, but plans are useless."*
- *'If you don't know where you are going... any road will take you there!'*
- *Who are we planning for... our community? our council? our funders?.. What does each want from the planning process?*

# Why are we planning?

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*Who are we planning for...*

- *our community? What's in it for the community?*
  - *our council? What's in it for the council?*
  - *The government? What's in it for our funders?..*
-

# What is Strategic?

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**UNEXPECTED OR STRATEGIC STUFF**

**THE 'EXPECTED' STUFF**

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# Reality Check

## **STRATEGIC STUFF**

**the unexpected and sometimes small  
stuff that has the potential to  
makes a big difference for people**

## **EXPECTED STUFF**

**That makes us mad... if it ain't there  
but doesn't make us happy if it is.!**

**ROADS, WASTE, WATER, FIRE, POLICE etc.**

**GETS INTO THE OPERATIONAL PLAN  
OR THE BUSINESS PLAN**

# What is Strategic today is 'expected' tomorrow..

## **STRATEGIC STUFF**

**Once the unexpected stuff becomes expected  
it drops down into 'operations'**



## **EXPECTED STUFF**

**That makes us mad... if it ain't there  
but doesn't make us happy if it is.!**

**ROADS, WASTE, WATER, FIRE, POLICE etc.**

**GETS INTO THE OPERATIONAL PLAN  
OR THE BUSINESS PLAN**

What was Expected yesterday  
can become Strategic tomorrow..



**STRATEGIC STUFF**

**EXPECTED STUFF**  
**When you fail to**  
**meet 'expectations'**  
**it will suddenly become strategic**

# Expected? Or Strategic?

- WASTE REMOVAL



# Expected? Or Strategic.....?

- BUILDINGS



What about garbage pickup??



# Expected or strategic?

## ROADS



# Expected? Or Strategic ?



# What is Strategic?

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**YOUR PLAN SHOULD HAVE  
A SMALL NUMBER OF STRATEGIC ISSUES  
EACH YEAR**

**THE 'EXPECTED' STUFF**

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# Lead the Strategic .. Manage the Expected

**NEW STUFF  
THE AREA FOR  
GOOD LEADERSHIP**

**THE 'EXPECTED' STUFF**  
THE ARE FOR GOOD MANAGEMENT

# What's Good Management?

## **Good management**

- **Preserve/Defend the system as it is**
  - **Plan and Budget**
  - **Organize and Staff**
  - **Direct and supervise**
- **Control and Problem Solve**

**Stability!**

# What's Good Leadership

## **GOOD LEADERSHIP**

- **Challenge the system as it is**
- **Inspire a new shared vision**
  - **Enlist key stakeholders**
- **Enable others to do their part**
  - **Encourage the Heart**

**Change!**

# Council and Staff

council

**NEW STUFF**

**that can make a significant  
difference**

**THE EXPECTED STUFF**

**That makes us mad... if it ain't... there  
but doesn't make us happy if it is.!**

**ROADS, WASTE, WATER, FIRE, POLICE etc.**

**GETS INTO THE OPERATIONAL PLAN  
OR THE BUSINESS PLAN**

Staff under  
council's  
direction

# Measuring performance?

council

**NEW STUFF**  
**COUNCIL SETS VISION, BROAD INDICATORS,**  
**TARGETS AND MONITORS PERFORMANCE,**  
**CELEBRATES ACHIEVEMENTS**

staff

**ONGOING STUFF**

**THE OPERATIONAL PLAN SHOULD**  
**CONTAIN ONGOING GOALS, INDICATORS, TARGETS,**  
**PERFORMANCE MEASURES & FEEDBACK**  
**MECHANISMS TO COUNCIL**

# What do you Measure?

council

**NEW STUFF**

**YOU MEASURE WHAT MATTERS TO THE CHANGE!!!**

staff

**ONGOING STUFF**

**YOU MEASURE WHAT MATTERS TO THE PEOPLE YOU SERVE!!!!**

# What matters for Roads?

council

**NEW STUFF**

**YOU MEASURE WHAT MATTERS TO THE CHANGE!!!**

staff

**ONGOING STUFF**

**YOU MEASURE WHAT MATTERS TO THE PEOPLE YOU SERVE!!!!**

# What matters for Fire Services?

council

**NEW STUFF**  
**YOU MEASURE WHAT MATTERS TO THE CHANGE!!!**

staff

**ONGOING STUFF**

**YOU MEASURE WHAT MATTERS TO THE PEOPLE YOU SERVE!!!!**

# What matters for Garbage Pickup?

council

**NEW STUFF**  
**YOU MEASURE WHAT MATTERS TO THE CHANGE!!!**

staff

**ONGOING STUFF**

**YOU MEASURE WHAT MATTERS TO THE PEOPLE YOU SERVE!!!!**

# What matters for a new initiative?

council

**NEW STUFF**  
***PROGRESS AS***  
***YOU IMPLEMENT &***  
***IMPACT WHEN YOU ARE FINISHED***

staff

**ONGOING STUFF**  
**YOU MEASURE WHAT MATTERS TO THE PEOPLE YOU SERVE!!!!**

# What matters for a new initiative?

council

***PROGRESS =***

- ***% COMPLETED***
- ***ON SCHEDULE***
- ***ON BUDGET etc.***

staff

**ONGOING STUFF**

**YOU MEASURE WHAT MATTERS TO THE PEOPLE YOU SERVE!!!!**

# What matters for a new initiative?

council

## ***Results and Impact=***

- ***Achievement vs Goals***
- ***Return on Investment***
- ***Change in Behaviour***
- ***Change in Attitudes***
- ***Etc.***

staff

**ONGOING STUFF**

**YOU MEASURE WHAT MATTERS TO THE PEOPLE YOU SERVE!!!!**

# Where does the 'new stuff' come from?

council

**NEW STUFF**  
**LOTS OF THE NEW STUFF COMES**  
**FROM THE COMMUNITY 'SWOT'**

staff

## **ONGOING STUFF**

**SOME OF THE STRATEGIC STUFF COMES UP FROM**  
**"WHAT'S WORKING/NOT WORKING?"**  
**'WHAT ARE WE DOING RIGHT?/WHAT NEEDS TO IMPROVE'**

# Single item COMMUNITY SWOT

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- What is our community's greatest strength?
  - What is our community's greatest weakness?
  - What is the biggest opportunity facing our community?
  - What is the biggest threat to our community's future?
-

# Quick Internal Assessment

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- What's working well?
  - What are we really good at?
  - What can we take up to a higher level of performance?
  - What's not working well?
  - What do we need to fix?
  - What needs to be totally reworked, rethought, rebuilt?
-

# What will be the goal(s) for our strategic plan?

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- What do we hope will be the outcomes of our planning process?
  - How will we know if we have achieved those outcomes?
-

# Common weaknesses of Strategic Planning

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- Can end up developed by a small group of insiders, creating a credibility problem among stakeholders
  - Focused on day to day rather than the long term
  - Often created but not implemented
  - Becomes so long and complex that it becomes a barrier to action
  - Becomes so rigid and structured that it becomes a barrier to action
-

# Common weaknesses of Strategic Planning (continued)

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- Often done too quickly
  - Overly enthusiastic approach can create never-ending planning
  - Developed and owned by consultants not the organization
  - Sometimes avoids the crucial issues
  - Often developed without an action plan
-

# “Best Practices” in Strategic Planning

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- Incorporation of the analysis and discussion into the plan itself
  - Well-articulated focus on the vision, mission, objectives (ends), strategies (means) and accountabilities in the plan.
  - Involvement of appropriate stakeholders in the planning process. These can include key partners, community members, employees, content experts and organizational champions.
  - A short time frame for completion.
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# “Best Practices” in Strategic Planning continued

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- Use of ongoing reviews and updates to ensure the action plan is being executed properly and that new information is factored into the plan as necessary.
  - Flexibility is important. Plans need to be able to be changed.
  - Avoid following models too closely. Every organization is different and its planning needs will be different.
-

# Getting started with "Strategic Planning"

- **What will we do? How will we proceed?**
- *There are options.*

# Four Planning Models

## Traditional

- SWOT
- Mission, Purpose, Vision
- Values
- Areas of Focus
- Action plans
- Implementation
- Learnings

## Good to Great

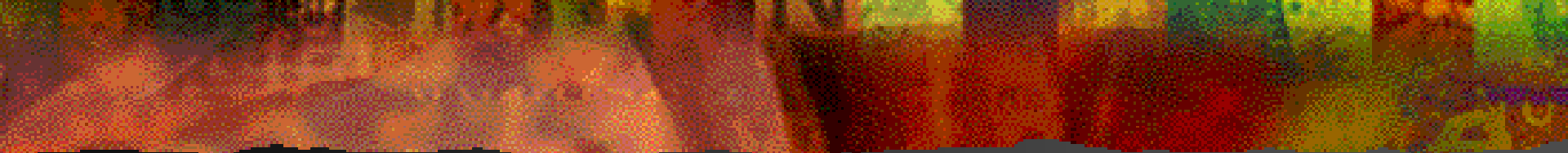
- Best At?
- Passionate about?
- Vision
- Team
- Pushes.. Blocks
- Action plans
- Implementation
- Learnings

## New Vision

- Vision, Now, Gap
- Vision Indicators
- Pushes.. Blocks
- Journey
- Action plans
- Implementation
- Learnings

## Issue-Focused

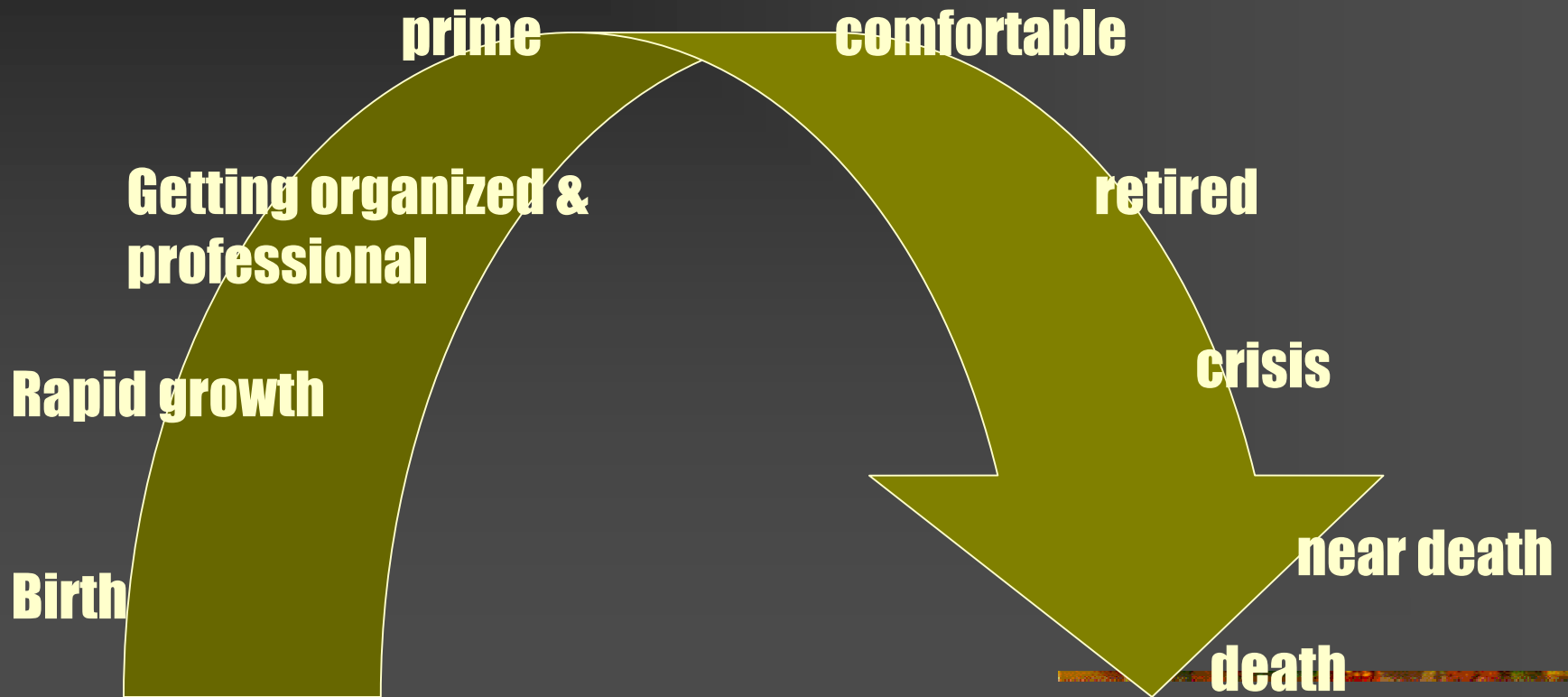
- Confirm Mission, Vision Values
- Identify key issues
- Process each issue
- Action plans
- Implementation
- Learnings



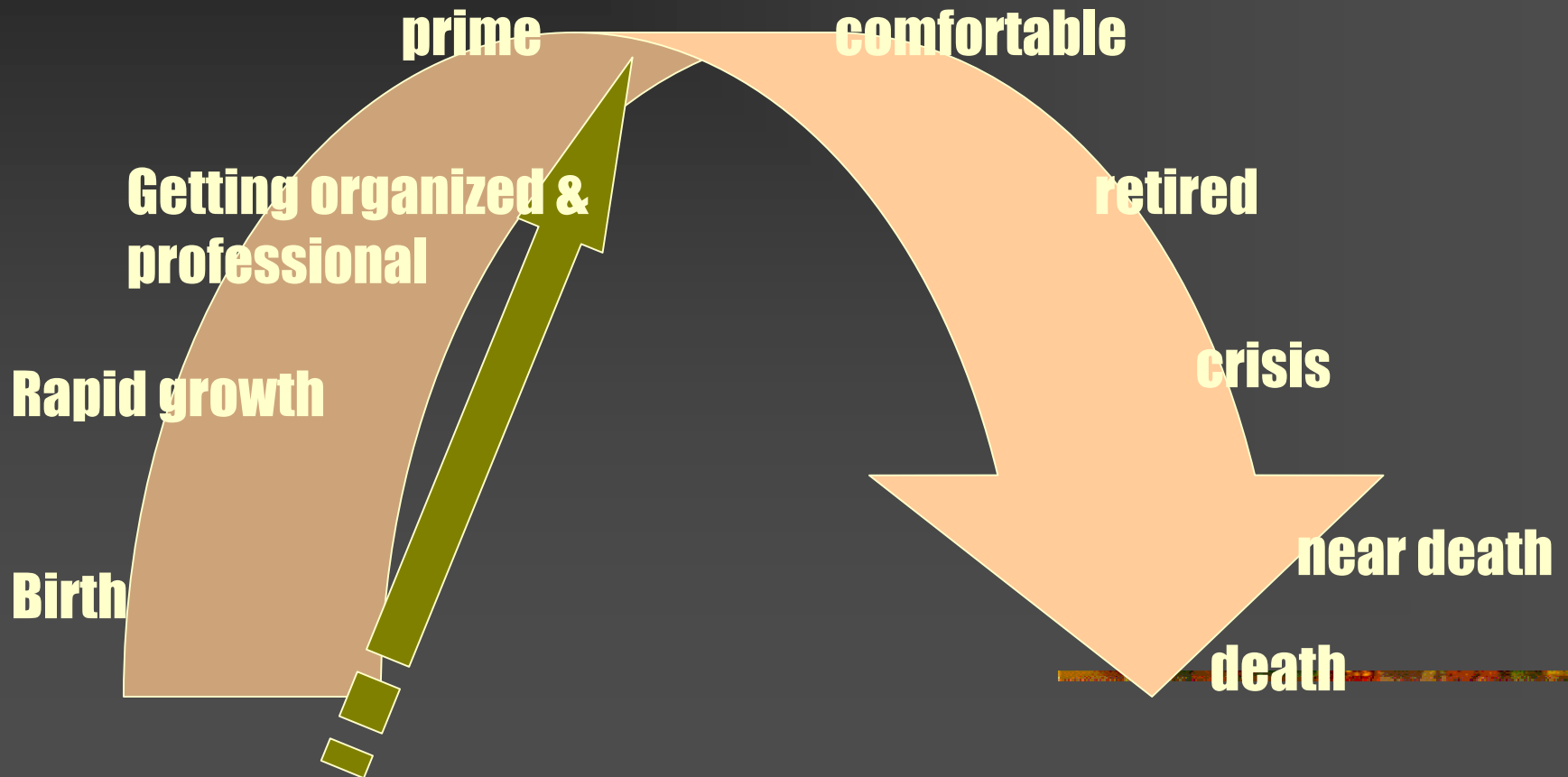
# Life Cycles and Strategic Planning

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# Everything has a life cycle including communities and councils



# Strategic Planning on the “growth” side



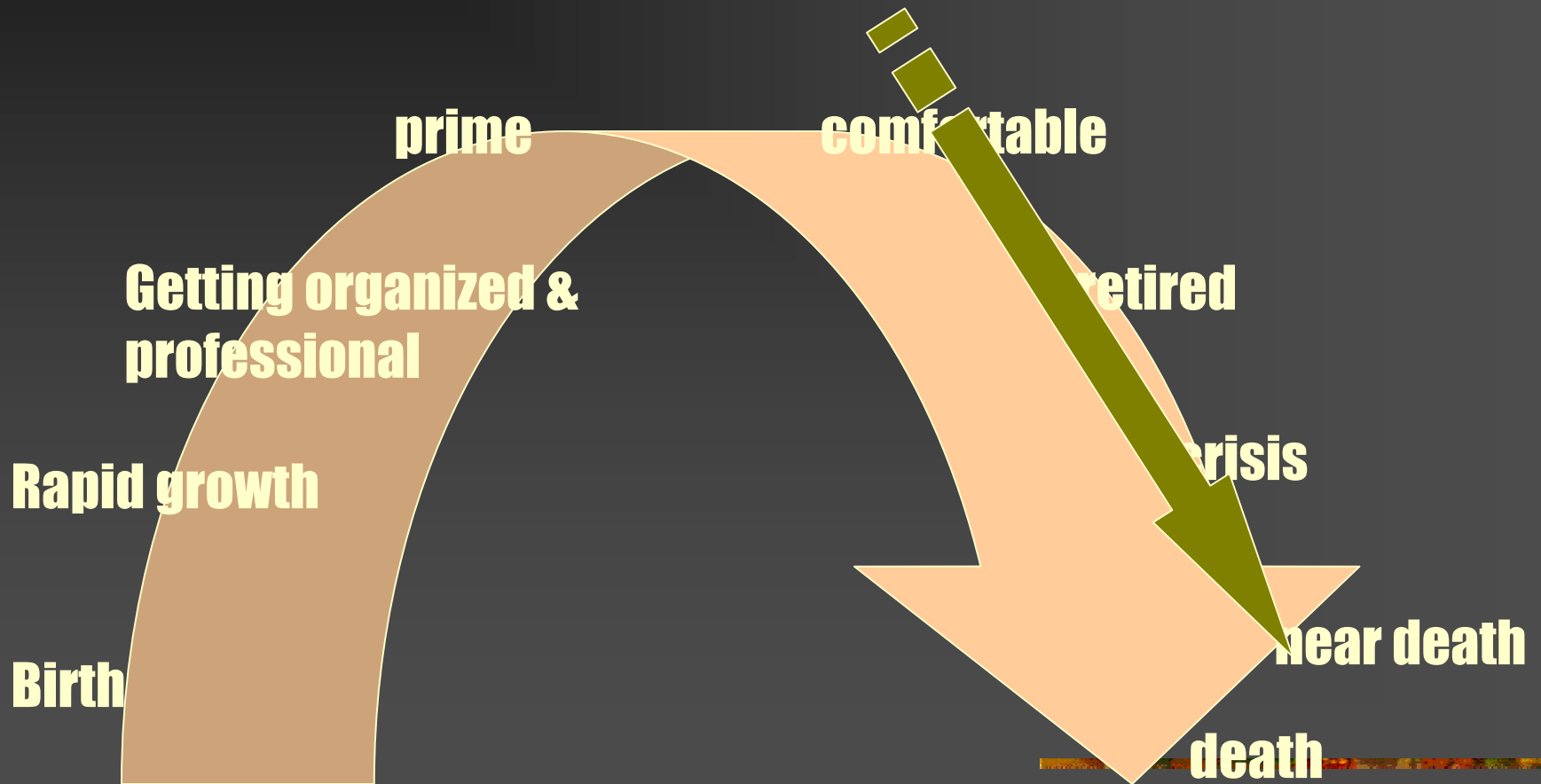
# Strategic Planning in Growth

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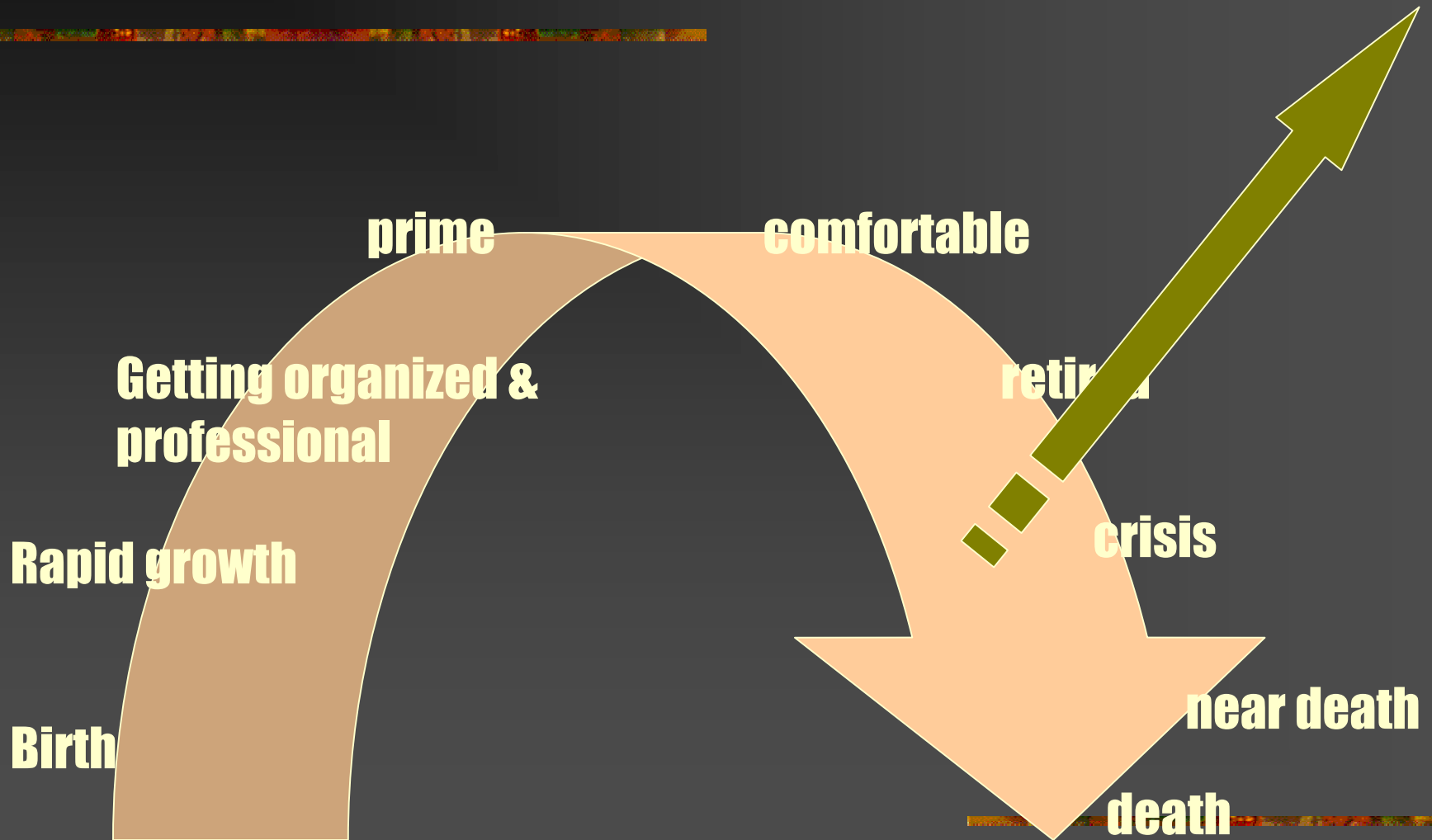
## Traditional Planning Model

- SWOT
  - Mission, Purpose, Vision
  - Values
  - Areas of Focus
  - Action plans
  - Implementation
  - Monitor, evaluate
  - Next cycle
-

# Strategic Planning on the “down’ side



# Strategic Planning for renewal

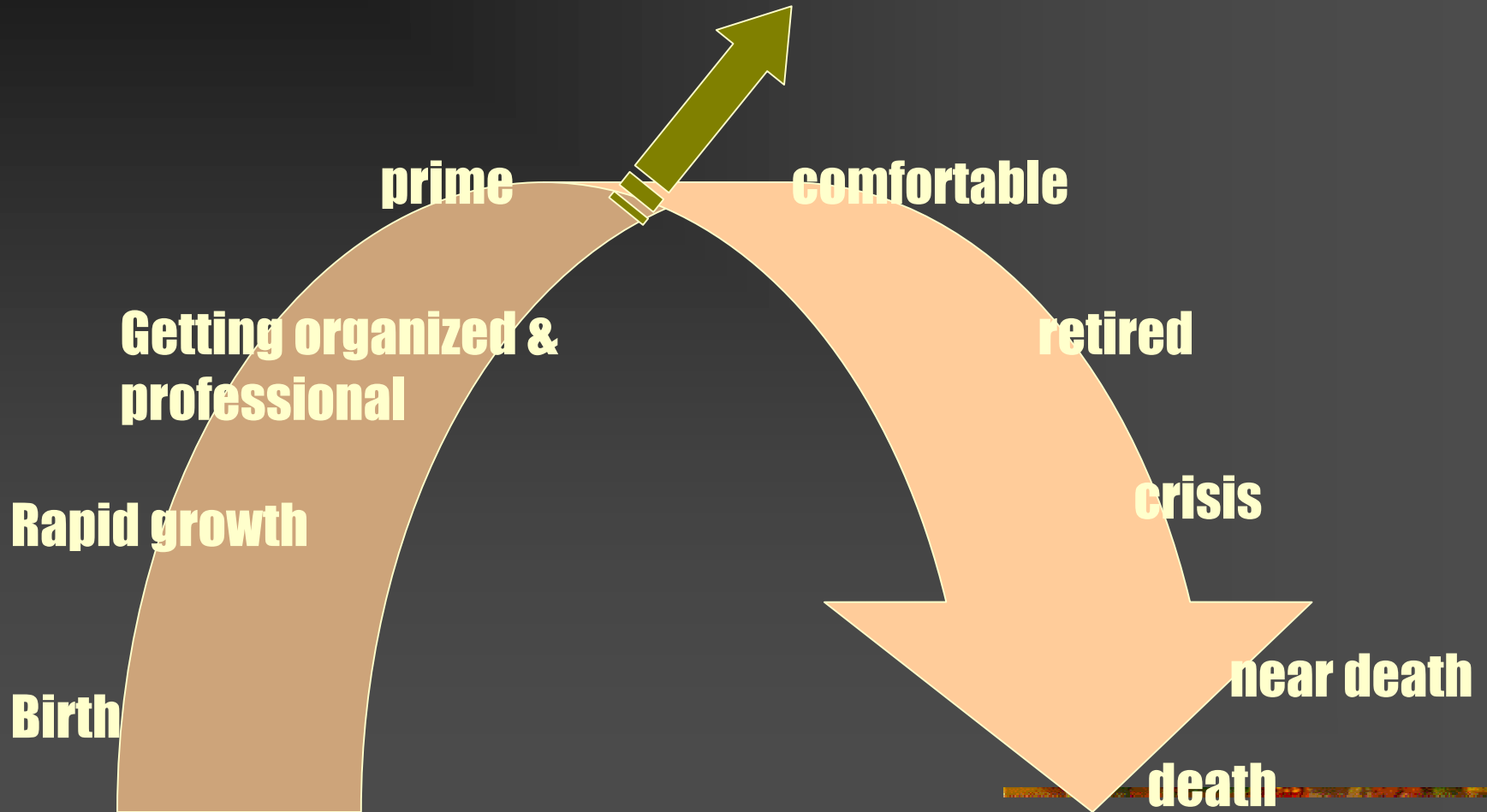


# Strategic Planning for renewal

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- Vision, Now, Gap
  - Vision Indicators
  - Pushes.. Blocks
  - Plan the Journey
  - Leader and 'turnaround team'
  - Action plans including who stays/goes
  - Implementation
  - Track Progress, Outcomes and Learnings
-

# Strategic Planning at the "Peak" ... Making a Good community Great



# Strategic Planning at the Peak

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## The 'Good to Great' Model

- What can we be Best At? What are we Passionate about?
- What is the new Vision
- Pick a Change Team to lead it
- Identify Pushes.. Blocks
- Action plans
- Implementation
- Monitor, Assess, Learnings

Best when.. *At Prime..Comfortable..At risk of decline*

# Which Planning Model?

## Traditional

- SWOT
- Mission, Purpose, Vision
- Values
- Areas of Focus
- Action plans
- Implementation

Best when..

- *New to planning*
- *Coming up the life-cycle*
- *Taking stock*
- *Getting organized*
- *Getting focused*

## Good to Great

- Best At?
- Passionate about?
- Vision
- Team
- Pushes.. Blocks
- Action plans
- Implementation
- Learnings

Best when..

- *At Prime*
- *Comfortable*
- *At risk of decline*

## New Vision

- Vision, Now, Gap
- Vision Indicators
- Pushes.. Blocks
- Journey
- Action plans
- Implementation
- Learning

Best when..

- *Over the hill*
- *Renewal required*
- *Focus on future, not the past*

## Issue-Focused

- Confirm Mission, Vision Values
- Identify key issues
- Process each issue
- Action plans
- Implementation
- Learning

Best when..

- *Others models completed*
- *Short term issues need attention*

# Getting started with "Strategic Planning"

- **Who will be involved? Who will lead, facilitate, record, participate?** *Remember: if you are not there when the plan is made it is difficult to feel committed to making it work.*
- **When? for how long? and how often will we meet?**
- **Where will the various events take place?**
- **How often will we plan? Annually? Quarterly? Etc.**
- **Other...**

# Our "Plan to plan"

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**STEPS**

**WHO**

**WHEN**

**WHERE**

1.

2.

3.

4.

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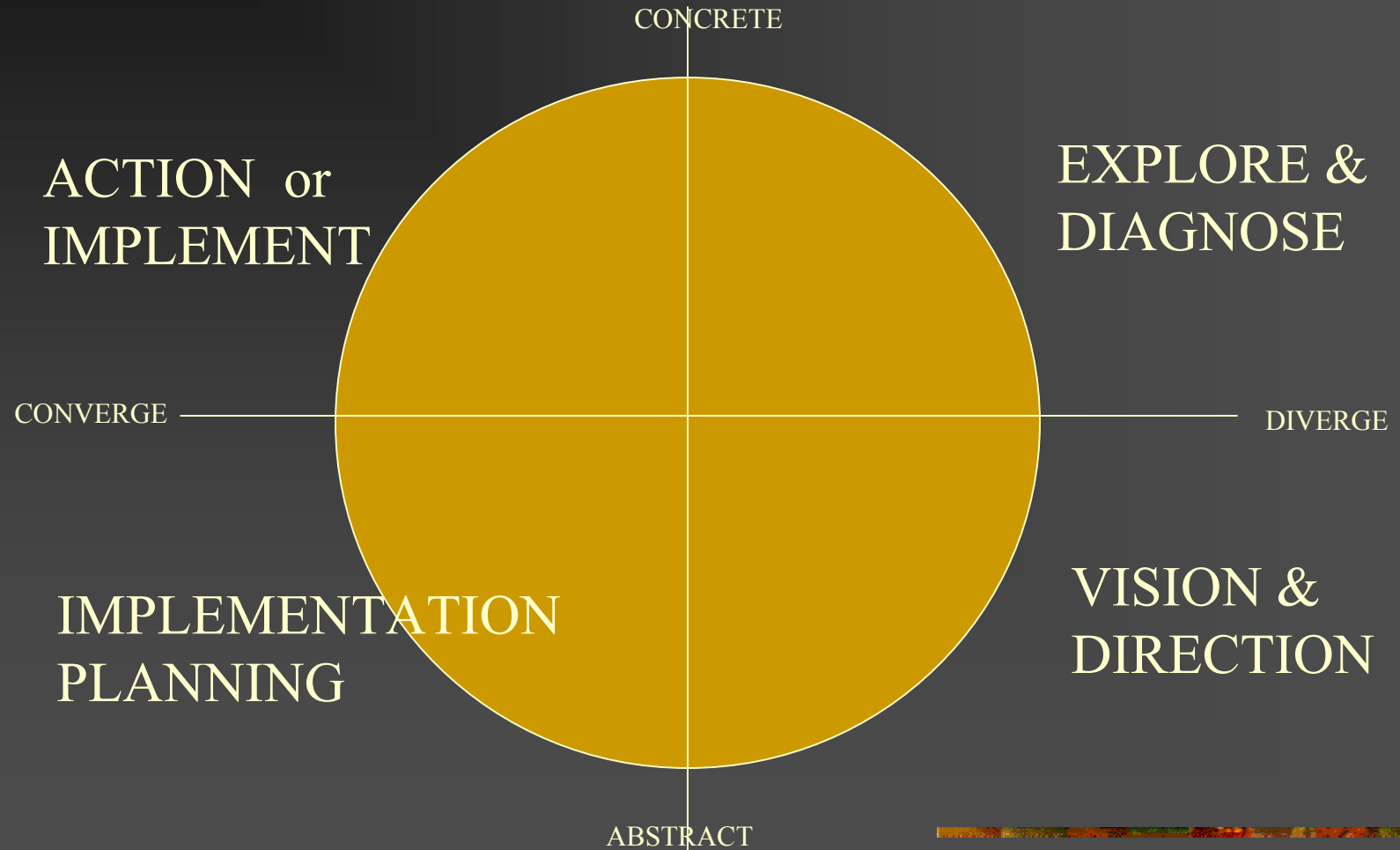
# GROUP TASK

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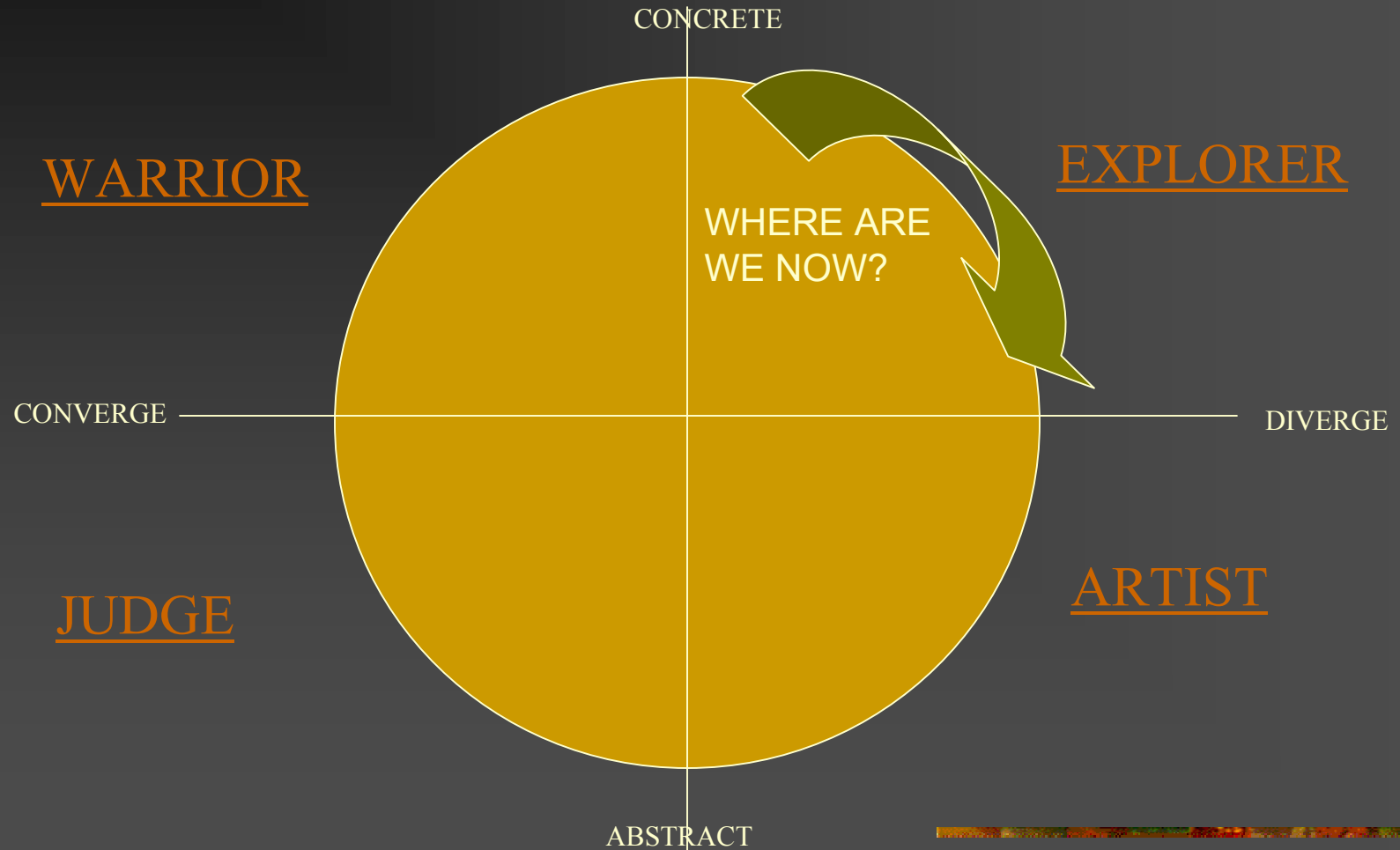
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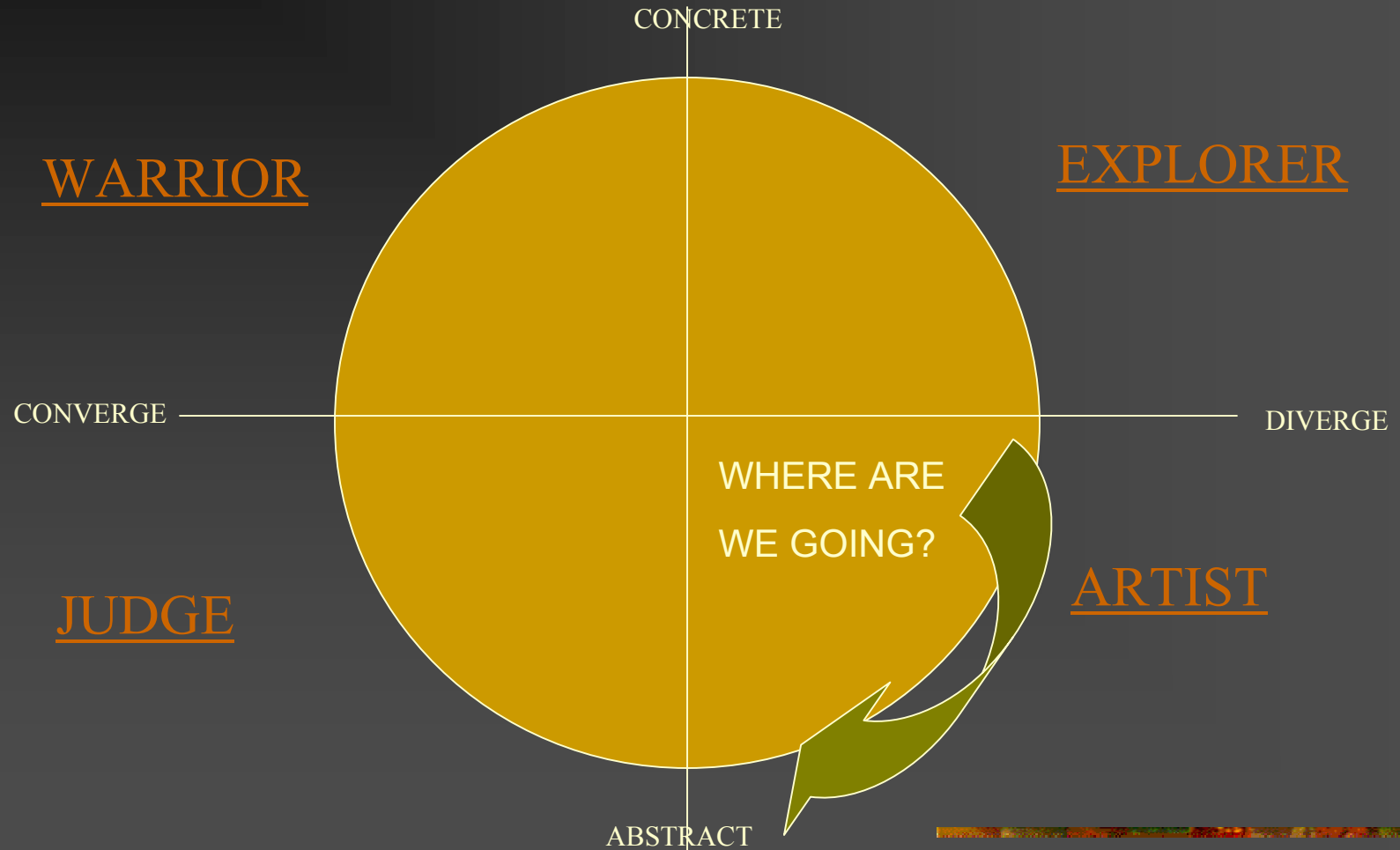
# THE TYPICAL PLANNING CYCLE



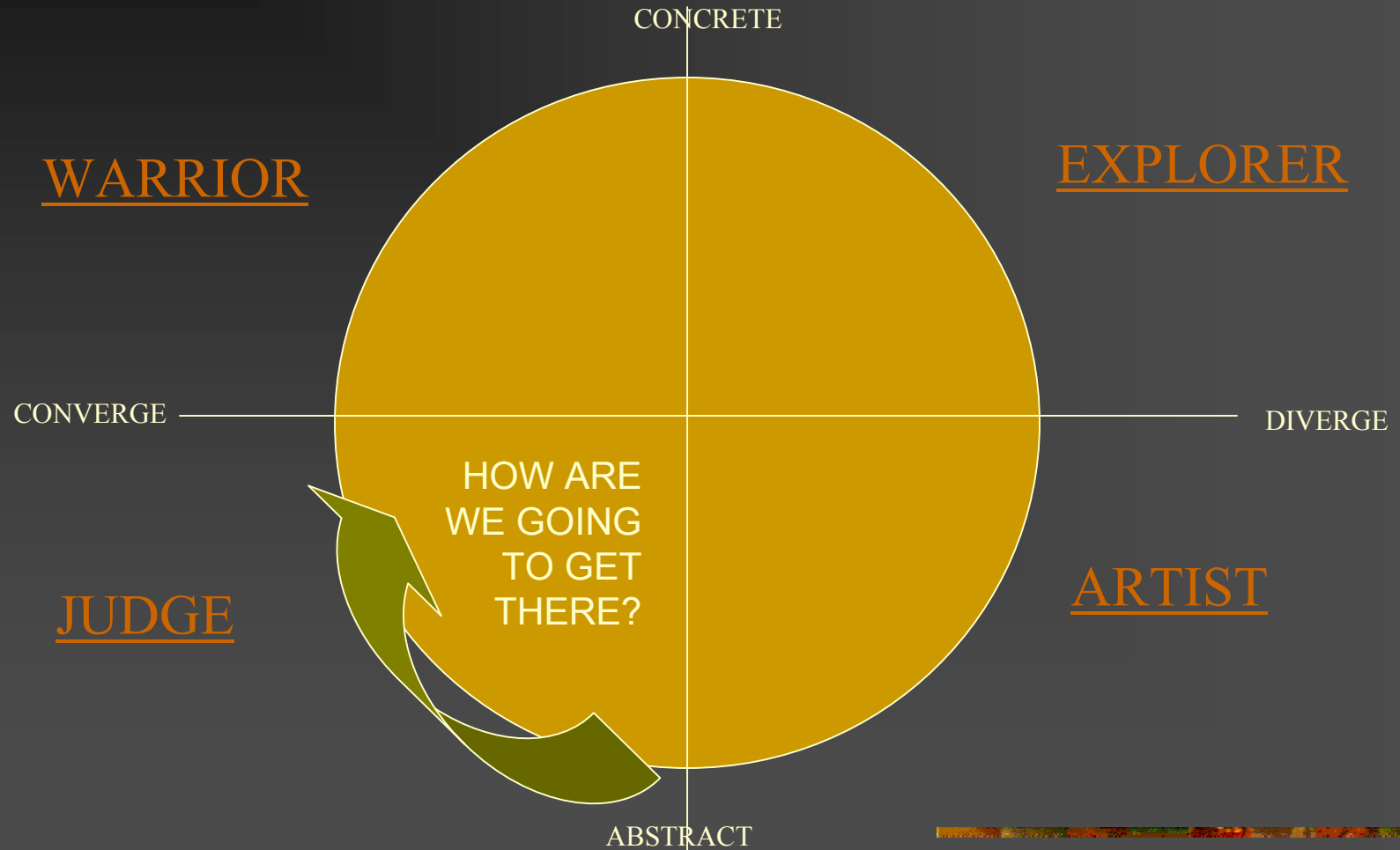
# Explore today



# Vision for the future



# Workplans for getting there



# Implement the workplans



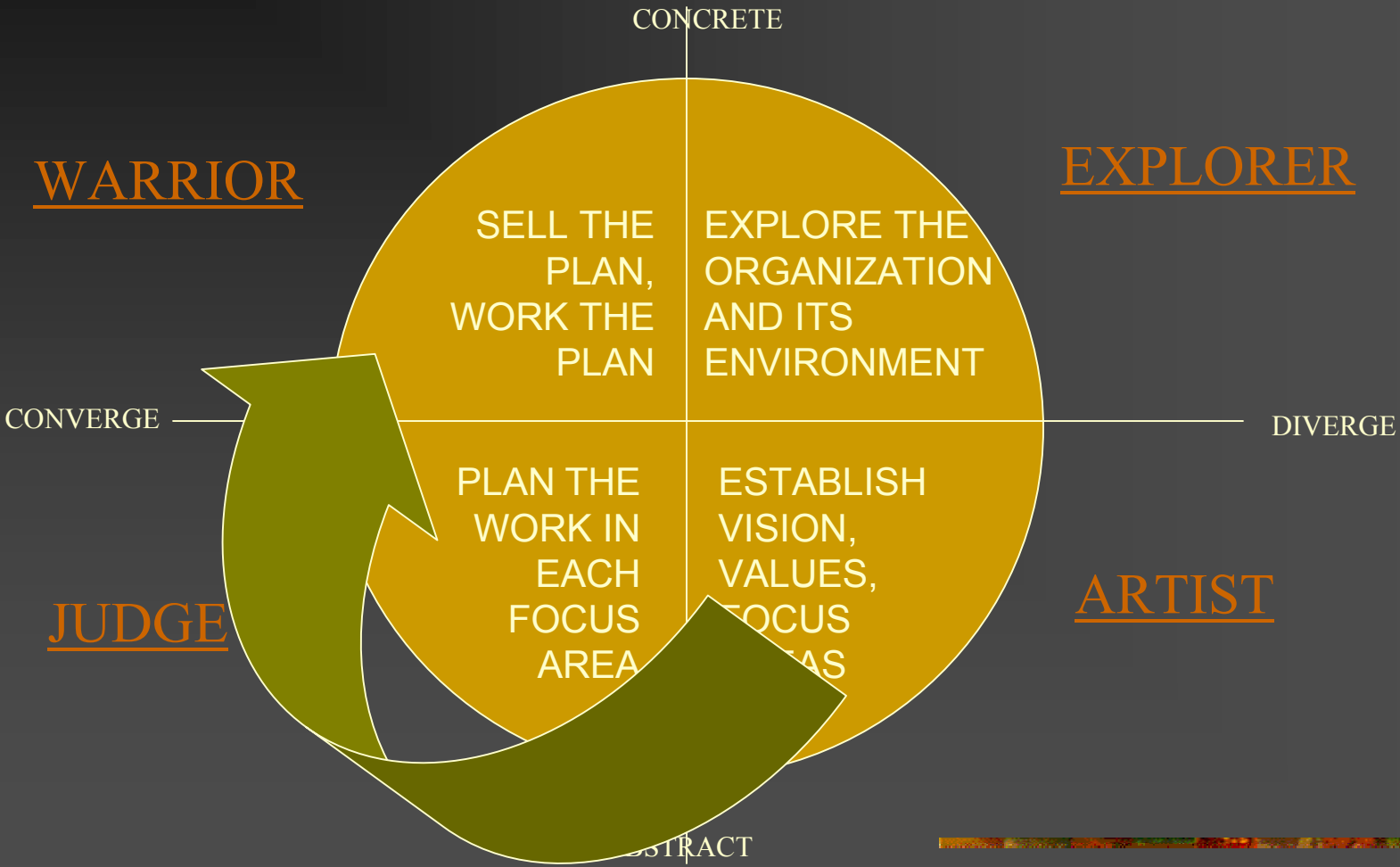
# The whole picture



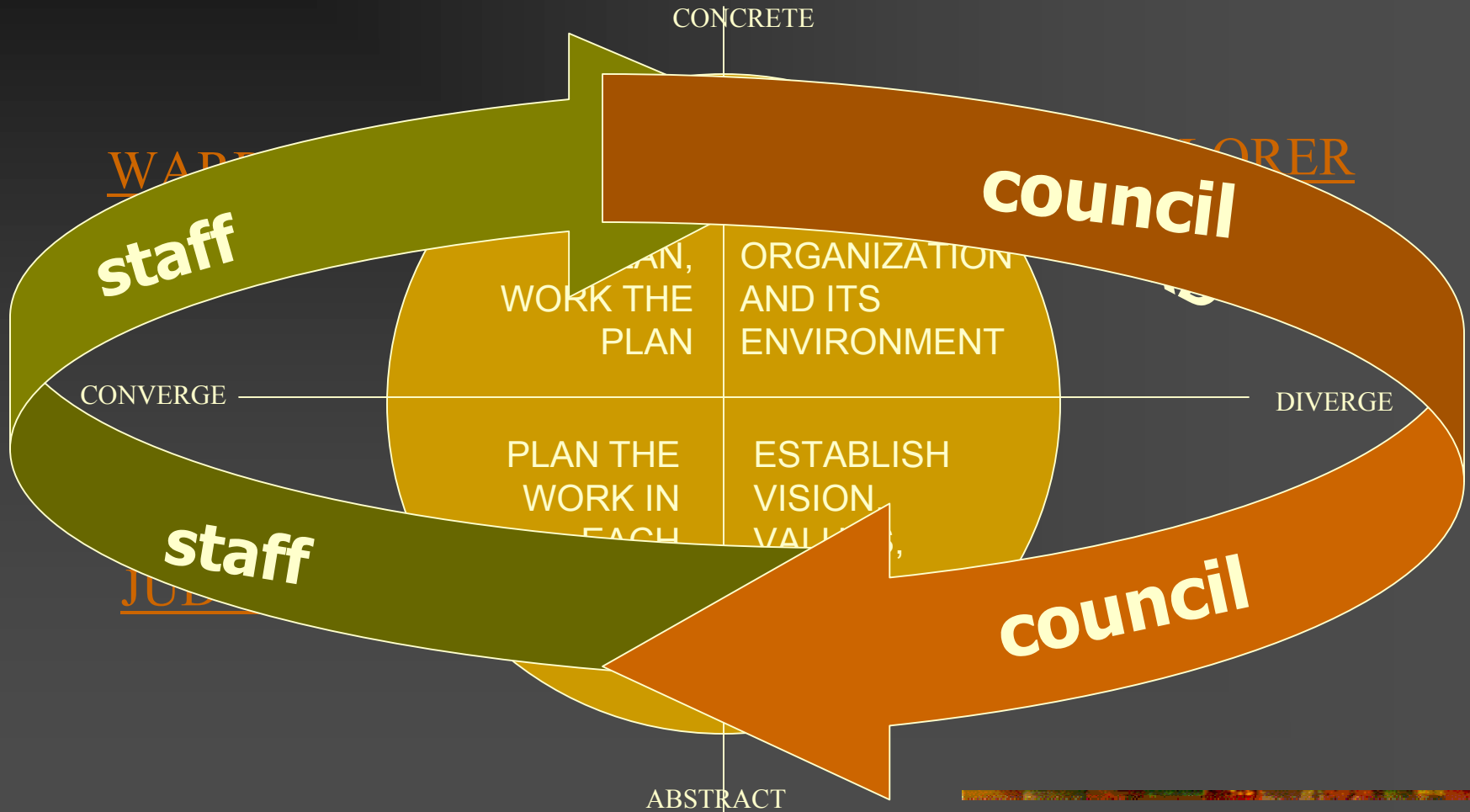
# New direction????



# Tighten the focus



# Council and Staff



# Workshop agenda

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6. **Wrap-up** 11:55 AM to Noon

# GROUP TASK

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# USING MEASURES IN STRATEGIC PLANNING

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- Developing performance indicators
- Setting performance targets
- Monitoring performance against targets
- Evaluating results against goals.

*The quality of the evaluation is directly related to the quality of the planning!*

---

# WHERE CAN WE USE MEASURES MORE EFFECTIVELY IN STRATEGIC PLANNING

- In the SWOT when we look at our strengths and weaknesses
- In setting overall direction or vision
- In determining if we live up to our core values
- In goal setting from Areas of Strategic Focus
- In checking progress and assessing results against goals.

*The quality of the evaluation is directly related to the quality of the planning!*

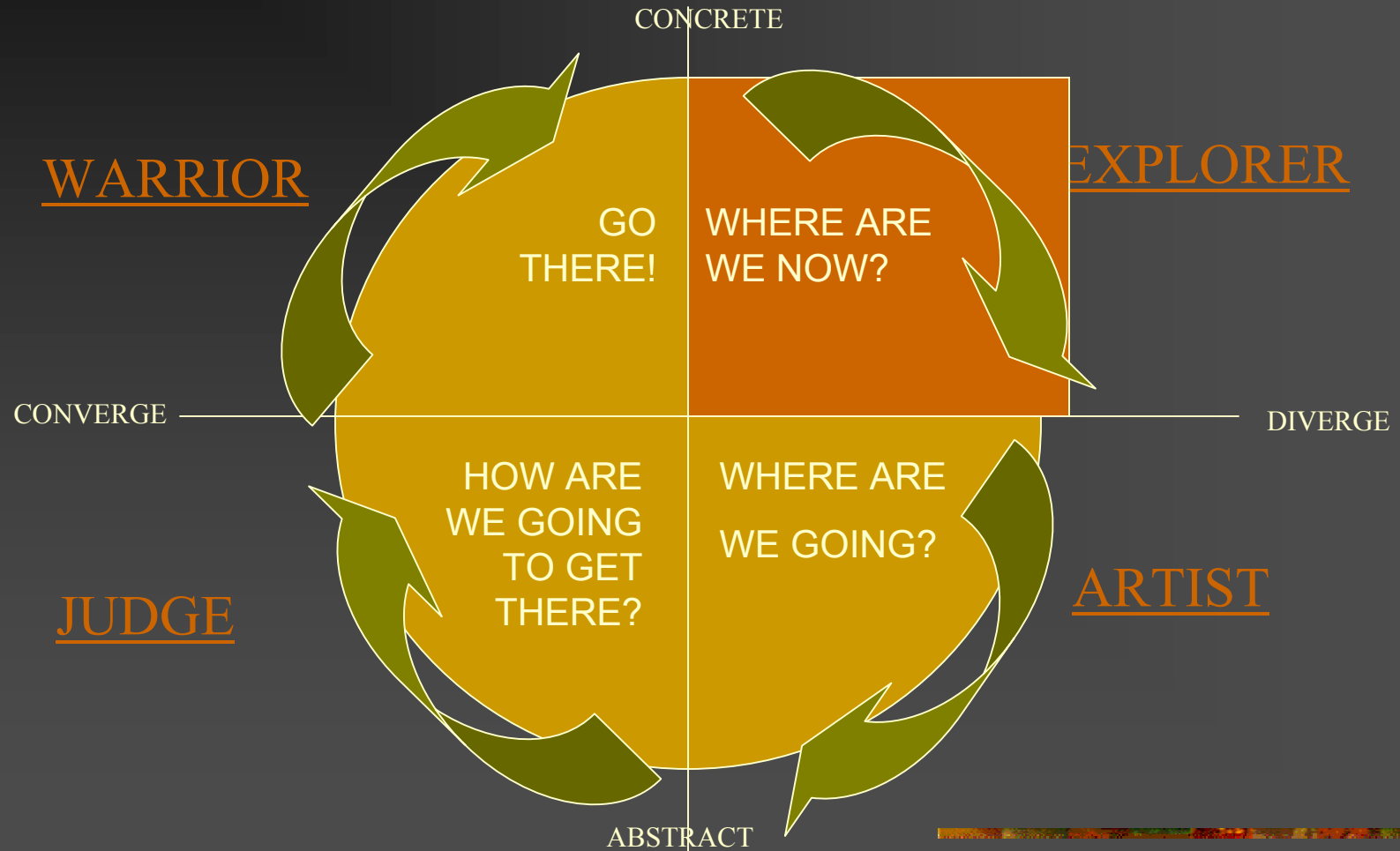


# The Explorer Phase

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Taking stock of where we are  
now

# The Exploration/Diagnostic Phase



# The exploration/diagnostic phase: Understanding where we are now

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- UNDERSTANDING OUR ORGANIZATION
  - IDENTIFYING “CRITICAL SUCCESS FACTORS”
  - COMPARING OURSELVES TO OTHERS or TO BENCHMARKS
  - IDENTIFYING OUR ‘INTERNAL’ STRENGTHS AND WEAKNESSES
  - IDENTIFYING AND ASSESSING THE ‘OUTSIDE’ THREATS AND OPPORTUNITIES
  - EXPLORING FUTURE OPTIONS
-

# Recent "Successes and Failures"

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What has taken place in our recent history that we are particularly proud of. What has taken place that we are sorry for?

**proud**

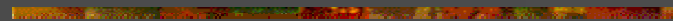
**sorry**

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# Critical Success Factors & Competitor Assessment

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factors      weaker      equal      stronger



# Taking stock of our "Strengths and Weaknesses"

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## STRENGTHS

*COMPETENCIES*

*LEADERSHIP*

*RESOURCES*

*ACCESS*

*PRODUCTS/SERVICES*

*PARTNERS*

---

## LIMITATIONS

# Assessing our "Threats and Opportunities" (STEP)

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**OPPORTUNITIES**

**THREATS**

SOCIAL

TECHNOLOGICAL

ECONOMY

POLITICAL

---

# Single item COMMUNITY SWOT

---

- What is our community's greatest strength?
  - What is our community's greatest weakness?
  - What is the biggest opportunity facing our community?
  - What is the biggest threat to our community's future?
-

# Quick Internal Assessment

---

- What's working well?
  - What are we really good at?
  - What can we take up to a higher level of performance?
  - What's not working well?
  - What do we need to fix?
  - What needs to be totally reworked, rethought, rebuilt?
-

# THE SWOT

## STRENGTHS

internal

## WEAKNESSES

What have we learned?  
What are we uniquely good at?  
What are we most proud of?  
What can we build a future on?  
Etc.

What have we failed to learn as yet?  
What are we uniquely poor at?  
What are we most sorry for?  
What must we improve?  
Etc.

## OPPORTUNITIES

external

## THREATS

What is going on outside that is positive, creates opportunities for us?

What is going on outside that is negative, challenges our future, threatens our success or even survival?

# SWOT DIAGNOSIS

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STRENGTH	<b>PROTECT</b>	<b>BUILD</b>
WEAKNESS	<b>DEFEND</b>	<b>ALLY</b>
	THREAT	OPPORTUNITY

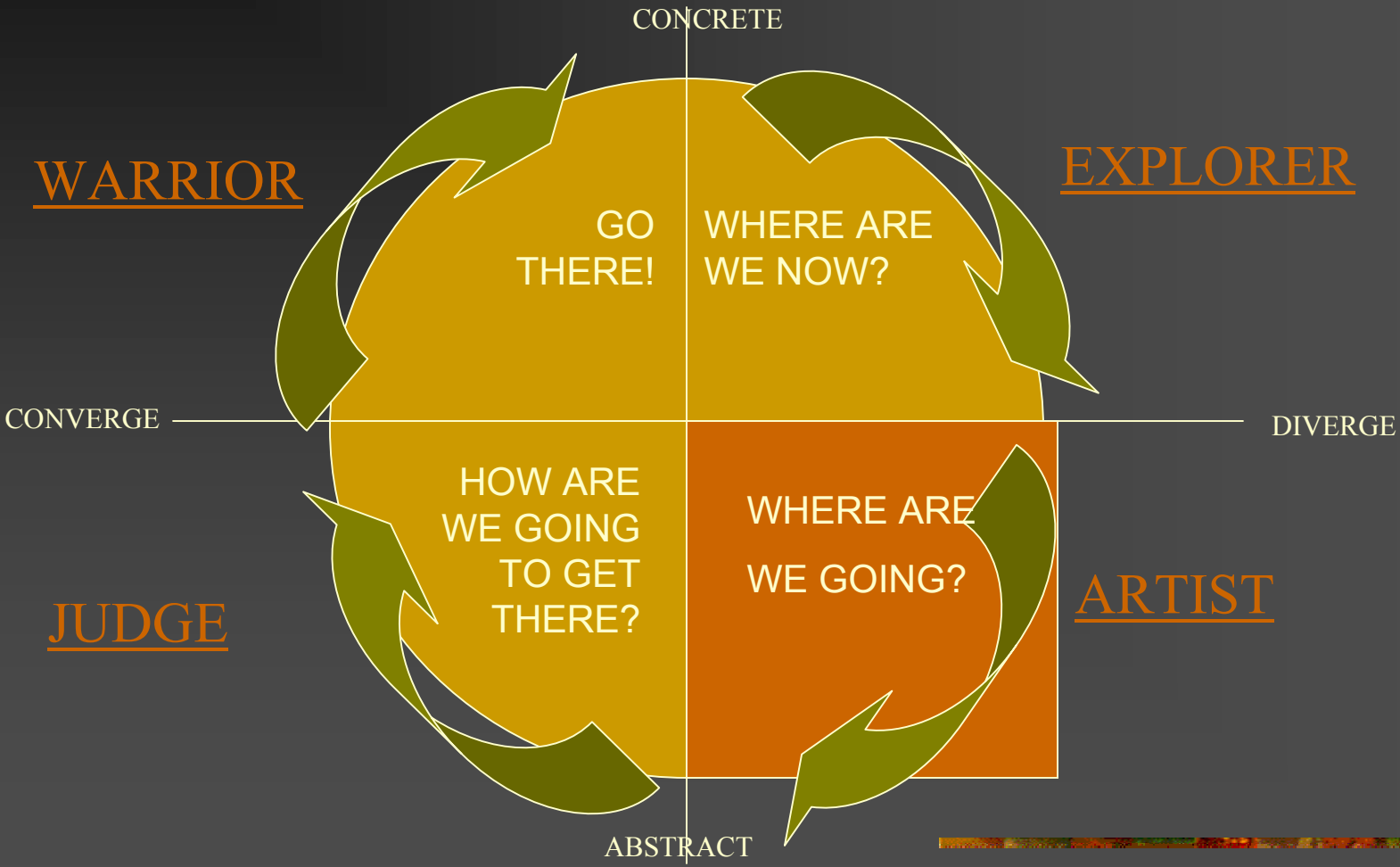


# The Artist Phase

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Deciding where we are going

# The Vision/Direction Phase



# The Vision/Direction phase

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- PURPOSE AND MISSION
- PAST ...PRESENT... FUTURE
- POSSIBLE FUTURES
- OUR VISION or DIRECTION
- VISION INDICATORS
- OUR CORE BELIEFS AND VALUES
- AREAS OF STRATEGIC FOCUS:
  - *Problems,*
  - *Innovations,*
  - *Keep,*
  - *Drop*

*The only way to predict the future is to create it!*

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# OUR PURPOSE & MISSION

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- **PURPOSE:** Why do we exist as an council? What would be the consequences of us not being here? What is our role?
  - **MISSION:** Who do we serve? How do they benefit from our services? What services do we provide? How do we differ from others who offer the same services to the same persons?
-

# Our Future?????

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WHAT IS OUR OVERALL DIRECTION FOR THE NEXT YEAR AND BEYOND..

- *STAY THE COURSE?*
  - *MINOR CHANGES?*
  - *MAJOR CHANGES?*
  - *DESPARATE NEED TO TURN THIS COUNCIL/COMMUNITY AROUND?*
-



# VISION INDICATORS

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What indicators will we use to measure progress towards our vision?

What is an indicator of...

- A healthy community?
- Quality of life? Social well-being
- Safety? Crime?
- Economic growth?
- Infrastructure?
- Relationships?

*If you don't know where you are going, any road will take you there!*

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# VISION INDICATOR TABLE

INDICATOR	NOW DATE:		GOAL DATE:	CHECK DATE:
Km's of paved roads	28		50	47

# OUR CORE VALUES

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WHAT DO WE BELIEVE, VALUE, HOLD SACRED ABOUT...

*THE PEOPLE WE SERVE*

*THE QUALITY OF THE WORK THAT WE DO*

*THE PEOPLE WHO WORK FOR US AS EMPLOYEES*

*THE FINANCIAL RESOURCES ENTRUSTED TO US*

*THE ENVIRONMENTAL RESOURCES ENTRUSTED TO US*

*THE LARGER COMMUNITY OF COMMUNITIES OF WHICH WE ARE A PART*

*OTHER IMPORTANT MATTERS*

---

# How do we know we are living up to our CORE VALUES?

HOW CAN YOU MEASURE ...

*HOW THE PEOPLE WE SERVE FEEL ABOUT OUR SERVICES?*

*THE QUALITY OF THE WORK THAT WE DO?*

*HOW THE PEOPLE WHO WORK FOR US AS EMPLOYEES FEEL ABOUT WORKING HERE?*

*HOW WELL WE STEWARD THE FINANCIAL RESOURCES ENTRUSTED TO US?*

*HOW WELL WE STEWARD THE ENVIRONMENTAL RESOURCES ENTRUSTED TO US*

*HOW WELL WE SUPPORT THE LARGER COMMUNITY OF COMMUNITIES OF WHICH WE ARE A PART*

*OTHER IMPORTANT MATTERS*

# The "Areas of Strategic Focus"

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- ❑ problems to solve
  - ❑ areas for innovation and experimentation
  - ❑ strengths to preserve and build on
  - ❑ areas to drop or reduce
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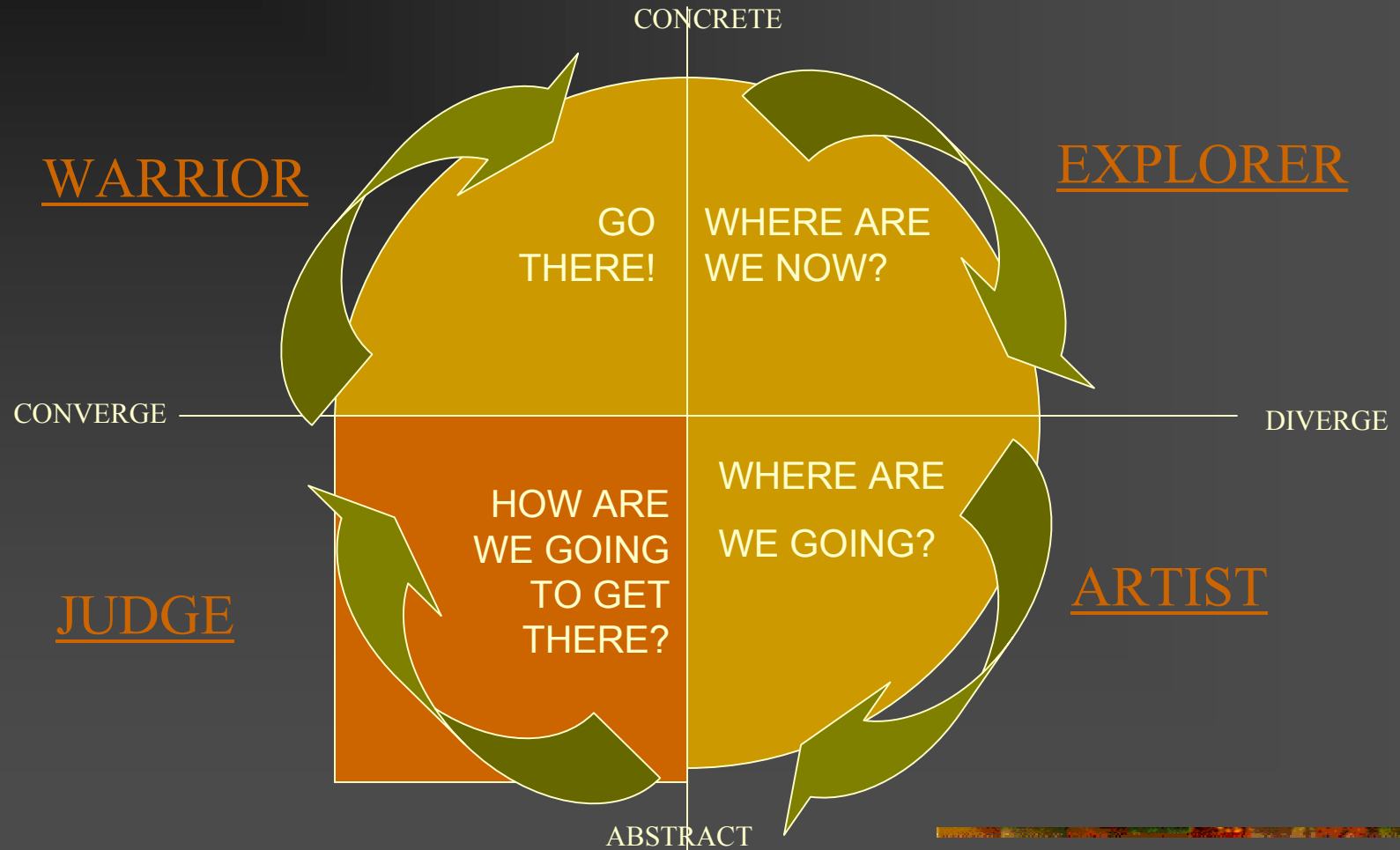


# The Implementation Planning Phase

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Figuring out how to get to the  
future that we want

# The Judge Phase

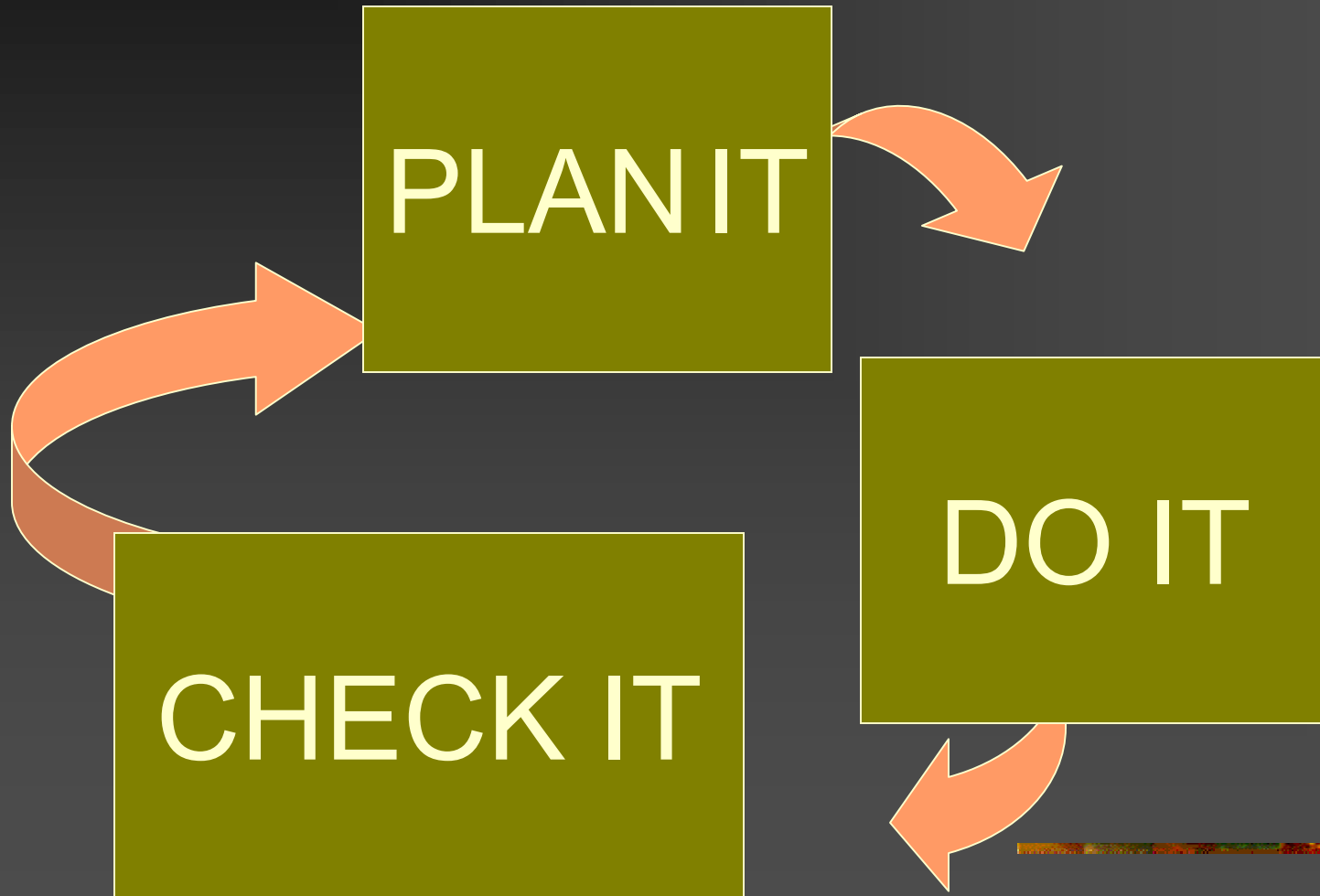


# The judge phase

---

- ❑ GOALS WITH INDICATORS
  - ❑ PRIORITIES/STRATEGIES/RESOURCES  
PROJECTS
  - ❑ FEASIBILITY, RISK ASSESSMENT
  - ❑ ACTION PLANS
  - ❑ RESPONSIBILITIES
  - ❑ TIMELINES, MILESTONES
  - ❑ BUDGETS
  - ❑ REPORTING SYSTEMS, CHECKS AND CONTROLS
-

# The Plan-Do-Check Model



# The "Areas of Strategic Focus"

---

*HOW WILL WE TURN OUR VISION INTO ACTION?*

Where will we focus our energies?

Possible focus areas	high/medium/low	Rank
----------------------	-----------------	------

# OUR STRATEGIC TIMETABLE

AREA OF STRATEGIC FOCUS YEAR 1 YEAR 2 YEAR 3 YEAR 4 YEAR 5 & BEYOND

1. Fix problem A



2. Build on strength B



3. Experiment with C



4. Eliminate D



5. Etc.



6. Etc.



# OUR FINANCIAL GOALS

---

Overall goal(s):

Financial Performance Indicators

now

goal

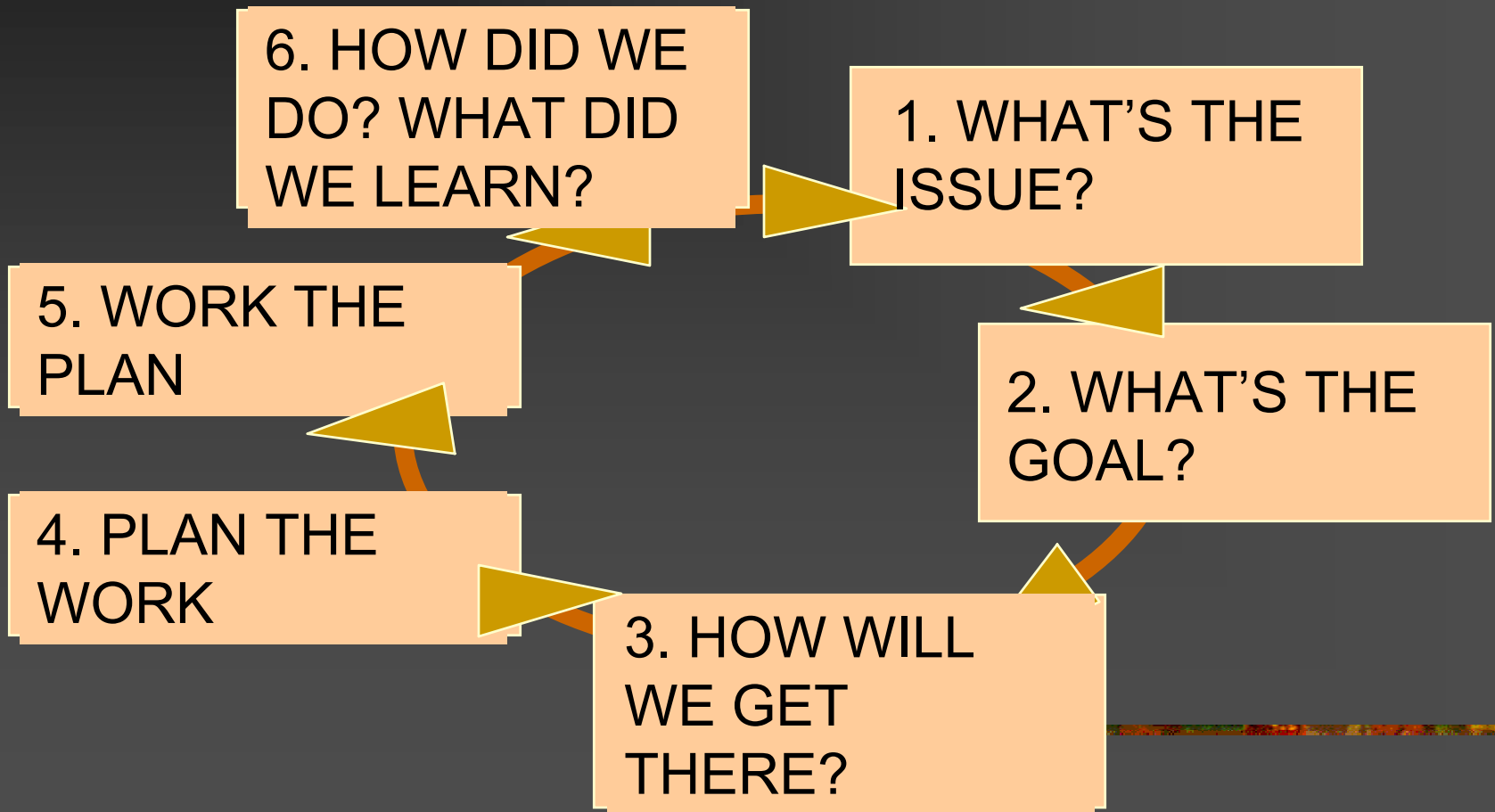
---

# Linking Functional plans with Strategic Direction

## OVERALL DIRECTION

	FOCUS	FOCUS	FOCUS
FUNCTION	X		
FUNCTION		X	
FUNCTION			X
FUNCTION	X		

# WORKING ON AN AREA OF FOCUS



# STAGE 1. UNDERSTANDING THE ISSUE

---

- Problem, opportunity or mess?
  - “Compared to what?”
  - Stakeholder ?
  - What do they need/want?
  - How can we get them involved?
-

# STAGE 2: Goal Setting

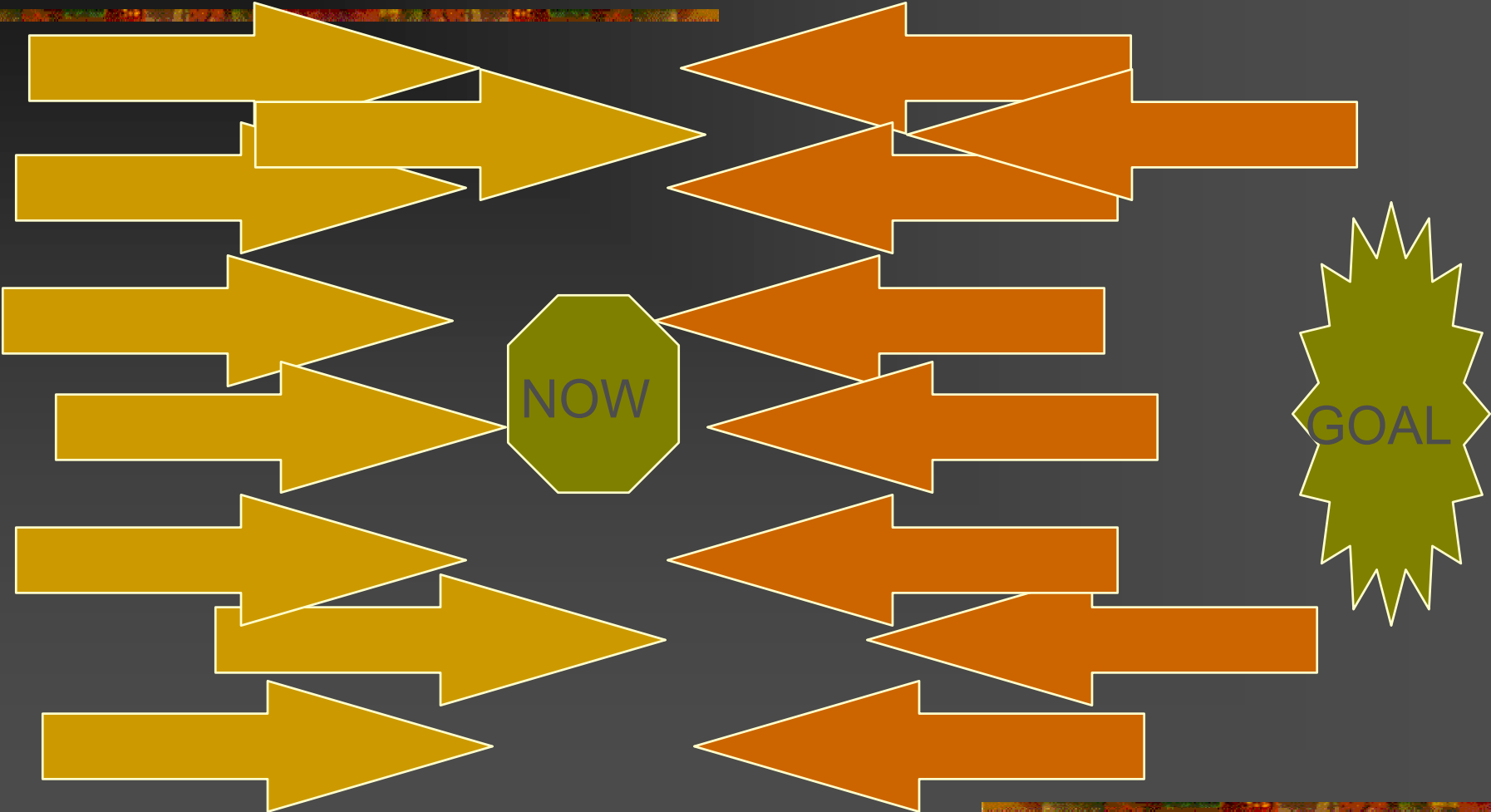
state the goal in words

performance indicators    Now    Goal

# FORCE FIELD ANALYSIS

PUSHES

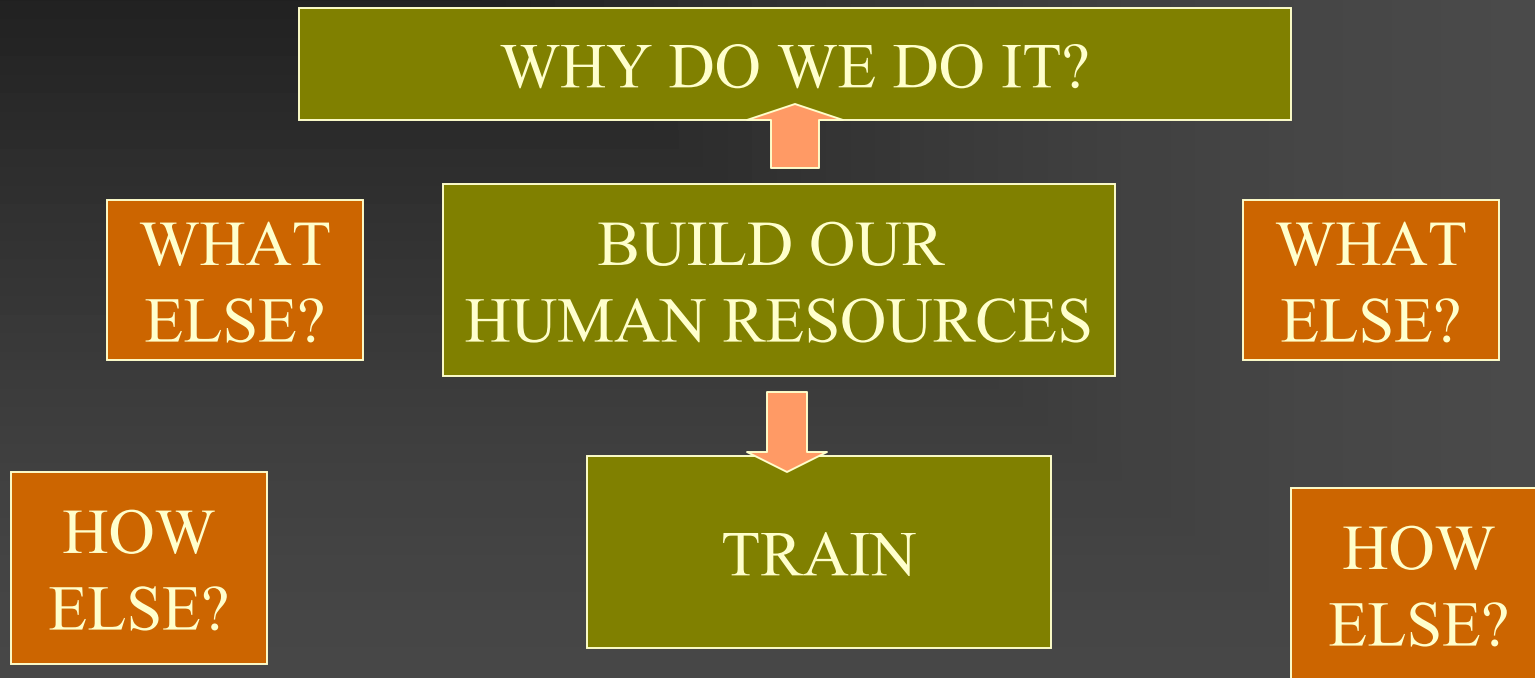
BLOCKS



# STAGE 3: DECIDE on overall strategy

- GENERATE (at least three)
- ASSESS (using agreed upon criteria)
- DECIDE (free choice from legitimate options)

# Using 'What, Why, How' Tables With an AofSF an example...



# STAGE 4: ACTION PLANNING

Focus Area: \_\_\_\_\_

steps	who	when	where	\$

# STAGE 5: IMPLEMENTATION

---

- ASSIGN TASKS
  - DIRECT AND SUPPORT STAFF
  - MEASURE PROGRESS
  - CONTROL AND PROBLEM-SOLVE
-

# STAGE 6: REVIEW & EVALUATE

Describe the results in words compared to goals

performance indicators	Now	Goal	Gap



# The Warrior Phase

---

Moving from where we are to  
where we want to be

# The Warrior Phase



# The warrior phase

---

- ❑ SELLING THOSE WHO WERE NOT AT THE TABLE
  - ❑ LEADING OTHERS
  - ❑ MONITORING PROGRESS
  - ❑ ADAPTING AS CONDITIONS CHANGE
  - ❑ ASSESSING PROGRESS AGAINST TARGETS
  - ❑ SOLVING PROBLEMS AS THEY ARISE
  - ❑ EVALUATING OUTCOMES AGAINST GOALS
  - ❑ CELEBRATING SUCCESSES
  - ❑ DOCUMENTING NEW LEARNINGS
  - ❑ GET READY FOR THE NEXT ROUND OF PLANNING
-

# LEADING CHANGE

## John Kotter

- 1. establish sense of urgency
- 2. create the guiding coalition
- 3. develop the vision & strategy
- 4. communicate the vision
- 5. empower broad-based action
- 6. generate short term wins
- 7. consolidate gains .. produce more change
- 8. anchor changes in structure

# Workshop agenda

1. **LEARNING GOALS, PROCESS AND AGENDA** 9:00 AM to 9:15 AM

2. **A REVIEW OF THE COMMUNITY PLANNING PROCESS, THE PURPOSE OF PLANNING, THE PLAN-DO-CHECK MODEL FOR PLANNING AND THE ISSUE OF FOLLOW-UP AND MEASUREMENT.**

9:15 AM to 10:00 AM

3. **TAKING STOCK OF WHERE WE ARE NOW:** This session will be devoted to looking at..

- What's working well in community planning now?
- What are the significant challenges you have encountered with planning? How have you dealt with them and what have you learned that will help make the process more effective?

This will be a small group discussion session. 10:00 AM to 10:30 AM

4. **MEASURING PERFORMANCE:** Developing performance indicators, setting performance targets, monitoring performance against targets, evaluating results against goals. 10:45 AM to 11:45 AM

5. **NEW DEVELOPMENTS IN PLANNING:** Online community planning and follow-up.... any volunteers? Quarterly meetings devoted to performance monitoring and evaluation. 11:45 AM to 11:55 AM

6. **Wrap-up** 11:55 AM to Noon

# Virtual strategic planning..

<http://www.virtualstrategicplanner.com/> Using the tools on this website you can

- **PLAN TO PLAN**
- **GATHER INPUT FROM PARTICIPANTS IN PLANNING PRIOR TO A PLANNING SESSION**
- **COLLECT DATA FROM CITIZENS, STAFF, SUPPLIERS, COUNCIL MEMBERS, MANAGEMENT, FUNDERS AND OTHER CRITICAL STAKEHOLDERS AS INPUT TO PLANNING**
- **CONDUCT A "VIRTUAL SWOT"**
- **EXPLORE ISSUES IN DEPTH WITH A PANEL OF INFORMED PERSONS**
- **TEST FOR CONSENSUS ON IMPORTANT DECISIONS**
- **REVIEW AND REPORT PROGRESS ON PREVIOUS PLANS**

# Some suggestions...

---

## Front end

- Choose planning model from Lifecycle position
- Separate the strategic from the ongoing
- Do the SWOT, WORKING-NOT WORKING put the results in the plan
- Add measures at the beginning

## Back end

- Lead the Strategic / Manage the Ongoing
  - Track performance against targets
  - Evaluate results/ impact against goals
-



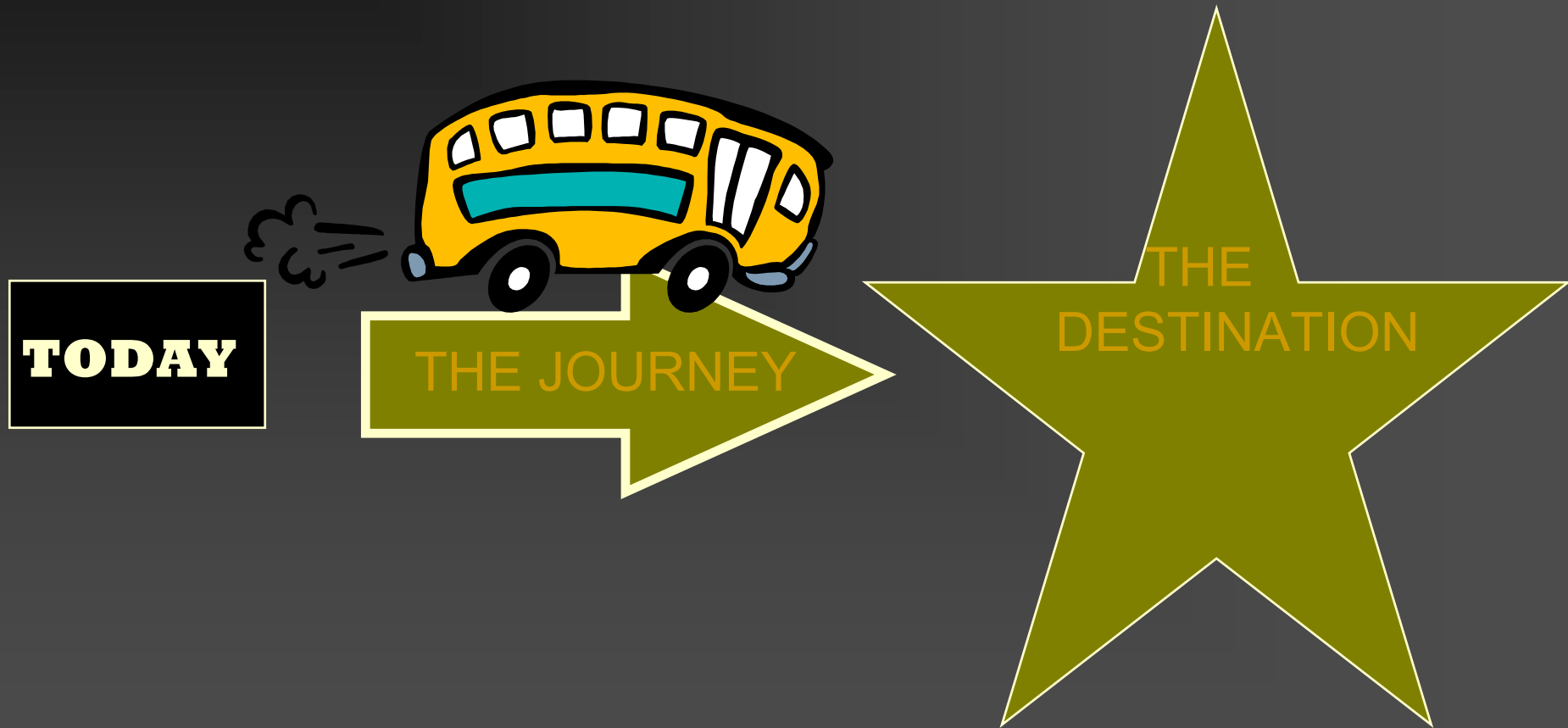
# When the Strategic plan leads to major change...

---

Looking at Change from the  
'changee' perspective

# The Journey

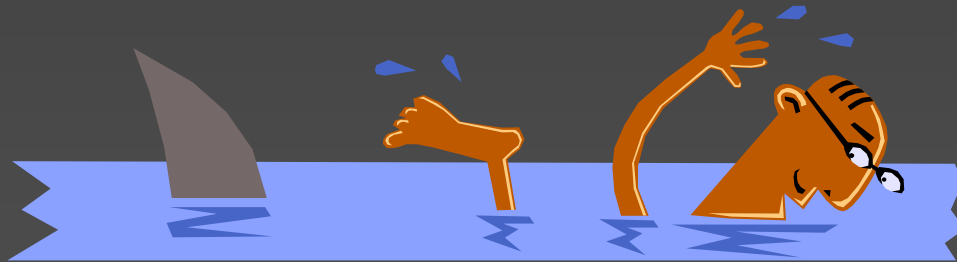
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# Reality #1 changee

**CHANGE MAKES THE CHANGEE  
FEEL AWKWARD, ILL-AT-EASE  
AND SELF-CONSCIOUS....**

*EXPECT IT!*



# Reality #1 changor

---

***CHANGE MAKES THE CHANGOR  
FEEL POWERFUL, IN-CONTROL  
AND SELF-CONFIDENT....***

***EXPECT IT!***



# Reality #2 changee

---

**CHANGE MAKES US THINK  
ABOUT WHAT WE MIGHT LOSE  
OR HAVE TO GIVE UP....**

*“Change is loss, loss is pain, no pain.. no gain!”*

*ALLOW PEOPLE A CHANCE TO  
MOURN*



# Reality #2 changor

---

***WHILE CHANGORS THINK ABOUT  
WHAT THEY MIGHT GAIN....***



# Reality #3 for changee

---

**CHANGE MAKES CHANGEES FEEL ALONE, EVEN IF EVERYONE ELSE IS GOING THROUGH IT...**

*ENCOURAGE INVOLVEMENT*



# Reality #3 for changor

---

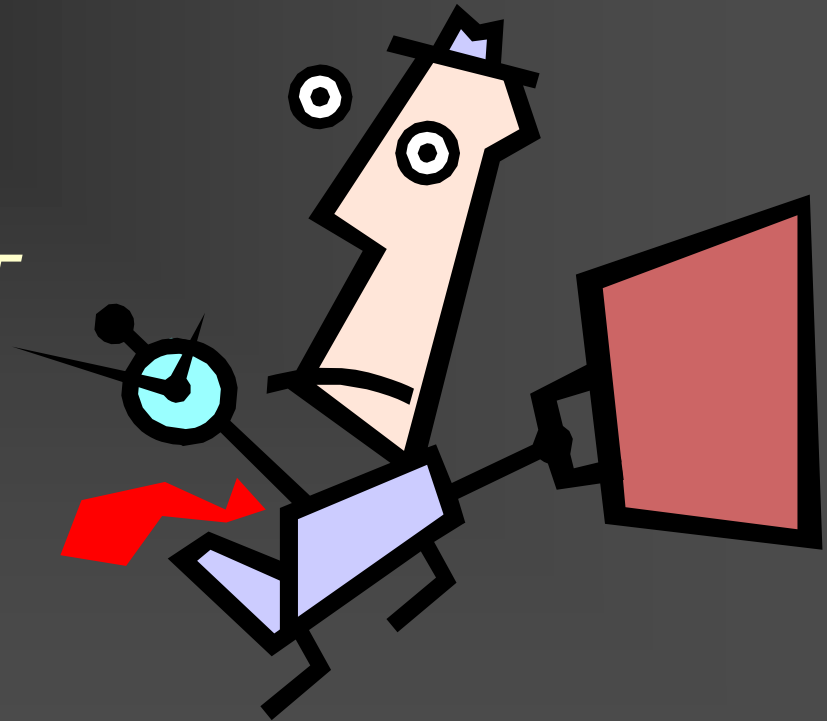
**CHANGORS ARE TYPICALLY  
PART OF A TIGHT KNIT GROUP  
WITH PLENTY OF  
OPPORTUNITIES TO DISCUSS  
THE CHANGE**



# Reality #4 for changees

**WE CAN ONLY HANDLE SO MUCH  
CHANGE....**

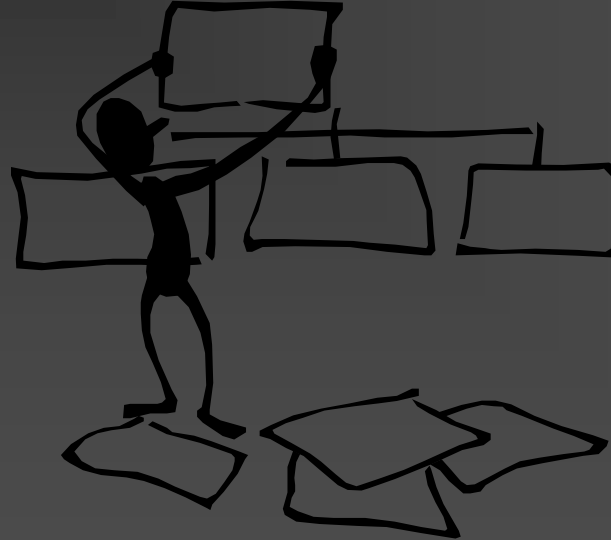
*DON'T OVER DO IT*



# Reality #4 for changors

---

***WHILE CHANGORS OFTEN CAN'T  
WAIT FOR THE NEXT CHANGE....  
Because they are in control***



# Reality #5 for changees

**EACH OF US IS AT DIFFERENT  
READINESS LEVELS..**

*ACCEPT INDIVIDUAL  
DIFFERENCES*

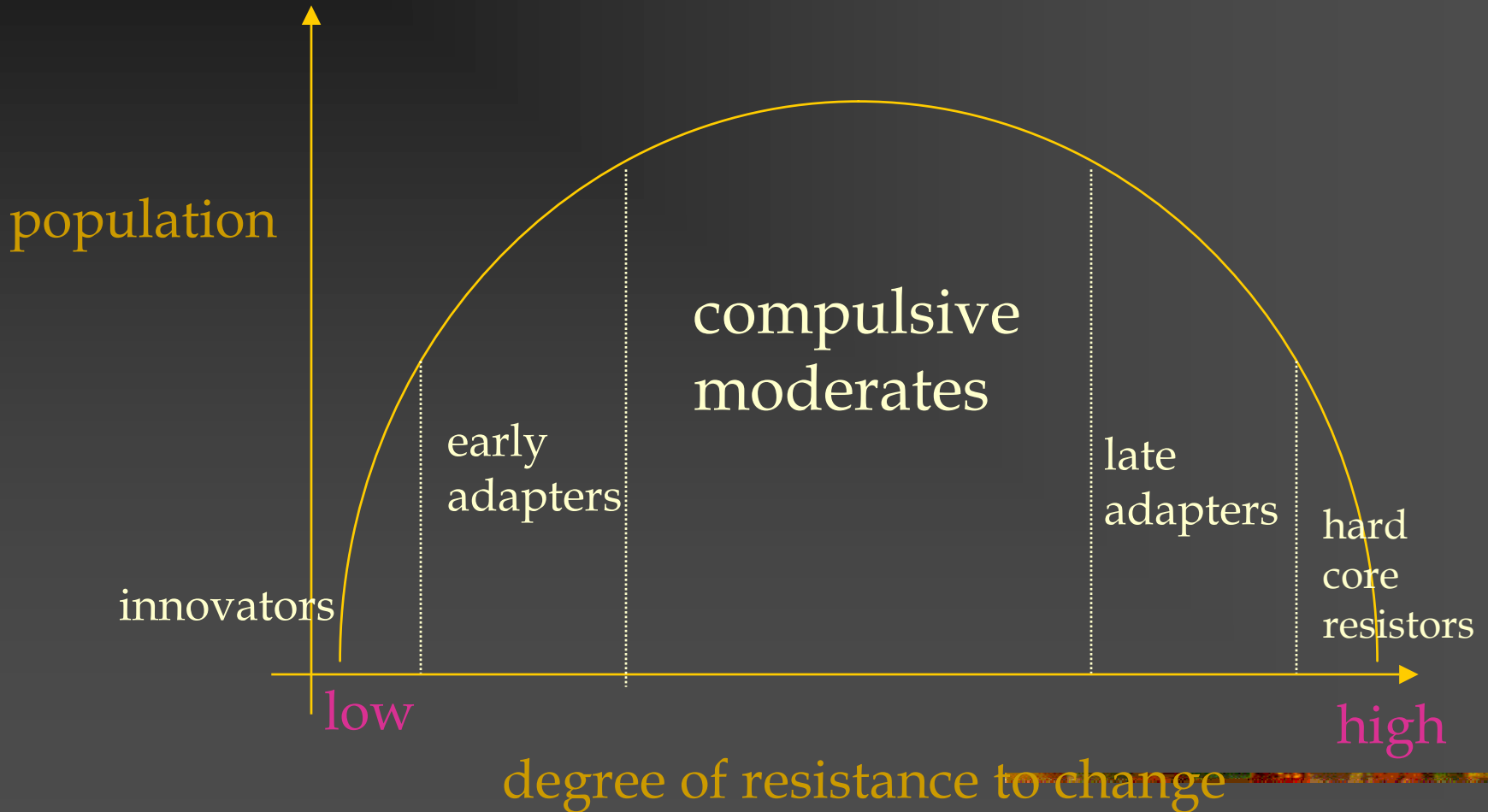


# Reality #5 for changors

**CHANGORS OFTEN LABEL US  
BASES ON OUR READINESS  
LEVELS..**



# Resistance to change



# RESISTANCE

---

“ People don’t  
resist change,  
they resist being  
changed.”

Peter Senge

---

# Reality #6 for changees

**WHEN CONFRONTED WITH CHANGE, CHANGEES USUALLY FEEL THEY DON'T HAVE ENOUGH RESOURCES TO HANDLE IT...**

*BE CREATIVE*



“But what about funding???”

# Reality #6 for changors

---

**CHANGORS USUALLY FEEL THEY  
HAVE MORE THAN ENOUGH  
RESOURCES TO HANDLE IT...**

---

# Reality #7 for changees

**WHEN THE PRESSURE IS OFF, WE  
GO BACK TO OLD BEHAVIOURS...**

*DON'T GIVE UP*



# Reality #7 for changors

---

**WHEN THE PRESSURE IS OFF,  
CHANGORS EASE OFF AND GET  
DISAPPOINTED WHEN OLD  
BEHAVIOURS RE-SURFACE...**



# Changor or Changee????

---

## Changee

- Awkward, ill-at-ease, self-conscious
- Think first of loss
- Feel alone
- Handle only so much
- Different readiness levels
- Not enough resources
- Pressure off? Revert back

## Changor

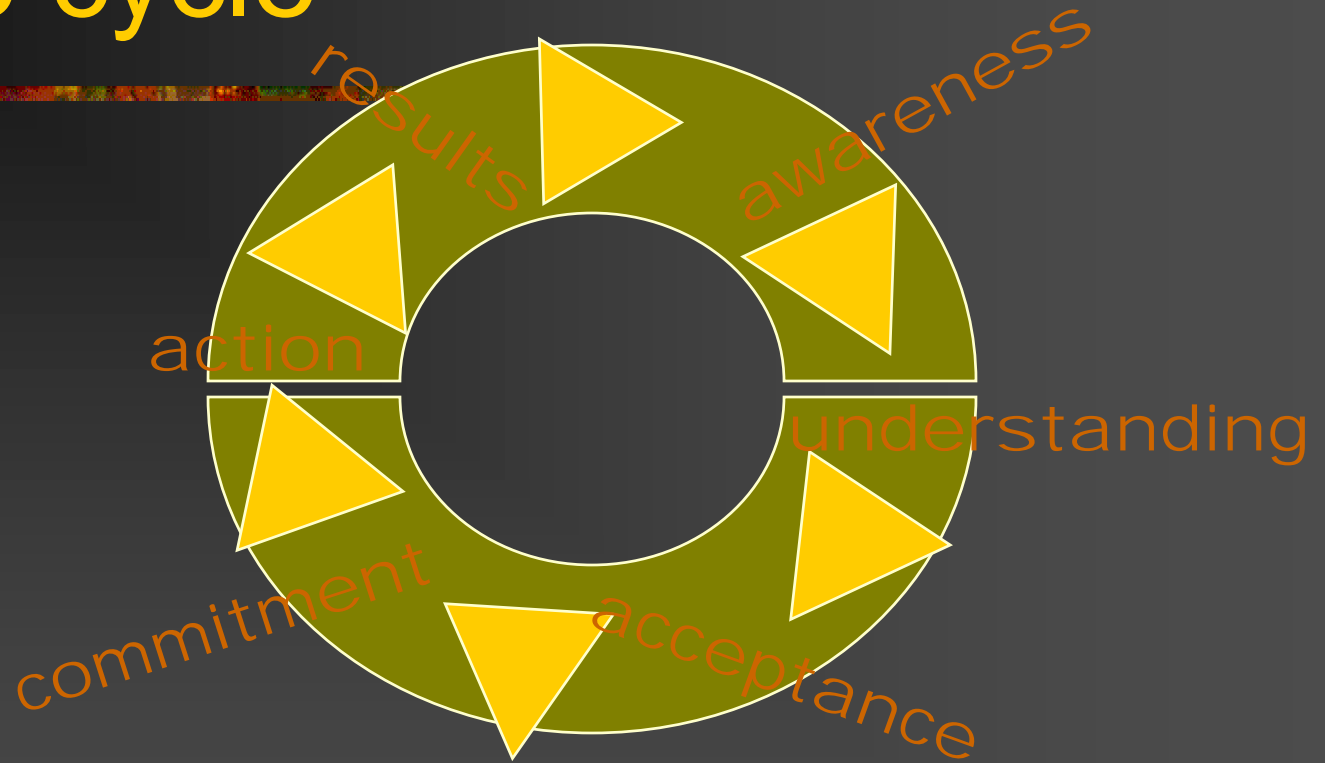
- Powerful, in-control, self-confident
  - Think only of gains
  - Cant wait for next change
  - Feel part of 'in-group'
  - Labeling
  - More than enough
  - Slipping back leads to disappointment
-

# A New Reality

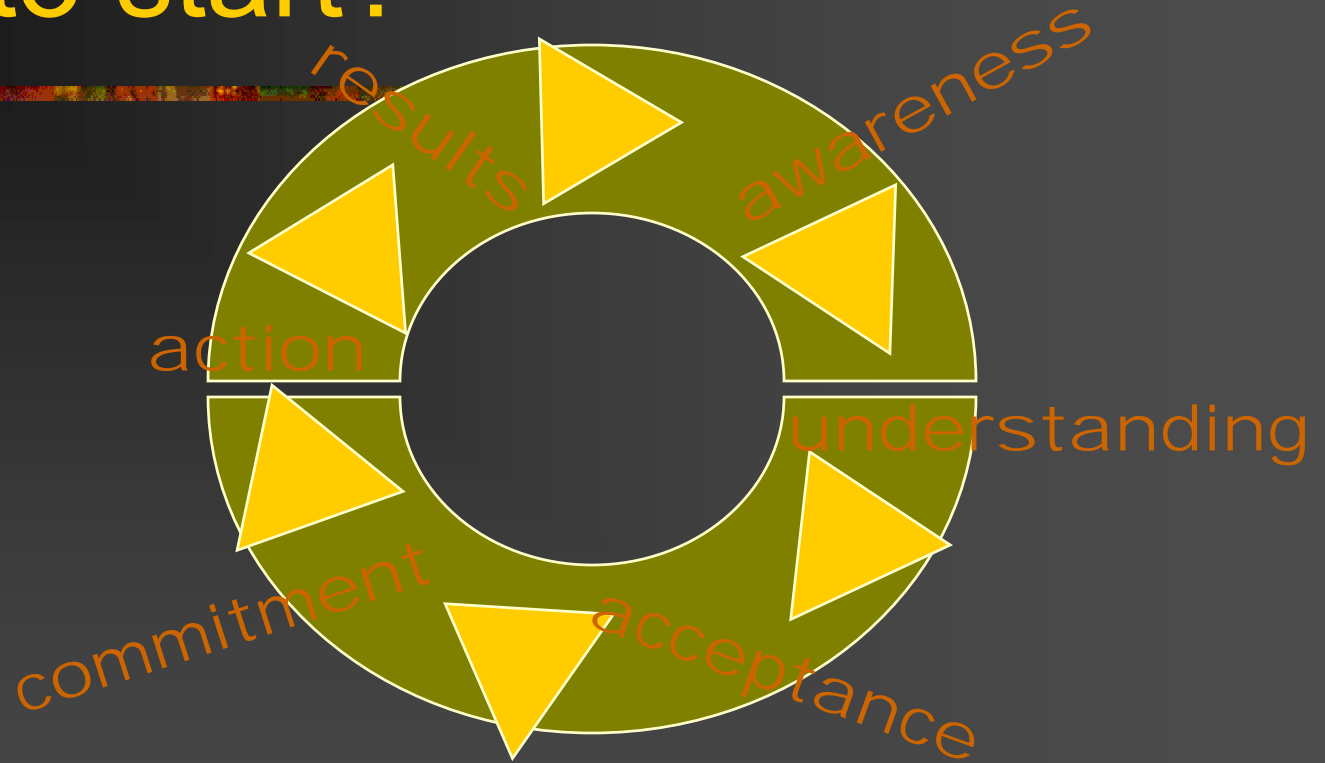


‘When the water starts to dry up at the waterhole, the animals look at each other differently!’

# Change cycle



# Where to start?



# Action Last...

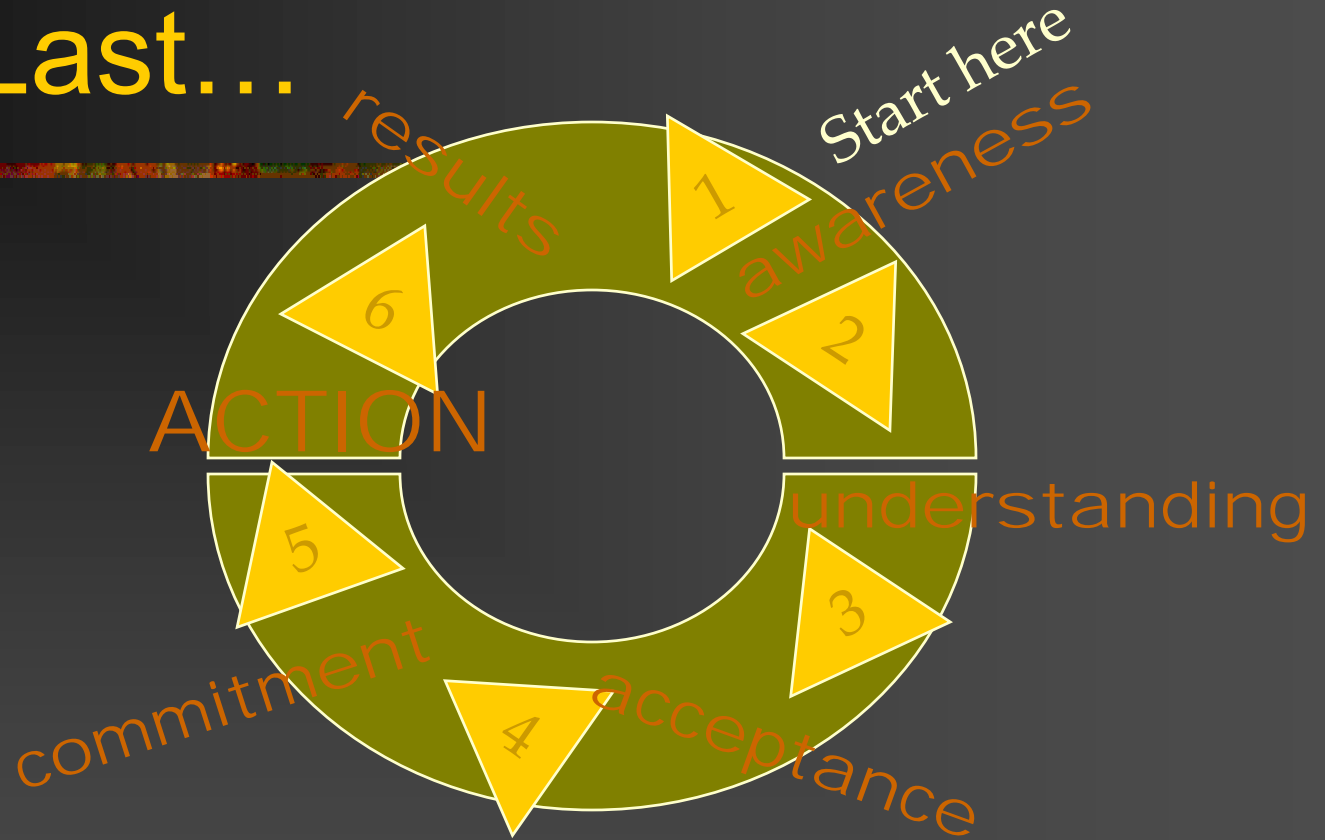


# Action Last...



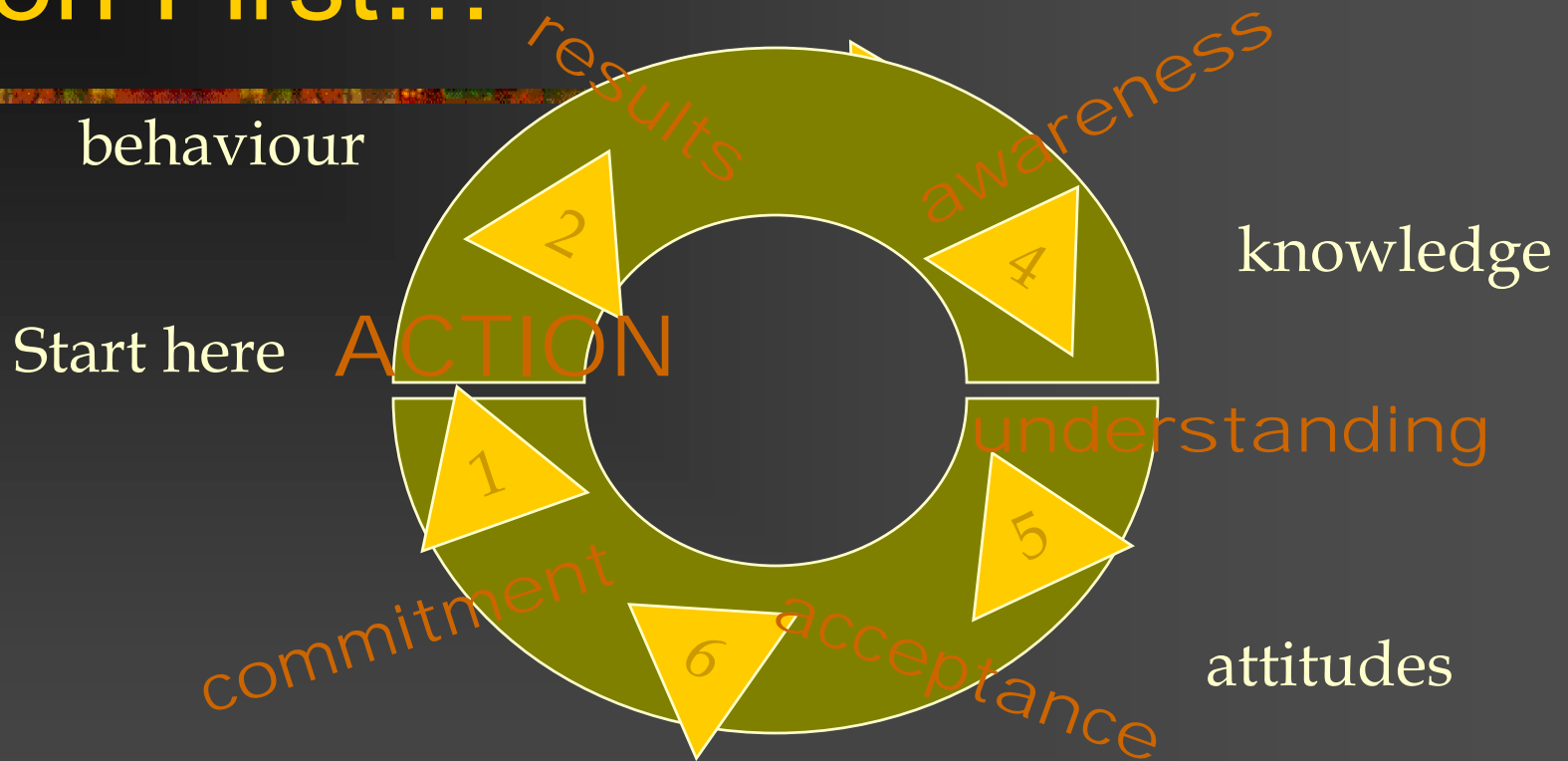
*Assumes change in behaviour comes from change in knowledge and attitudes*

# Action Last...



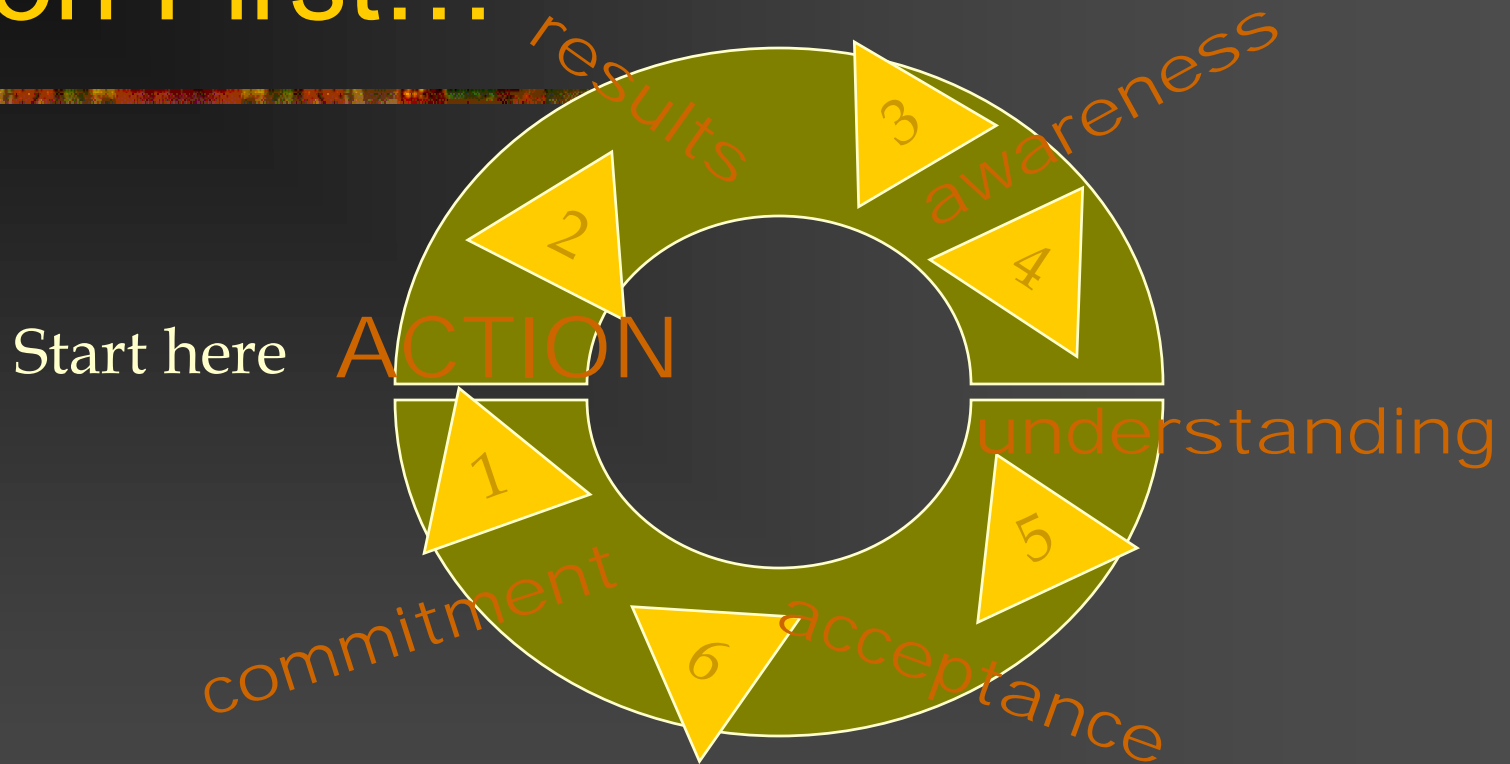
*Examples: 'participaction', many 'planned change' programs, most 'social marketing' programs, 'development education, etc.*

# Action First...



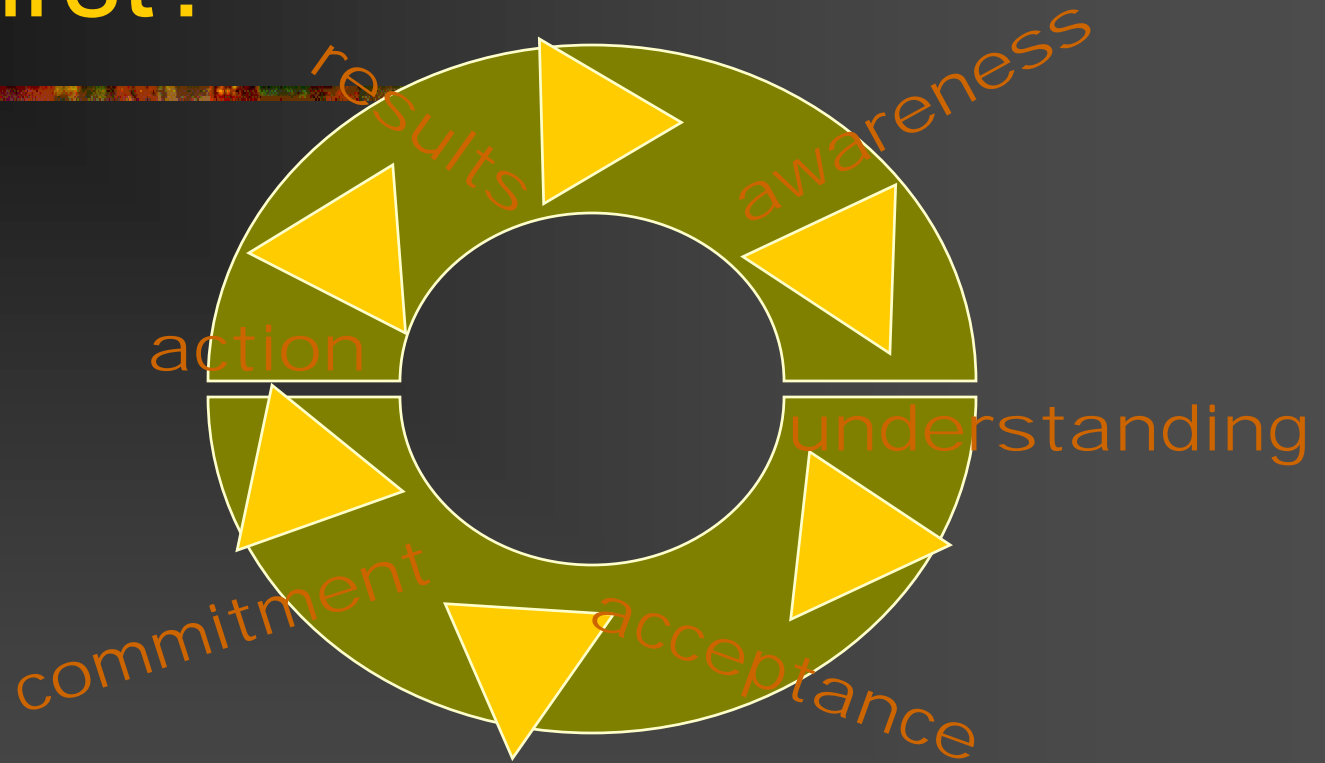
*Assumes change in knowledge and attitudes comes from change in behaviour*

# Action First...

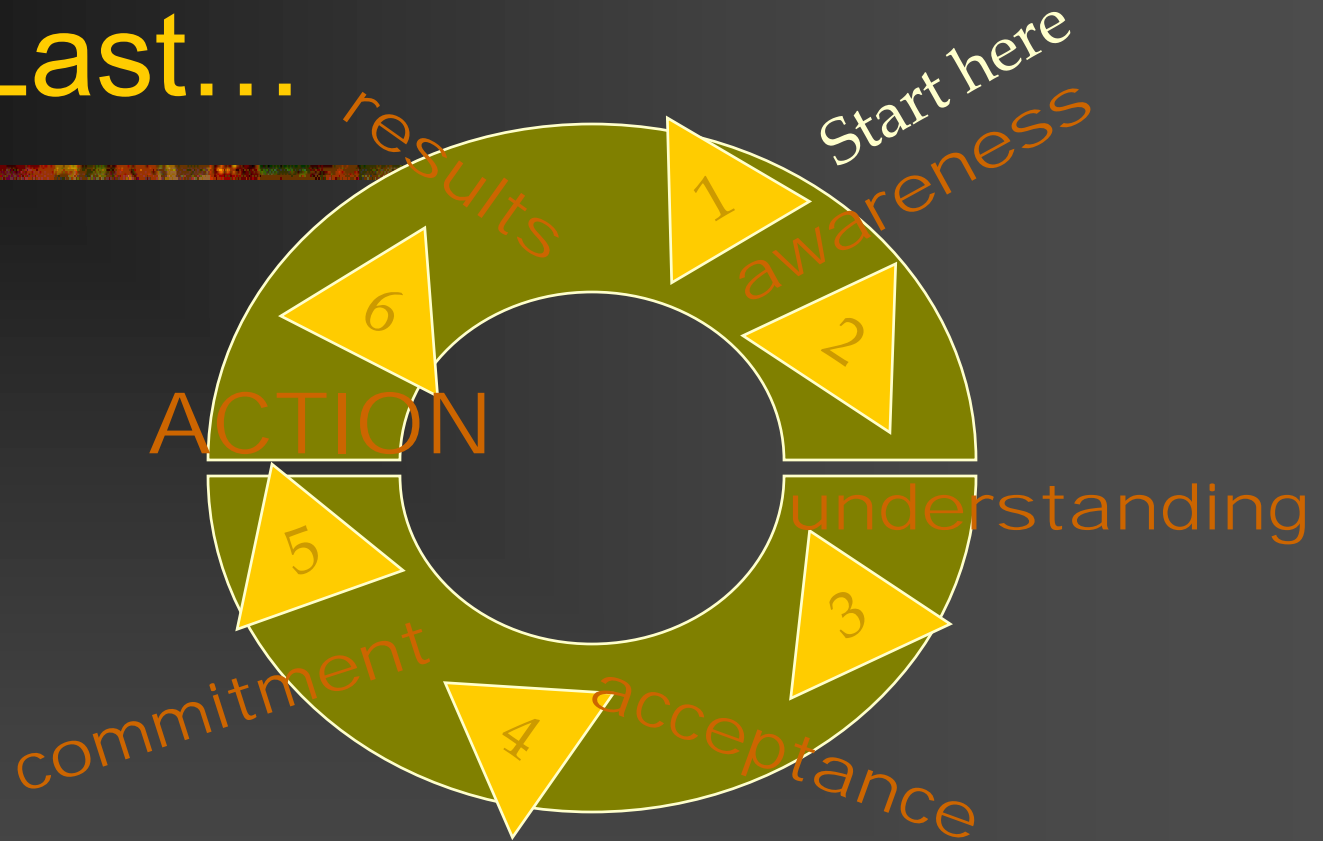


*Examples: regionalization of health care,  
removal of supervisors in team  
development, etc.*

# Which is best? Action last or Action first?

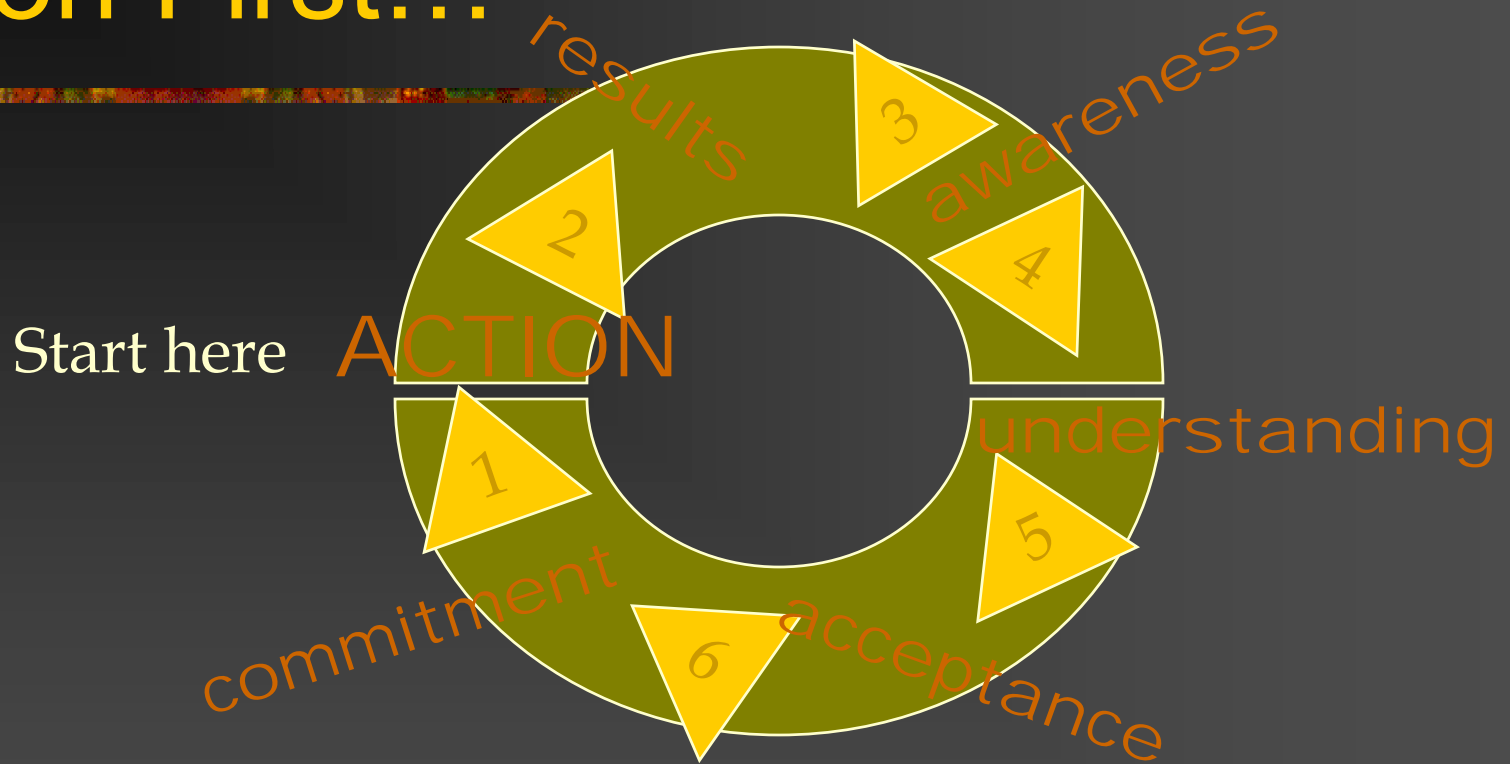


# Action Last...



*When change is minor, group is accustomed to change, resistance low.*

# Action First...



*When change is major, behaviours deeply rooted, resistance strong, ...*

# Changees that become changors

---

*It is interesting to note how people who were changed by one approach, use the opposite to change others..*

- How many of us know of persons who have experienced a life-changing event (Action 1<sup>st</sup>) who become evangelists (Action last) trying to change everyone else?
  - Or, who knows of someone who was persuaded to change through a long and gradual process who, once changed, would impose that change on others?
-

# Spreading success after 'Action First'

*Problem is that most attempts to spread end up looking like "Action Last"*

Some have had success with..

1. Supportive climate set at top
2. High expectations
3. No preaching of pre-set formulas
4. Support those who are prepared to try something

# Situational Leadership & Change

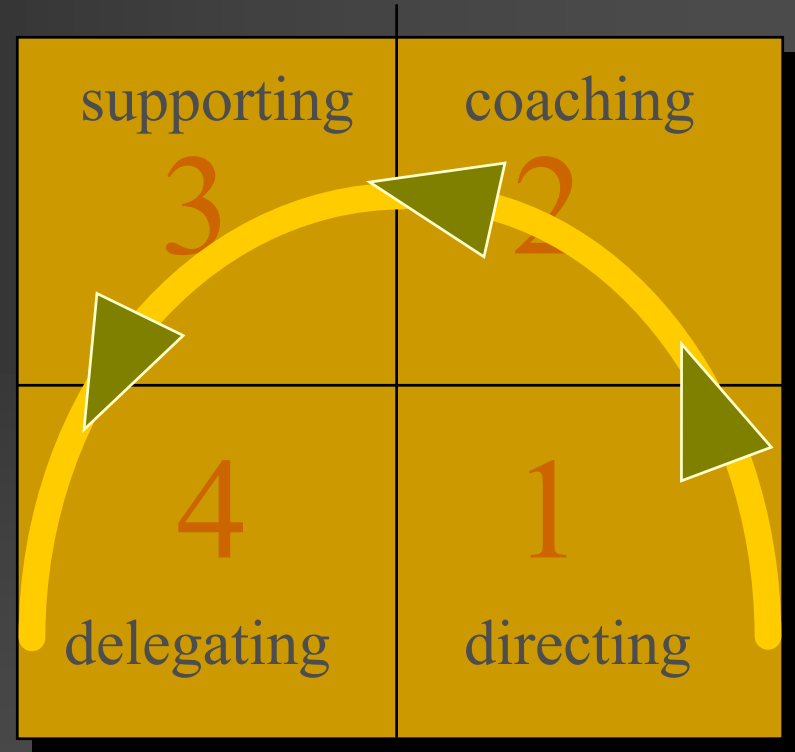
supportive  
behaviours

supporting 3	coaching 2
4 delegating	1 directing

directive  
behaviours

# Situational Leadership & Change

supportive  
behaviours



directive  
behaviours

# SIX STEPS TO CHANGE From Beer

Eisenstat & Spector HBR “Why change programs don’t produce change”

---

1. Mobilize commitment through joint diagnosis of real problems in manageable units.
  2. Develop a shared vision of how to organize and manage to solve the problems.
  3. Foster consensus, competence and cohesion to carry out solutions.
  4. Spread new learnings to other parts without pushing from the top.
  5. Institutionalize the change through formal policies, systems and structures.
  6. Monitor and adjust strategies in response to emerging problems.
-

# LEADING CHANGE

## John Kotter

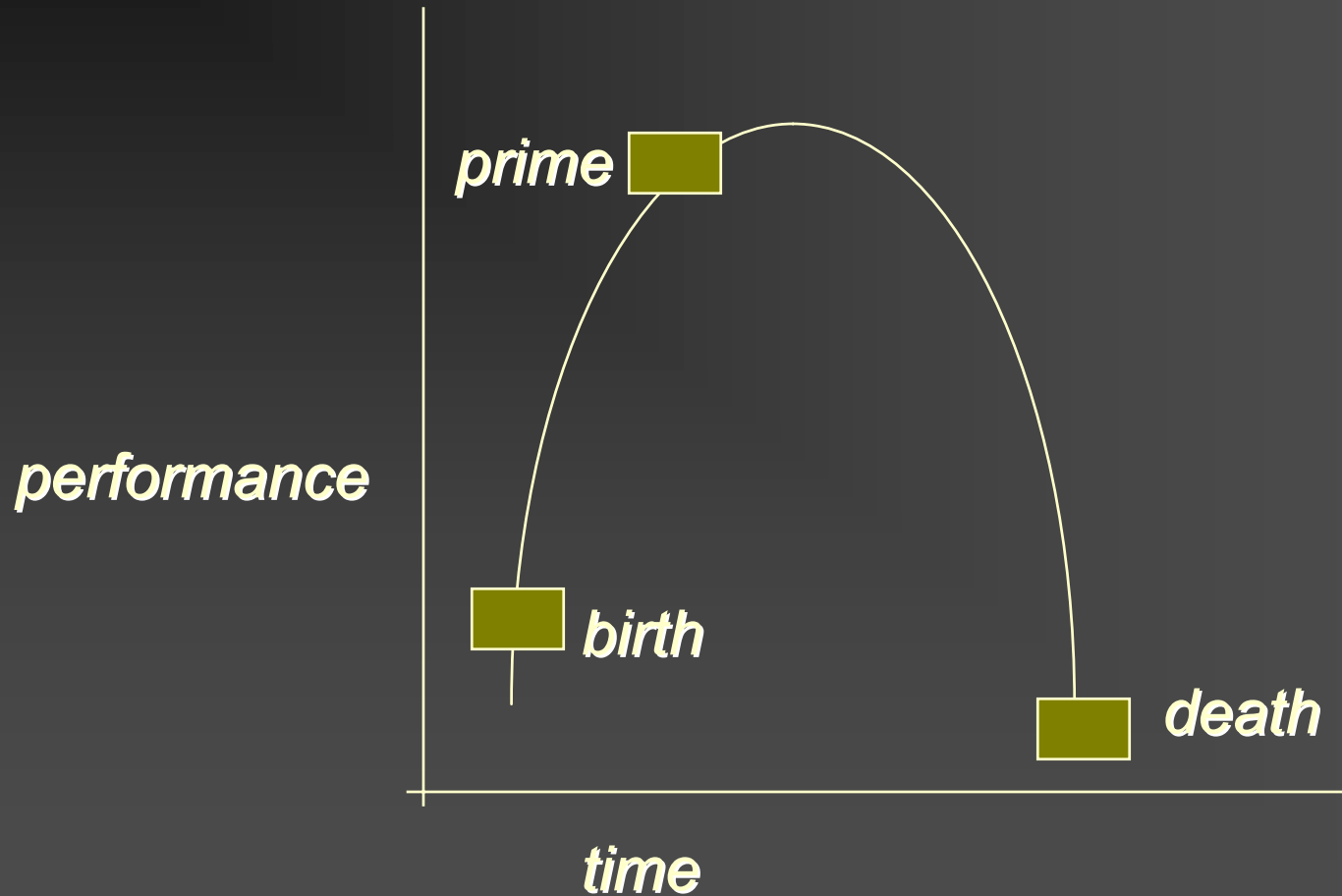
- 1. establish sense of urgency
- 2. create the guiding coalition
- 3. develop the vision & strategy
- 4. communicate the vision
- 5. empower broad-based action
- 6. generate short term wins
- 7. consolidate gains .. produce more change
- 8. anchor changes in structure

# NEXT STEPS: Managing and Leading the process from now on..

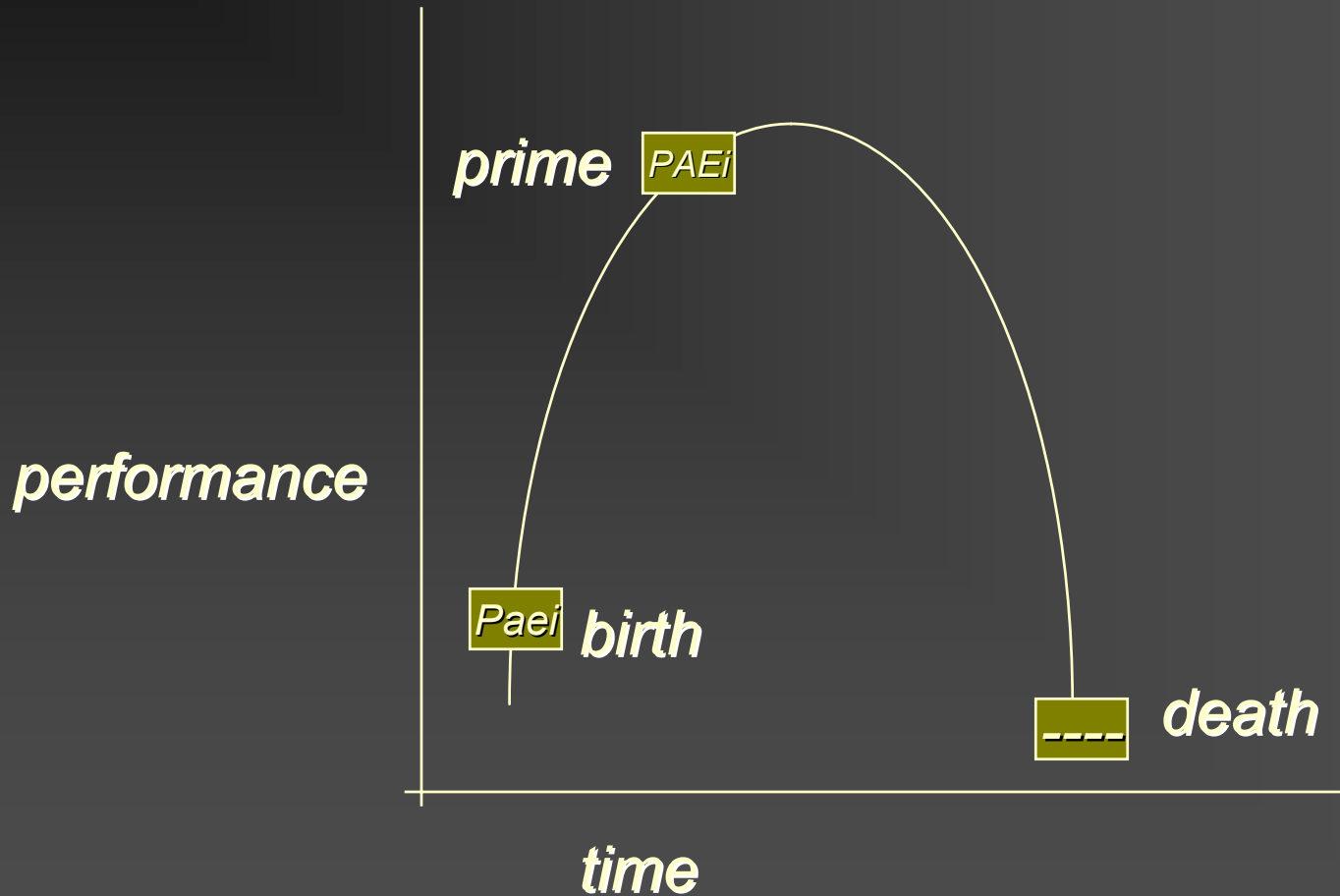
---

- Who will get it written? When? How?
  - Who will lead its implementation?
  - Who will manage the details?
  - Who will review progress, when, where, how, etc.?
  - Who will bring others on board?
  - Etc.
-

# Rise and fall



# Driving forces shift with time

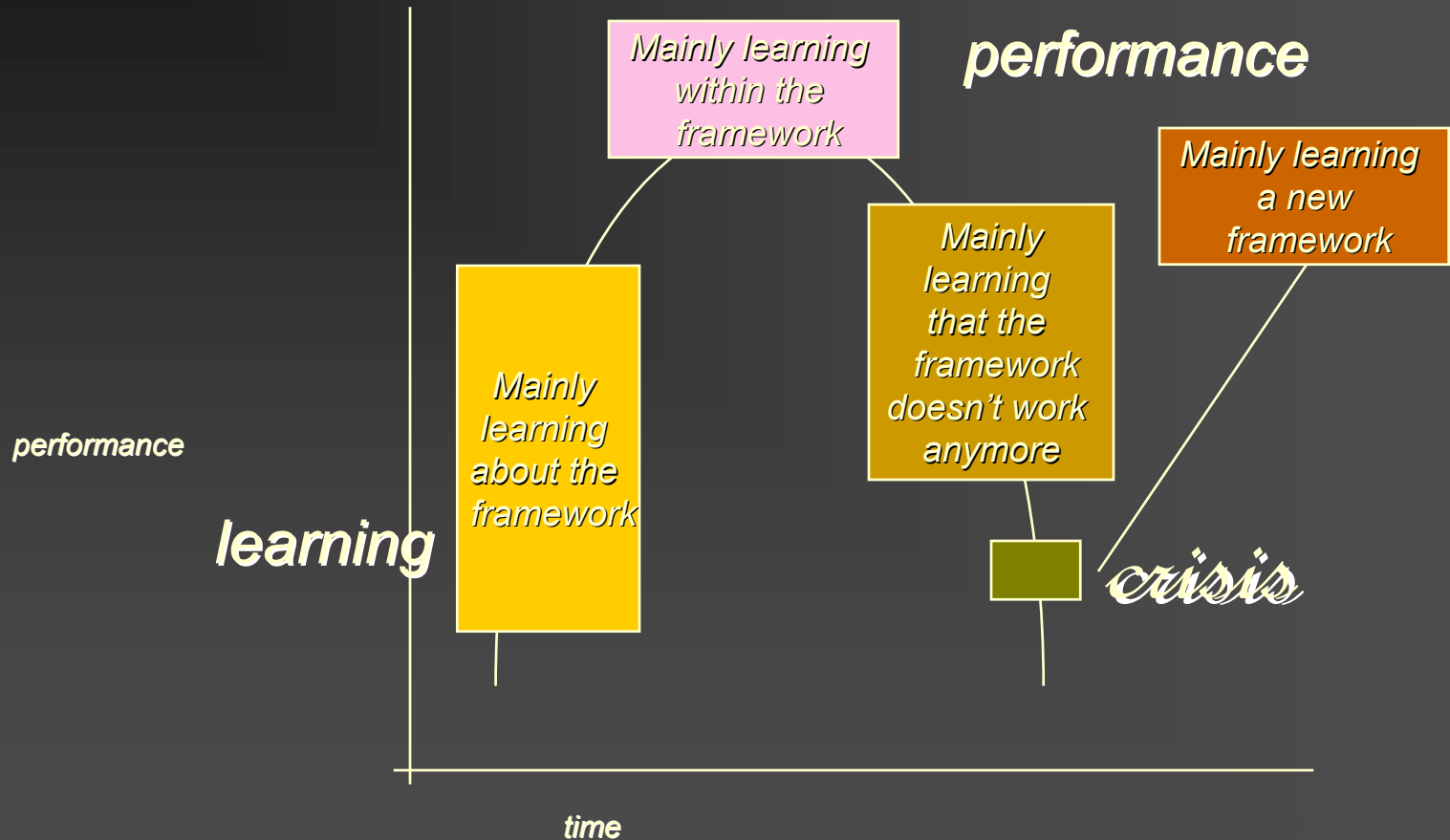


# FOUR DRIVING FORCES

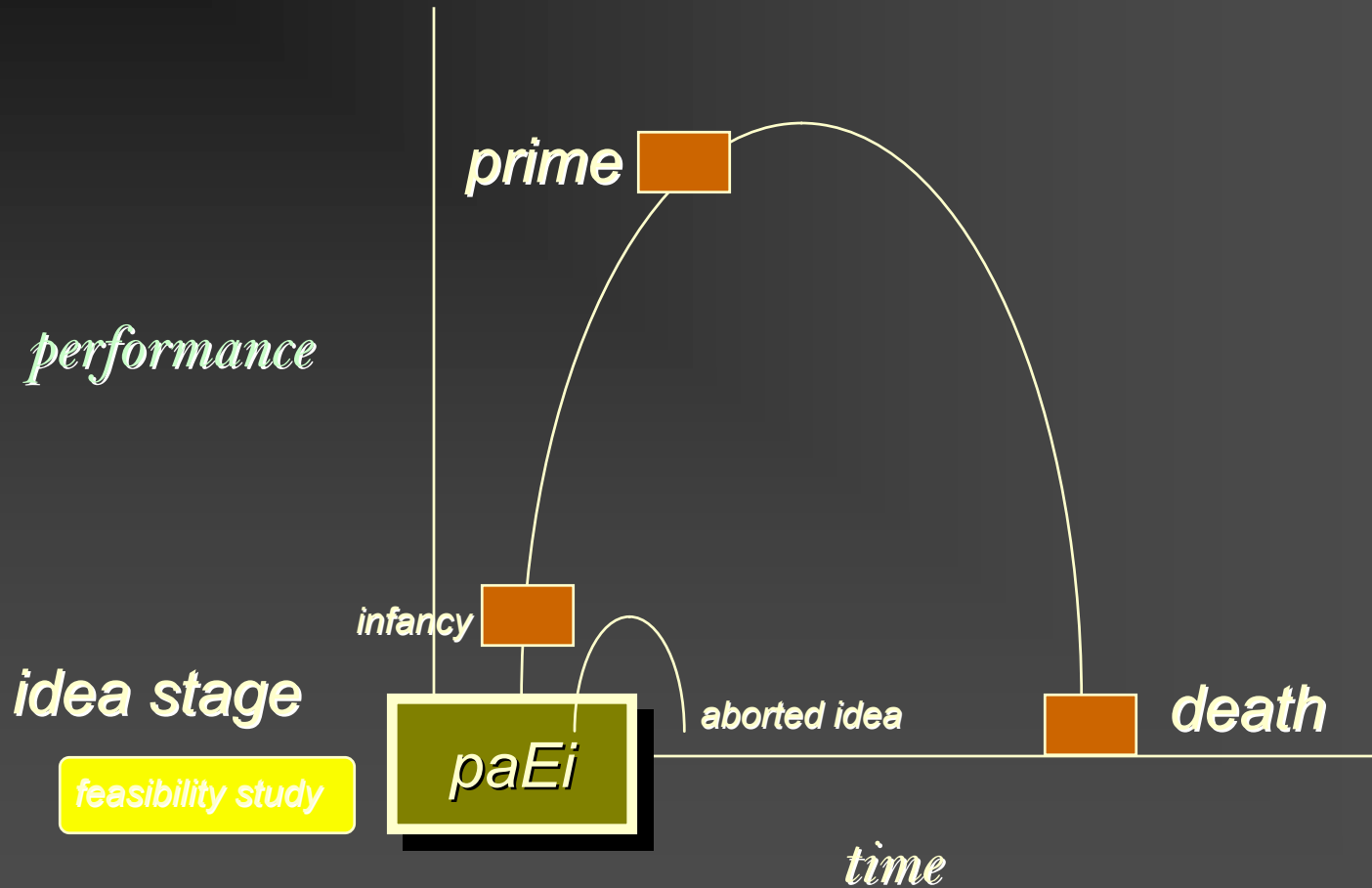
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- P = PRODUCTION a focus on getting things done
  - A = ADMINISTRATION a focus on doing things right
  - E = ENTREPRENEURSHIP a focus on finding and responding to shifting client needs
  - I = INTEGRATION a focus on integrating individual-organizational goals
-

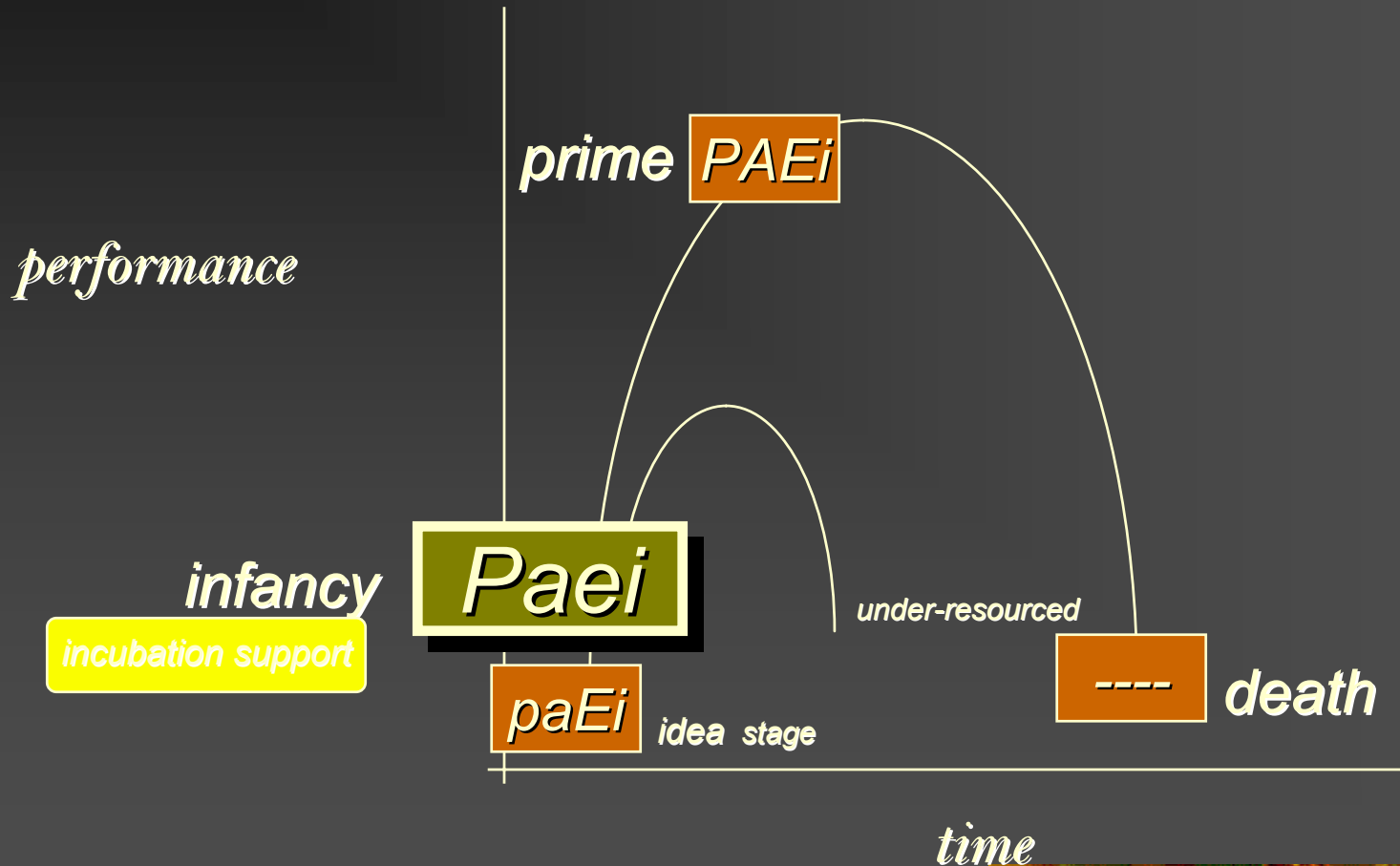
# Learning, performance, decline, crisis and renewal



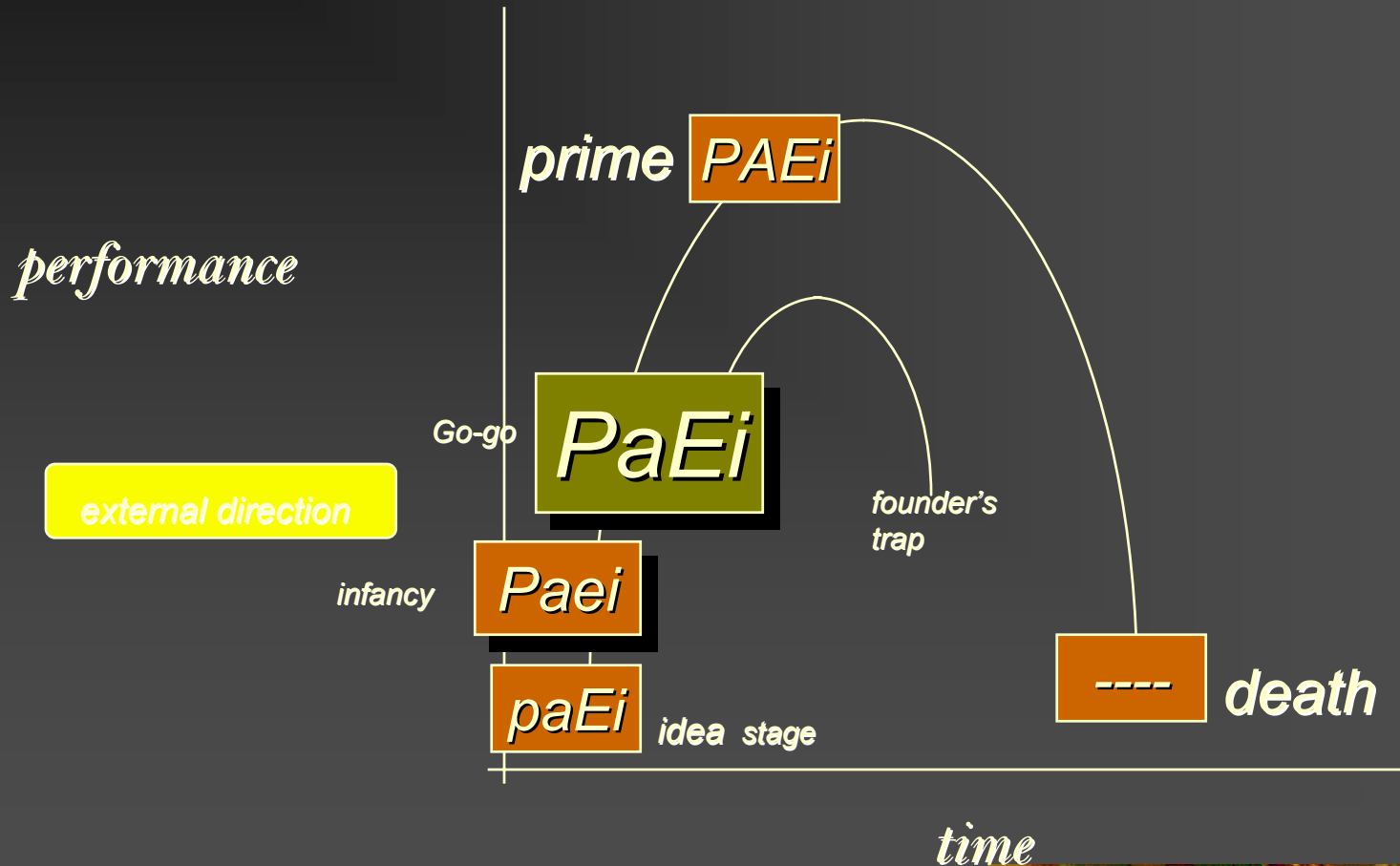
# The birth of an idea!



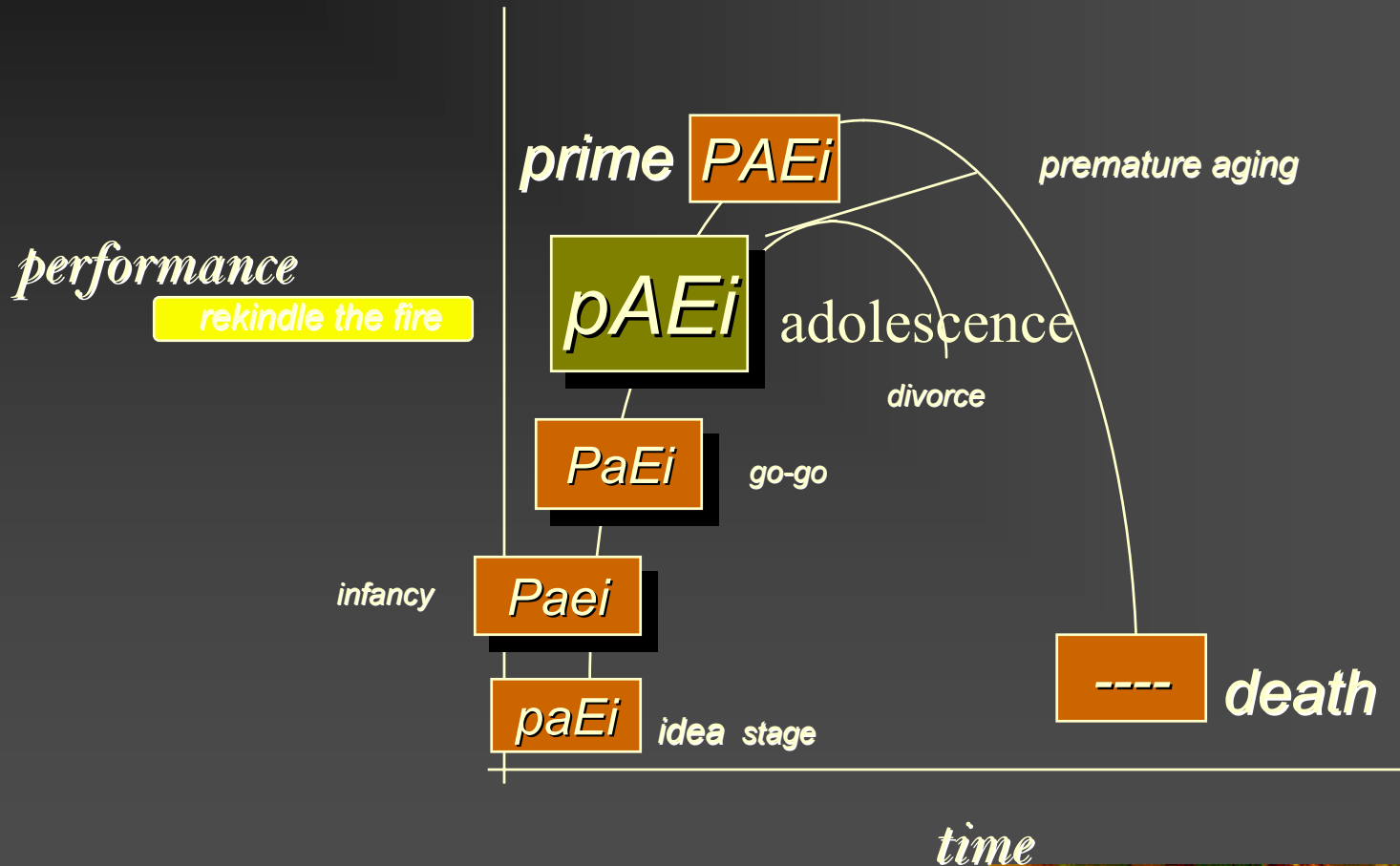
# Start-up or 'Infancy'



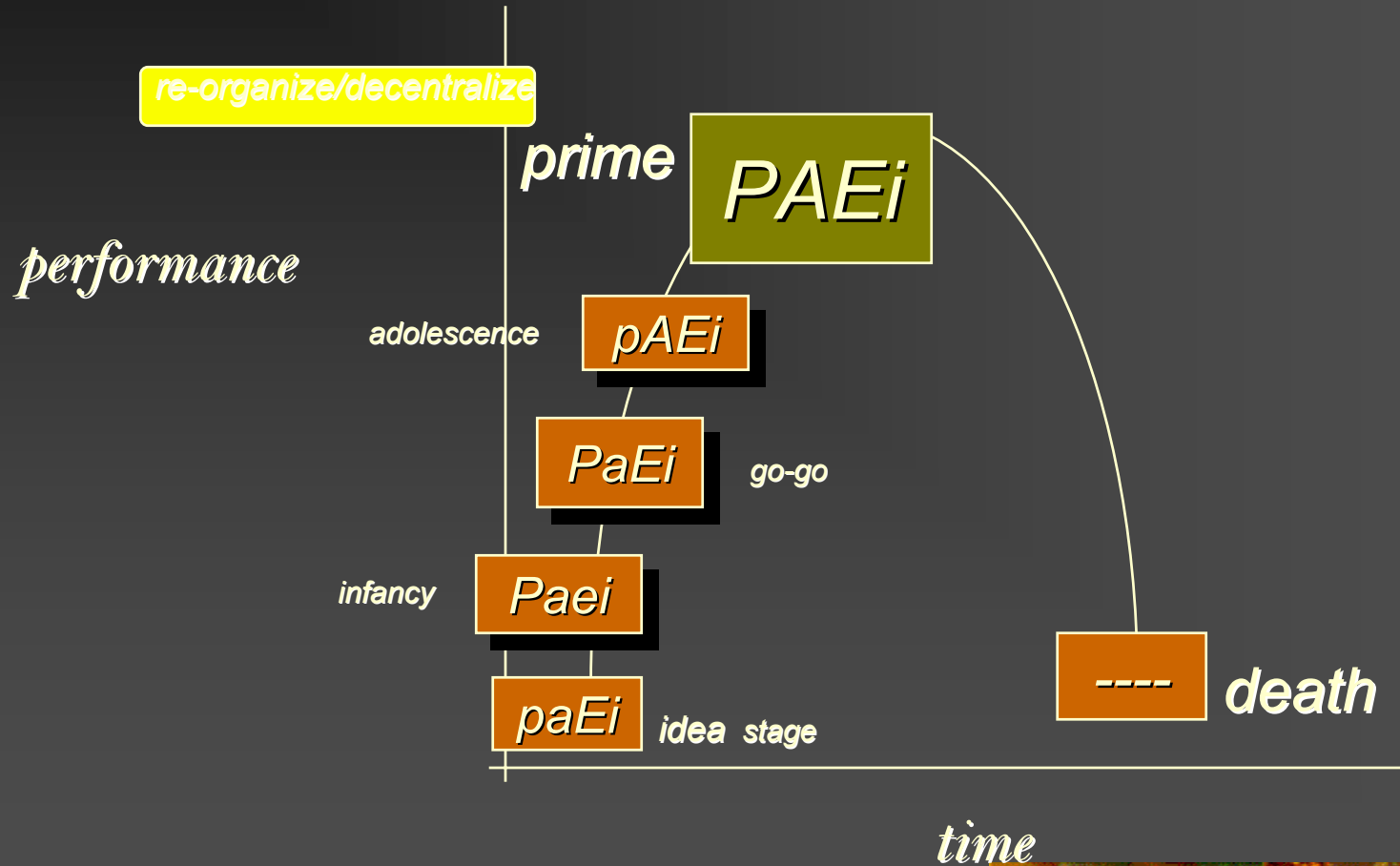
# Random Expansion or “Go-go”



# Adolescence: Getting focussed



# PRIME



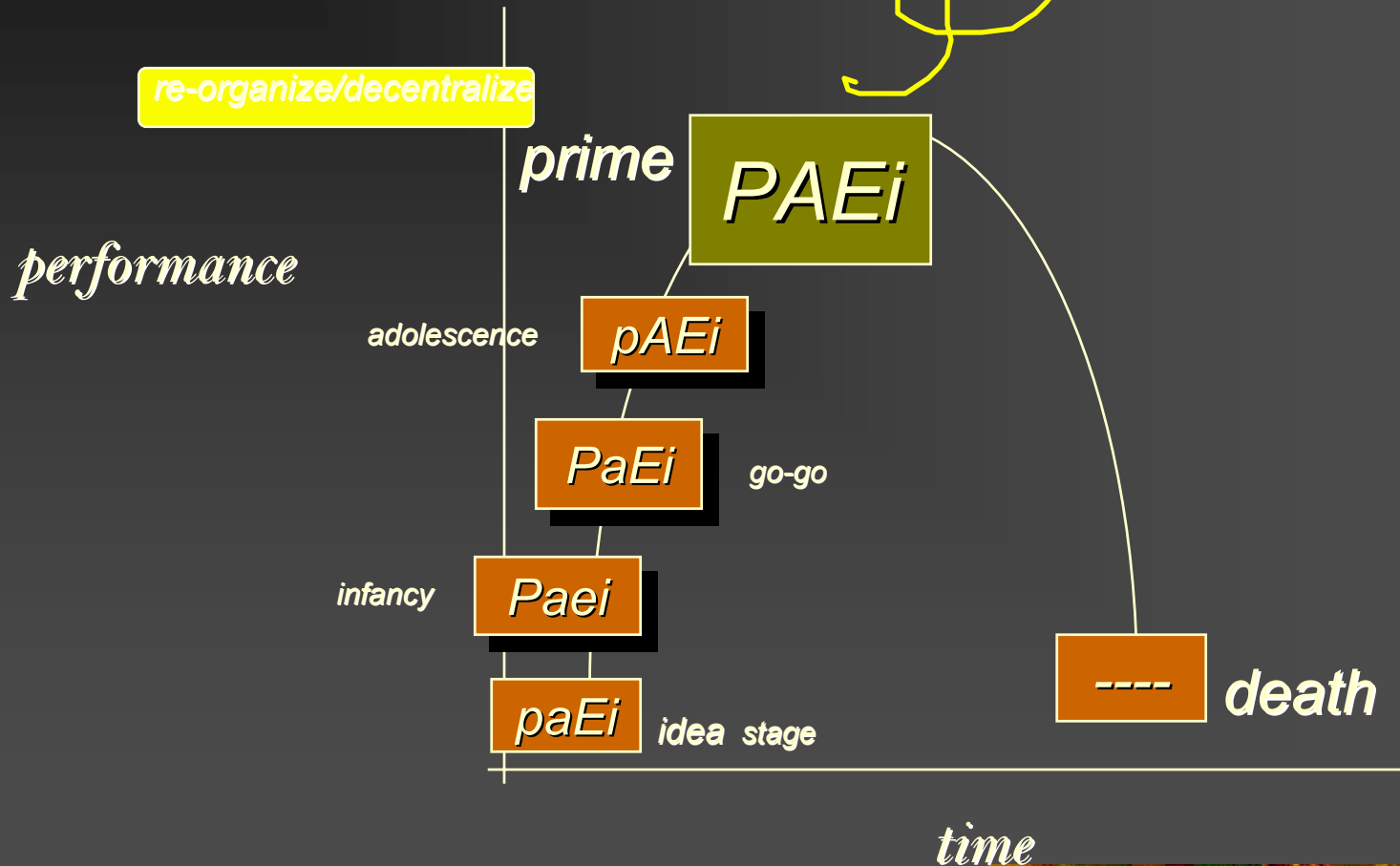
# Performance over Time



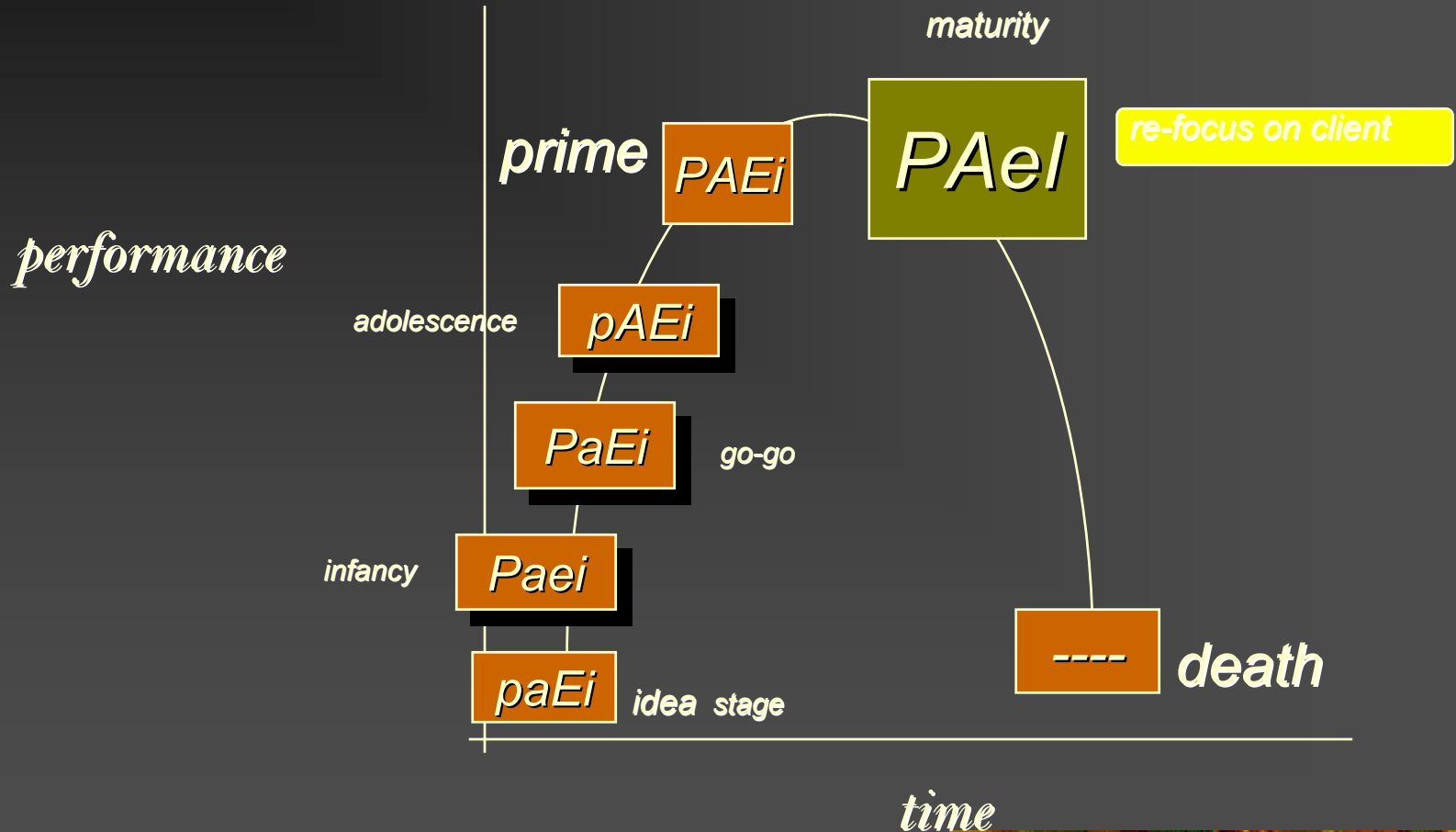
*performance*

*time*

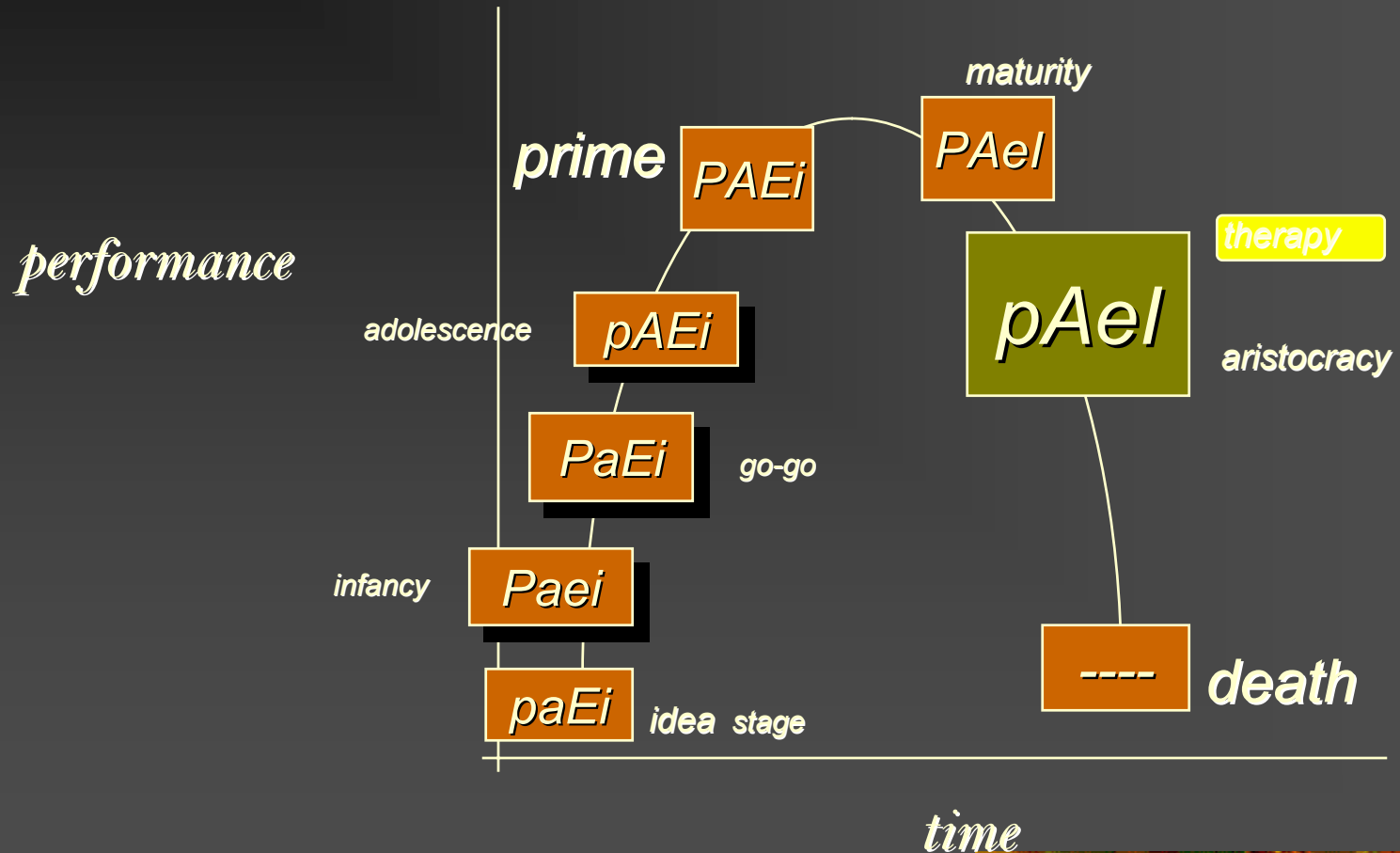
# The Spiral of Success



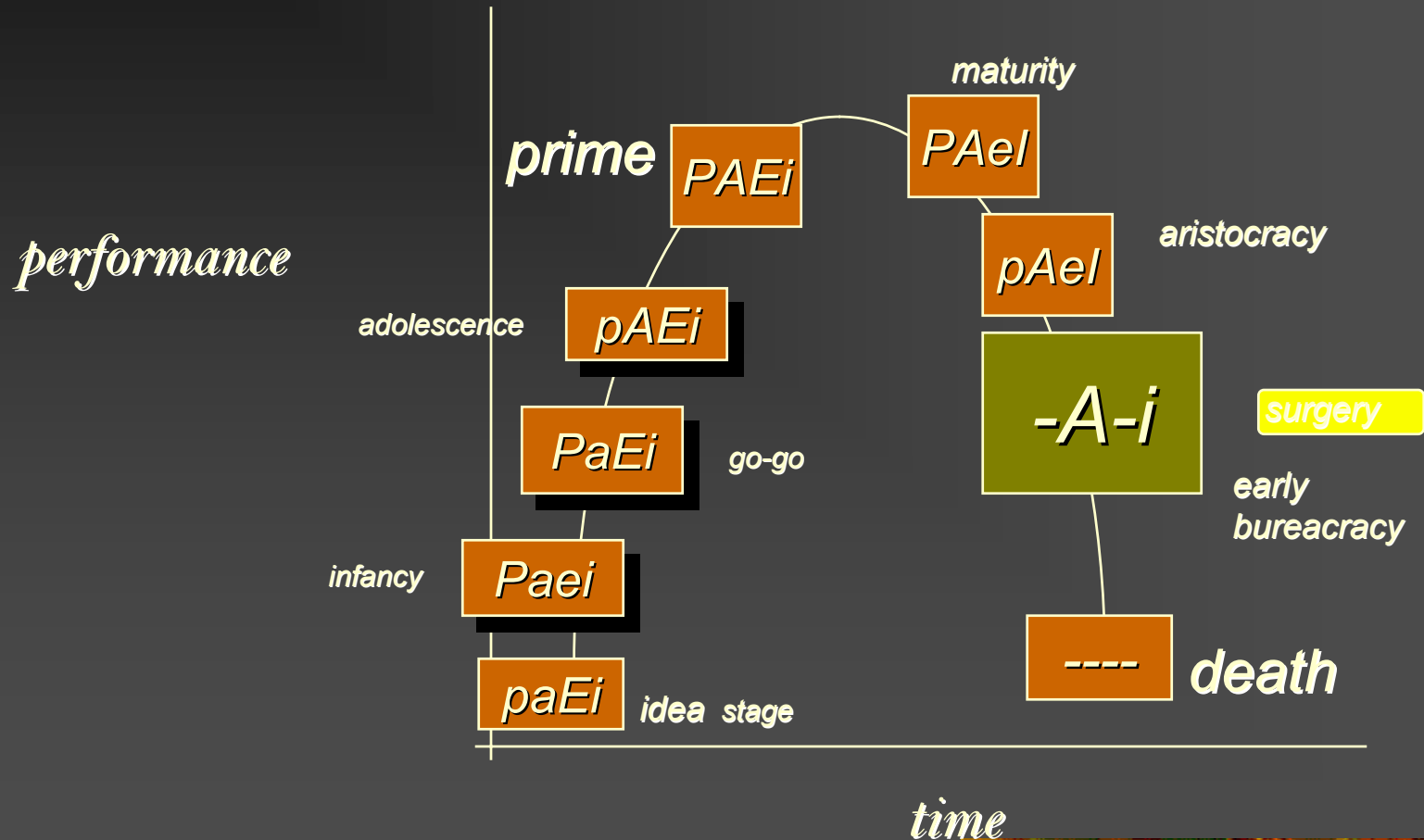
# Maturity: Just over the hill!



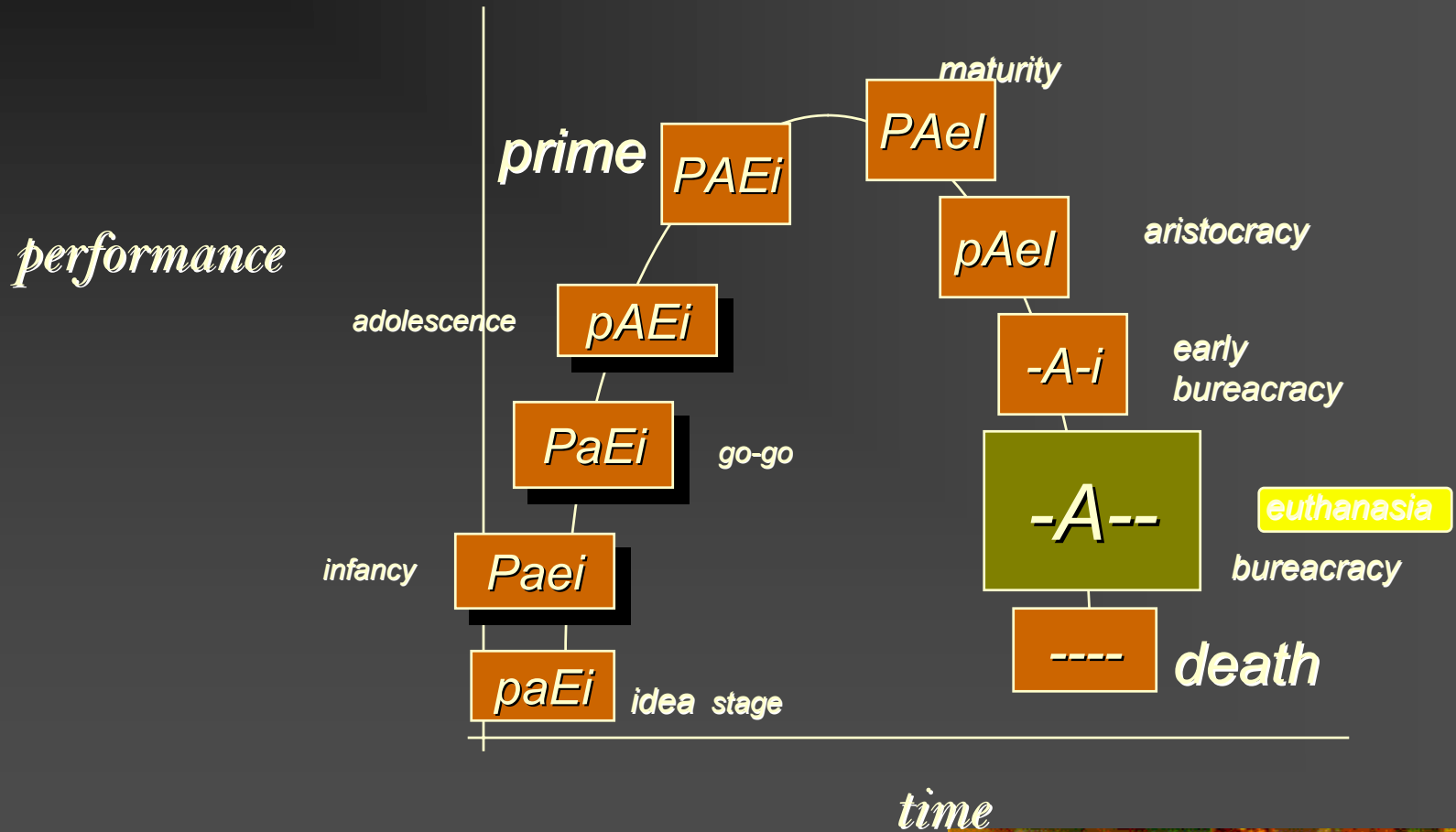
# *Aristocracy: Resting on laurels*



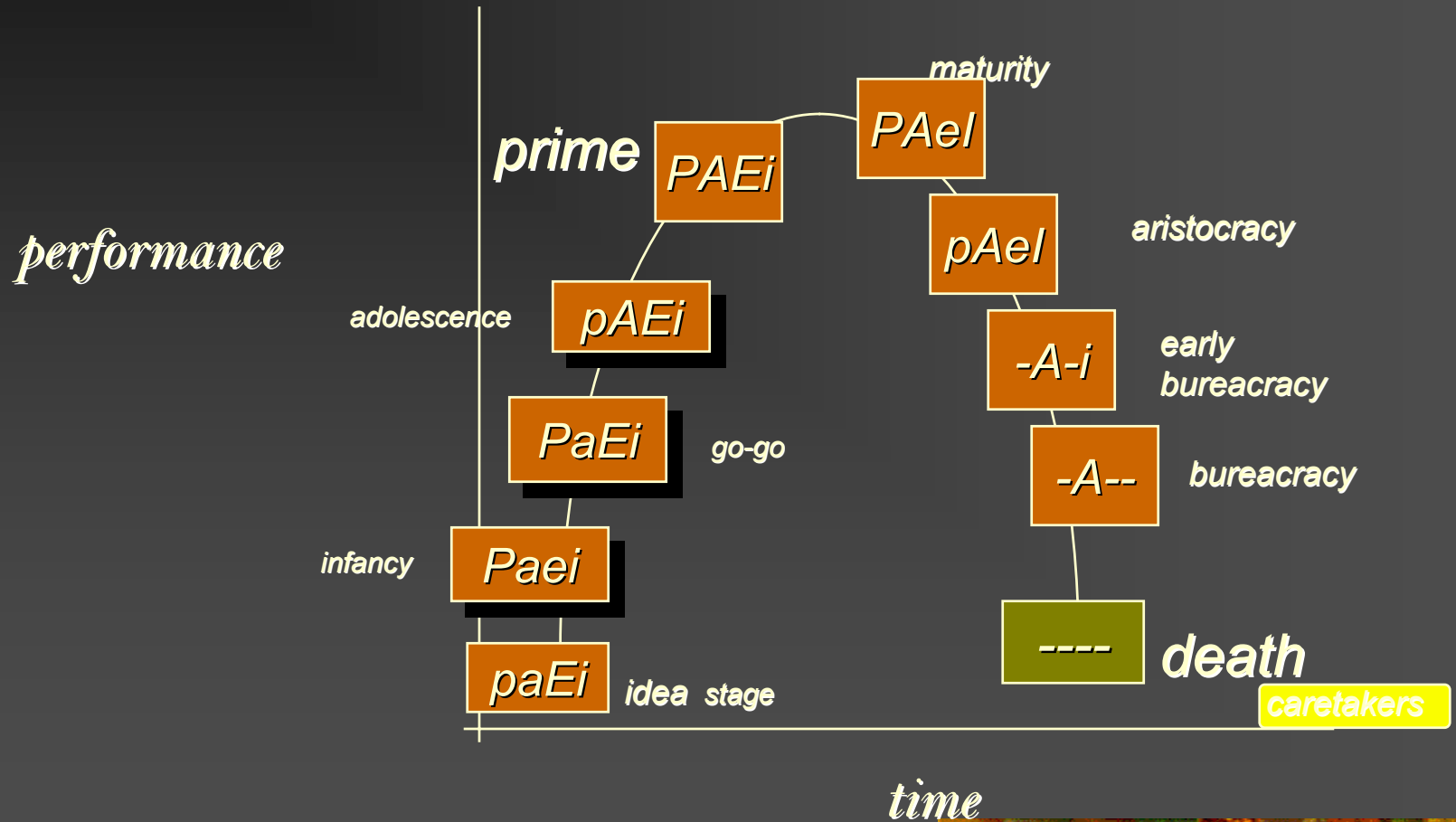
# Early Bureaucracy: Bad news is out!



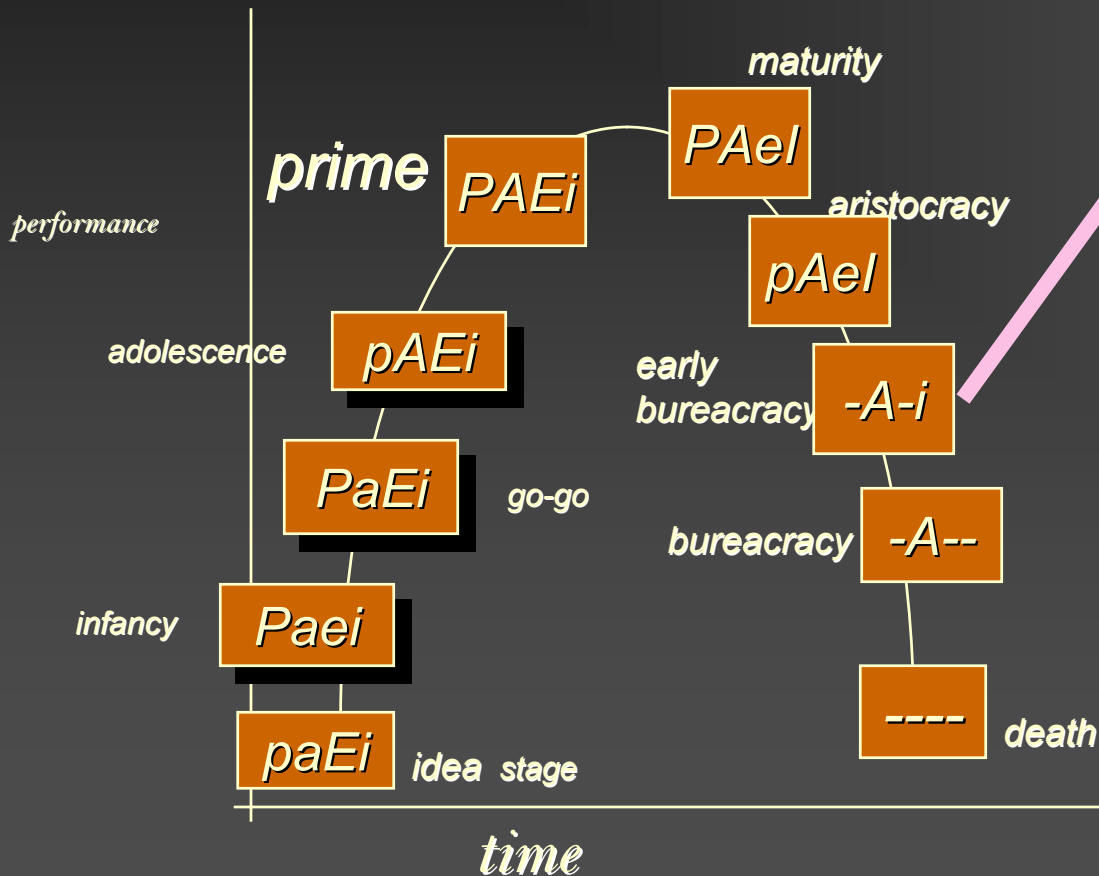
# Bureaucracy



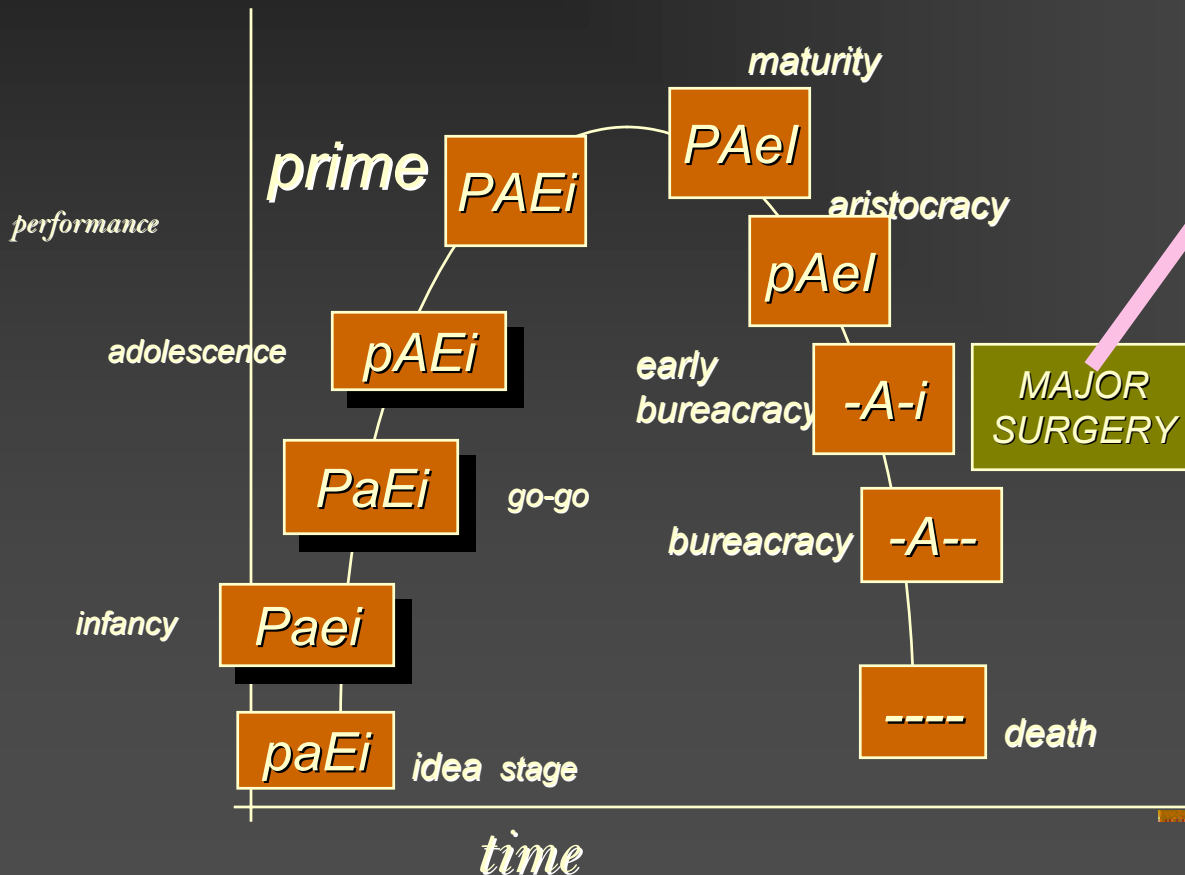
# Death



# ORGANIZATIONAL RENEWAL

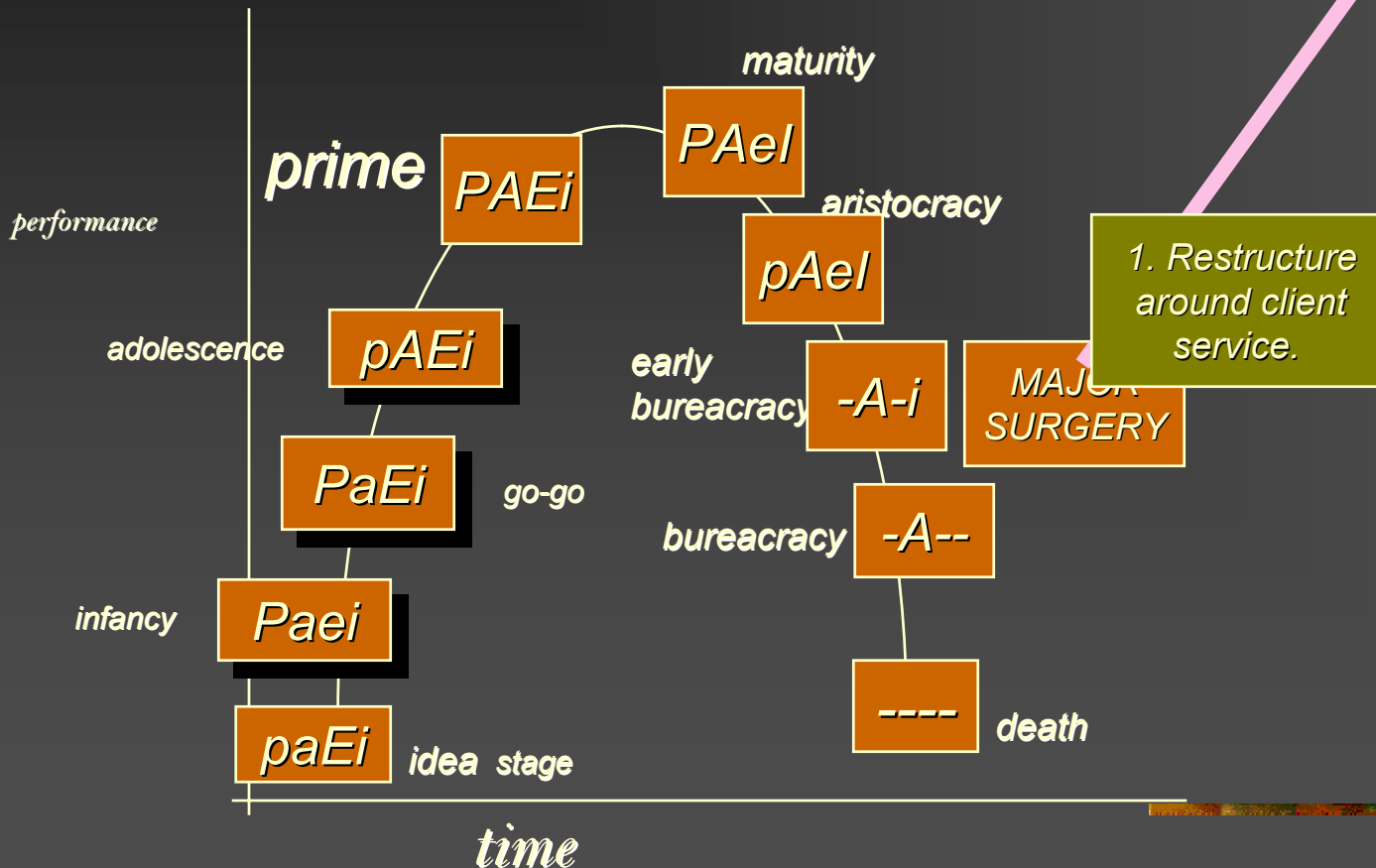


# MAJOR SURGERY



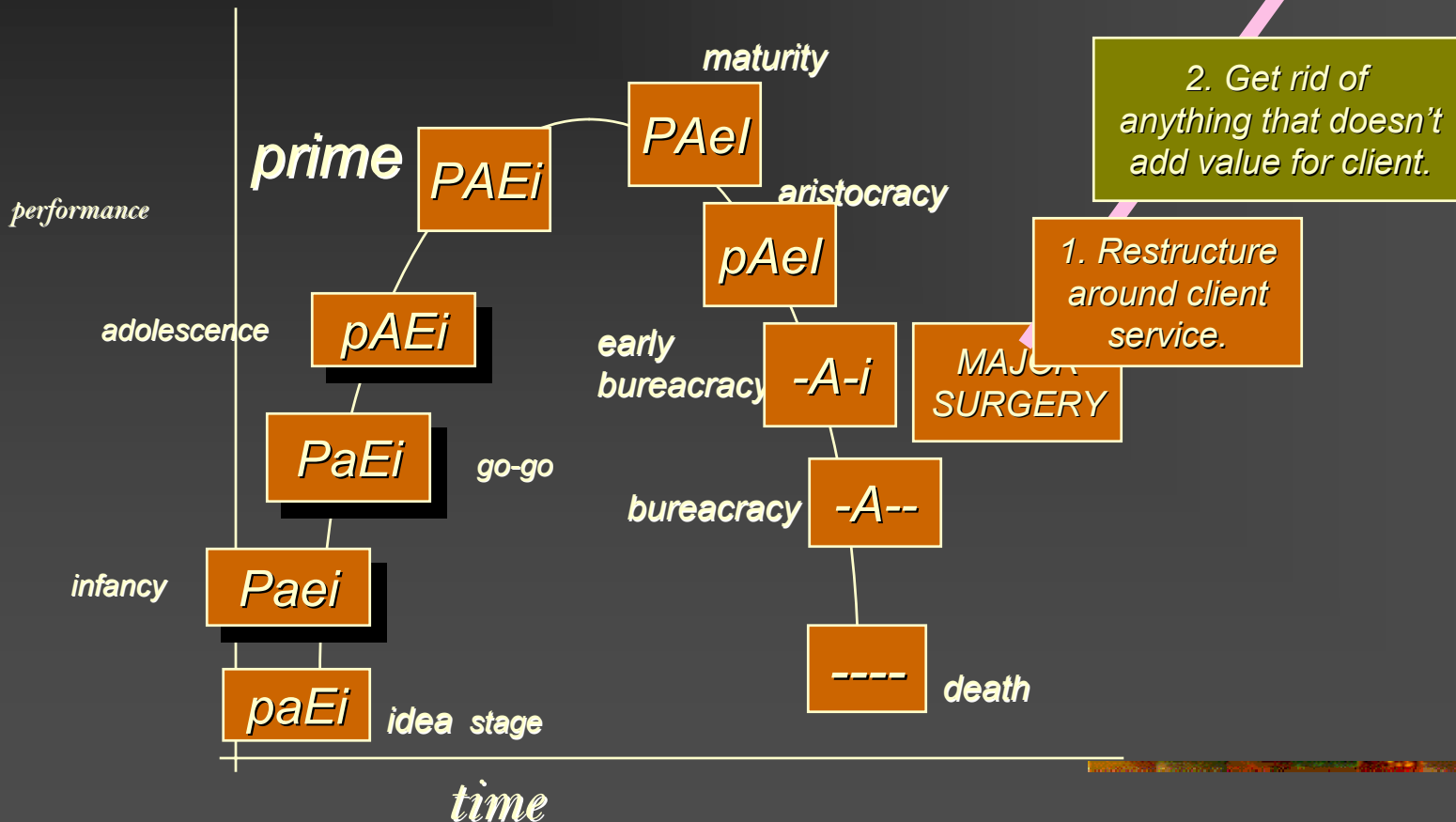
# Step 1: Refocus on client & speed up the internal clock.

bring back the 'E' and 'P'



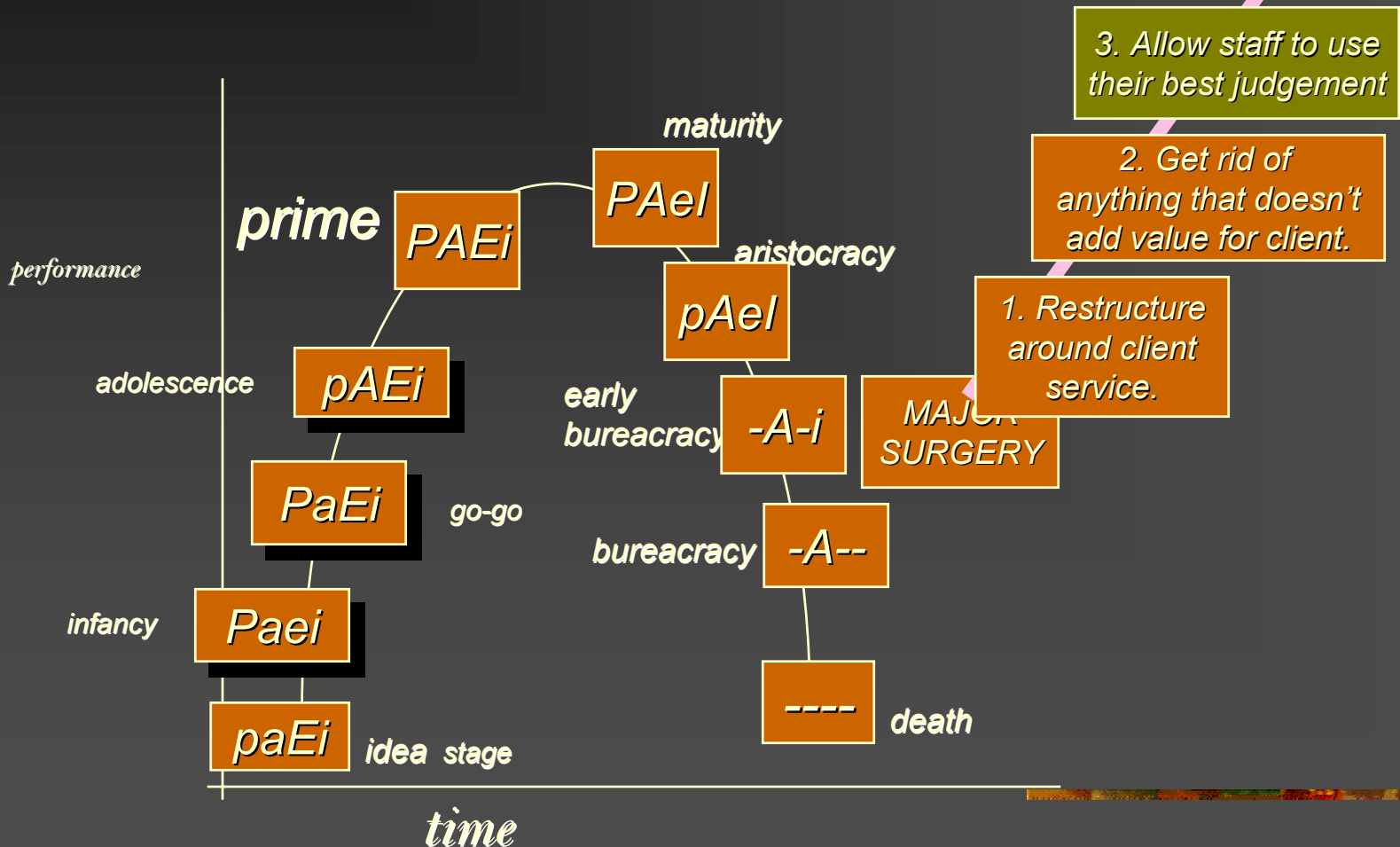
# Step 2: Bureaucracy Bashing

Reduce the 'A'

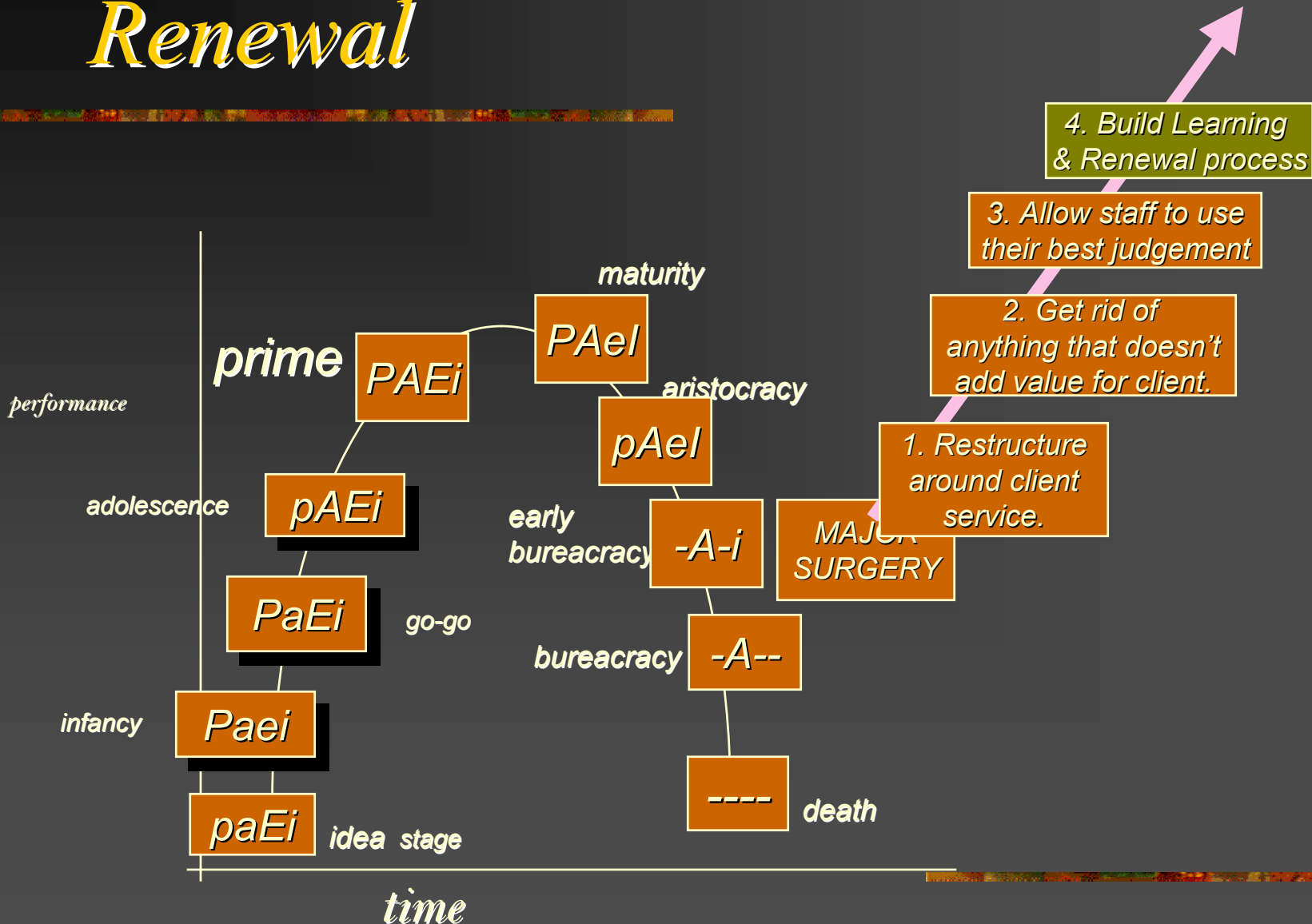


# Step 3: Empower frontline staff

Re-establish the 'I'



# Step 4: Continuous Learning & Renewal



# Step 5: Remake the Culture

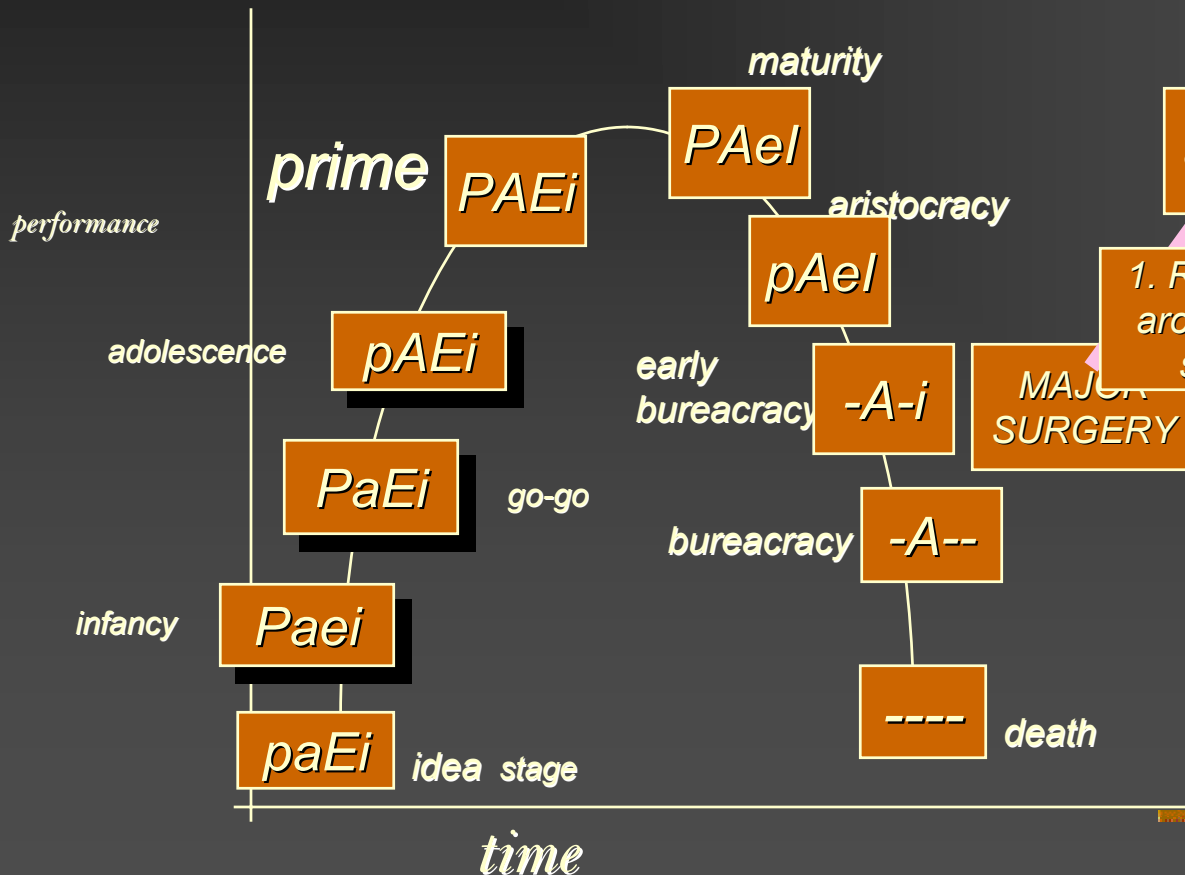
5. Strategic Cultural change

4. Build Learning & Renewal process

3. Allow staff to use their best judgement

2. Get rid of anything that doesn't add value for client.

1. Restructure around client service.





# FACILITATING STRATEGIC PLANNING

---

Helping others to plan

# Facilitating Strategic Planning

---

Four roles for successful meetings

- The facilitator
- The recorder
- The formal leader
- The member of the planning team

Groundrules

- Etc.
-

# FOUR ROLES FOR PLANNING

RECORDER

FORMAL  
LEADER

FACILITATOR

TEAM MEMBER



# The Facilitator's role

---

- NEUTRAL SERVANT OF THE GROUP
  - 'PROCESS' MANAGER
  - TRAFFIC COP
  - TIMEKEEPER
  - ENCOURAGE BALANCED INPUT
  - PROTECT INDIVIDUALS & THEIR IDEAS
  - KEEP VISIBLE RECORD
  - Sometimes pre/post logistics, pre-work, agendas, worksheets, reports etc.
-

# What makes a good facilitator?

- Neutral servant
- Provides process
- Controls traffic
- Protects individuals
- Looks after logistics



# What makes a good recorder?

- Neutral
- Captures ideas
- Never challenges
- Doesn't edit
- Uses colours, charts
- Checks with group



# The Formal Leader

---



- Understands/ negotiates process
  - Accepts Facilitator & Recorder roles
  - Makes limitations clear
  - Avoids abuse of power
  - Listens.. learns
-

# What makes a good team member?

---



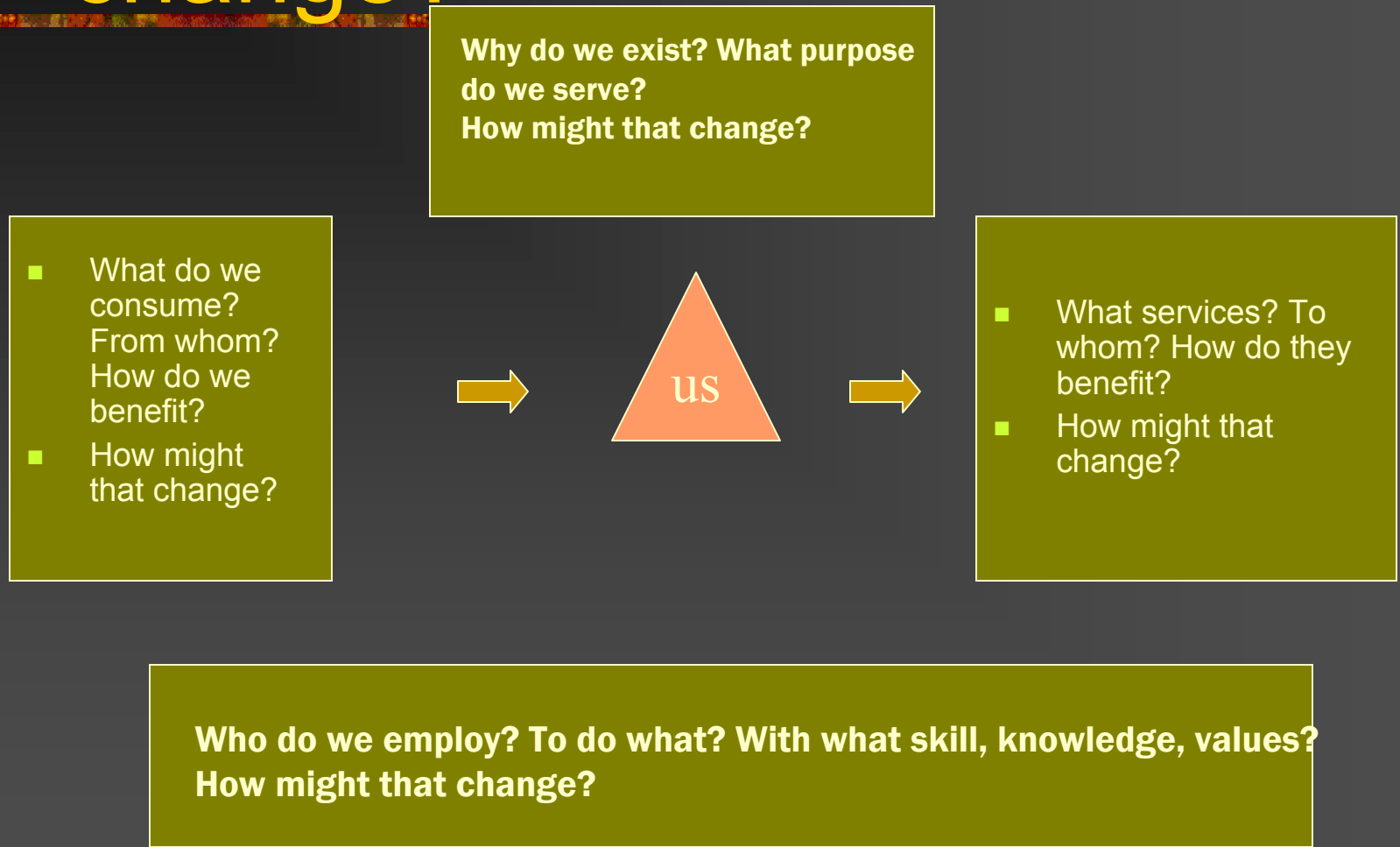
- Behaviour that helps
  - Behaviour that hinders
-

# Sample groundrules

---

- Take turns
  - One at a time
  - Visible record
  - Rule of 3
  - Not said here? Doesn't count!
  - Respect diversity
  - Really listen
-

# Who are we? How might we change?



# Some questions about the people in our community

---

---

# Some questions about our Human Resources

---

Who lives or should live in this community?

How critical are they to our success?

How do we get them to come here?

How do we get them to stay?

How do we get them to contribute?

How do we get them to adapt to changing circumstances?

---

# Some questions about our community's key suppliers

---

What resources, including money, do we depend on to operate and build our community?

Who supplies those key resources?

How dependent are we on these suppliers?

Who else do they supply?

How do they view us?

How do we view them?

---

# Some financial questions

---

**How do we generate revenue in our community?**

**Where do the majority of the dollars come from?**

**How are they used to build our community?**

**Where does the majority of the money get spent?**

**Where might we be losing dollars?**

---