

Guide to Strategic Planning

PHASE I

Preparing for Strategic Planning

Assessing the reasons for strategic planning

- internal
- external

Clarifying the planning objectives

- expectations
- results
- scope
- group

Establishing the planning roles and guidelines

- participation
- steering committee
- leadership
- consultant/facilitator

Designing the planning process

- focus question
- methods
- time

PHASE 2

Developing the Planning Context

Analyzing the external environment

- stakeholders/constituents
- competitors/collaborators
- events
- trends
- opportunities & threats

Analyzing the internal environment

- history
- accomplishments & setbacks
- resources
- strengths & weaknesses

Clarifying the mandates and mission

- basic mandate
- purpose
- reason for being

Objectifying the primary values

- guiding principles
- basic ethics
- operating patterns

PHASE 3

Creating the Strategies

Stating the vision of the future

- hopes and dreams
- 3-5 years
- practical

Identifying the underlying obstacles

- obstacles, barriers and roadblocks
- underlying contradictions

Creating the strategic directions

- 1-2 years
- practical
- implement yourself

Designing the implementation scheme

- priorities
- phasing
- action projects

PHASE 4

Implementing the Plans

Preparing the action plans

- specific, measurable accomplishments
- catalytic actions
- focused campaigns
- coordinated timelines
- budgeting

Forming the implementing structures

- ongoing committees
- special taskforces
- coordination team

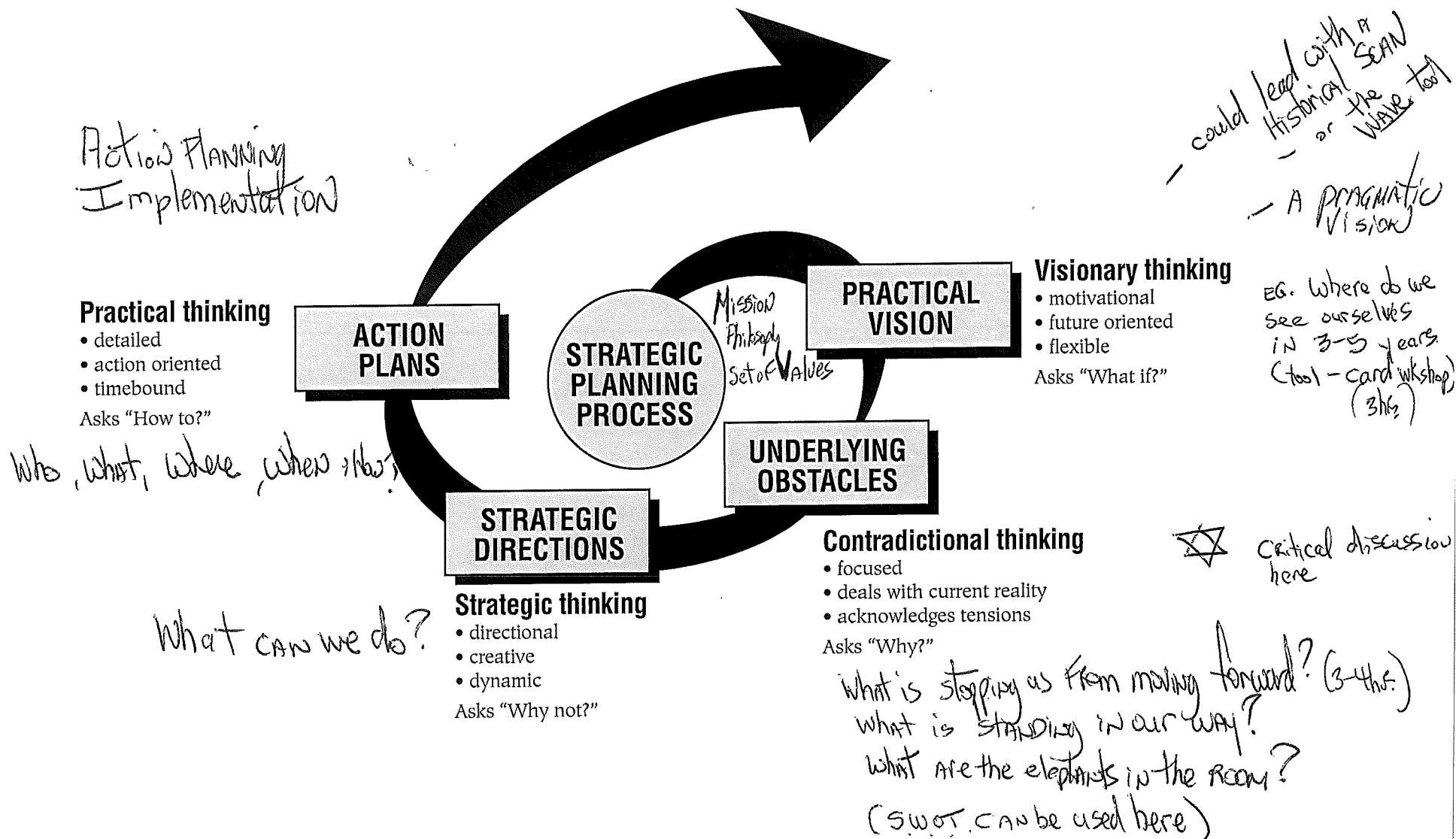
Monitoring the action and evaluating the results

- tracking action
- action reviews
- breakthroughs and gaps
- learnings
- current position

Refocusing the plans

- recreated objectives
- actions and campaigns
- implementing structures

Types of Thinking in Facilitated Planning



An In-depth Look at the Strategic Planning Process

PRACTICAL VISION

UNDERLYING OBSTACLES

STRATEGIC DIRECTIONS

ACTION PLANS

FOCUS QUESTION:

What do we want to see going on in the next 3 to 5 years?

OR: Given the stated area of concern, what is the recognizable condition you would hope to have in place in the next three to five years?

What is blocking us from realizing our hopes and dreams?

OR: If the stated vision is to be realized, what are the issues, deterrents, blocks, irritants, etc., which must be dealt with?

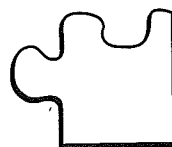
What can we do to deal with the obstacles and realize our vision?

OR: What are the new directions in which we must move in order to resolve the contradictions and realize our vision?

Who, what, when, where, how?

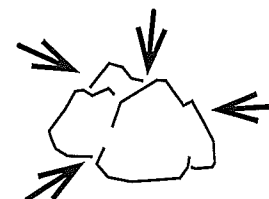
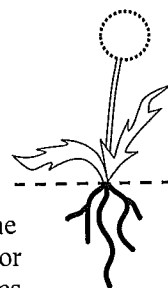
OR: What are the substantial actions that must be taken in order to actuate the new directions?

IMAGE:



Each person has a piece of the puzzle

Dandelion: getting at the underlying or "root" causes



Looking for new directions or approaches to deal with underlying obstacles

Measurable Accomplishment



PRODUCT:

OVERALL TITLE				
Name	Name	Name	Name	Name

OVERALL TITLE				
Name	Name	Name	Name	Name

Name	Name	Towards
Name	Name	Towards
Name	Name	Towards

	JAN.	FEB.	MAR.	
Direction Direction Direction Direction	ACTION	ACTION	ACTION	★
	ACTION	ACTION	ACTION	★
	ACTION	ACTION	ACTION	★
	ACTION	ACTION		★

Interpretive Level Questions to Assist in Naming

	PRACTICAL VISION	UNDERLYING OBSTACLES	STRATEGIC DIRECTIONS	ACTION PLANS
<i>Focus Question for the workshop</i>	What do we want to see going on in the next 3 to 5 years?	What is blocking us from realizing our hopes and dreams?	What can we do to deal with the obstacles and realize our vision?	What is the measureable accomplishment that will launch us?
<i>The Naming part of each workshop is vital in laying the foundation for the next workshop. During Naming, some of these additional questions may be used at the interpretive level. These questions may help participants clarify and focus their responses, which may help in getting a consensus or having a breakthrough.</i>	<p>Given the stated area of the vision, what is the recognizable condition you would hope to have in place in the next three to five years?</p> <p>What will you see when this is accomplished?</p> <p>How will you know when this vision element is in place? What will you see?</p> <p>How would other people know that this vision has been realized? What would they see?</p>	<p>How is this stopping us from realizing our vision? Why?</p> <p>How do you experience this block? How do we participate in it?</p> <p>What is the root cause that is preventing us from moving ahead?</p> <p>How is this blocking us?</p> <p>What is the part/ process /dynamic of society where this block shows up?</p> <p>What is going on in society that sustains these blocks?</p> <p>What is the current reality that is the contradiction?</p>	<p>How would these actions go together to produce catalytic new directions?</p> <p>What is this new direction we must move in to resolve the contradictions and realize our vision?</p> <p>What is the focus of these actions? What new direction are we proposing?</p> <p>How is this a new direction or a new approach?</p> <p>What would you call this type of strategy?</p> <p>What is strategic about what we are proposing here?</p>	<p>What are the substantial actions that must be taken in order to actuate the new directions?</p> <p>What accomplishments would break inertia and catalyze new momentum?</p> <p>What is the one thing that we have to win on?</p> <p>What is the concrete victory we need for the next 6 months and one year?</p> <p>What specific goal do we all need to focus on?</p> <p>Who, what, when, where, how?</p>
<i>Naming tips: HELPFUL SYNTAX Example</i>	ADJECTIVE, JUICY ADJECTIVE, NOUN <i>Safe, neighbourly streetscapes</i>	PHRASE; BLOCKAGE; HOW IT BLOCKS; WHAT IT BLOCKS <i>Hierarchical leadership stifles individual creativity</i>	GERUND PHRASE <i>Generating positive media reports</i>	DESCRIPTIVE, CONCRETE, ILLUSTRATIVE WORDS <i>June 10th Family Festival on Parliament Hill</i>

Sample Vision Chart

The items above the heavy line reflect the consensus of the group. These are titles given to the major aspects of the group's vision for the future.

The items below the line were brainstormed by the participants as they stated what they would like to see in five years' time. These items were grouped to reflect common intent.

Towards a Powerful Community of Professionals						
Towards External Effectiveness			Interactive Province-wide Community	Towards Internal Effectiveness		
Academic Collaboration	Powerful Public Profile	Politically Proactive		Visionary Corporate Management	Responsible Participative Membership	Effective Membership Services
Strong links with students and universities	Powerful public profile	Effective proactive politics	Working groups all over province – coordinated and proactive	Strong financial base	Membership – 90%	Accessible continuing education
Collaboration with universities	Being an authority on profession in Ontario and having a say about it	Politically proactive	Forum for networking	Ongoing assessment of activities, to-do lists, needs Fulltime provincial office	Guilt-free membership Stakeholder driven	Office – resource data base
Money into research equals accountability	Marketing ourselves	LINK – medium to politics	Province wide community	Proactive leadership	Responsive to members' needs	Viable membership services
Involvement with academic curriculum committees re professional issues and academic program	Institutional lobbying	Proactive to issues	Professional networking	Corporate office – flawless, accessible	Direct responsive communication – in touch with members	Leadership for private practice
Continuing refresher education with universities	Increased person power	Representation in government ministry	Fat LINK	Stronger, expanded improved administrative structure	Training and respect for Board members	Guidelines for practice
	Cost effective		Local members involved	Sound operation	Increased membership participation	Resource centre (office)
	Legislated body		Networking – interest groups – conferences		Listen to the consumer	Diversified professional development
	Professional image – self and others				Confidence in and commitment to profession	Education – accessible, practical
	High public profile					Broadened educational opportunities
	Make our field a household word					Refresher educational program
	Public relations profile					

Sample Obstacles Chart

The items above the heavy line reflect the consensus of the group. These are titles created to express the underlying obstacle revealed in the items below the heavy line.

The items below the line were brainstormed by the participants as they looked at factors that could prevent accomplishment of the vision.

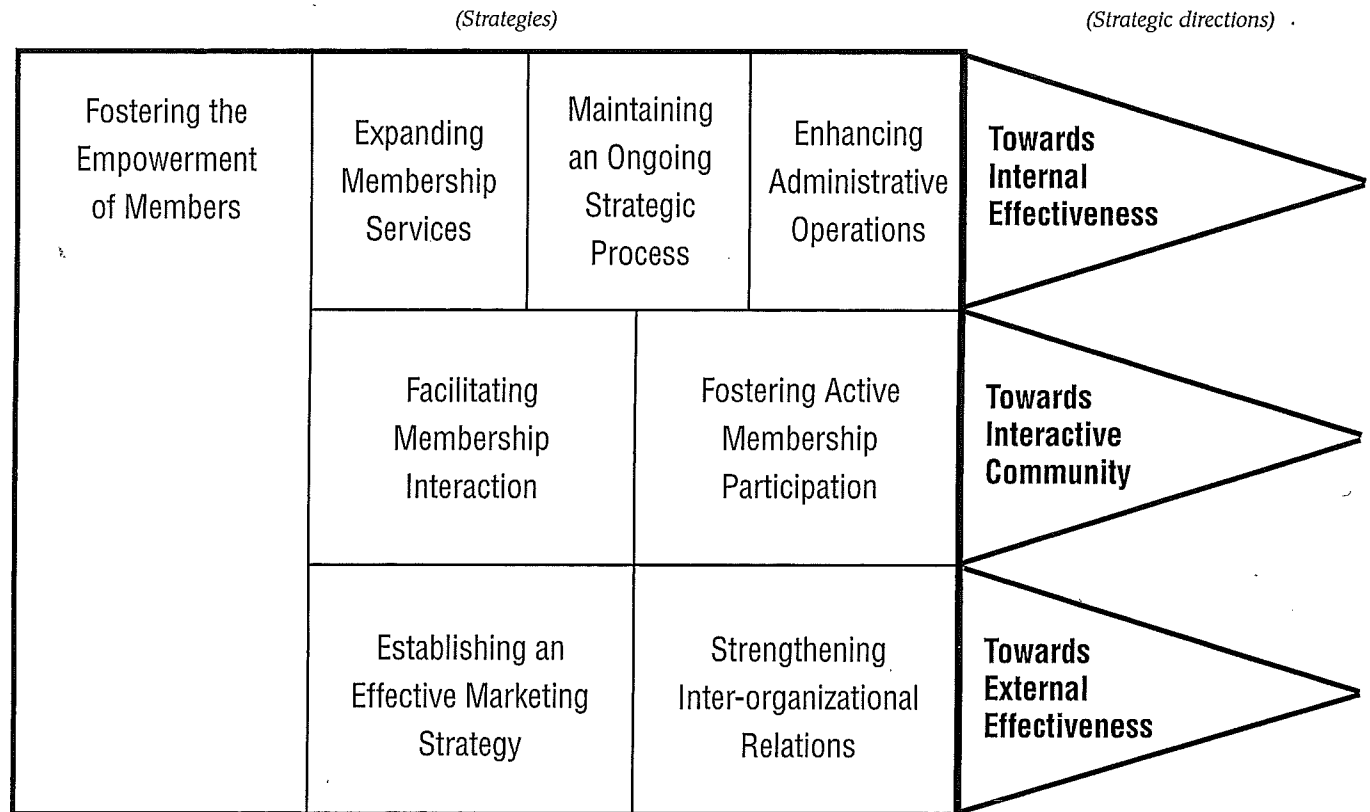
Underlying Obstacles						
Undeveloped Marketing Strategy and Skills	Underdeveloped Undervalued Paradigm	Acceptance of Imposed Status	Undeveloped Plan for Ongoing Strategic Management	Unclear Rationale and Mechanism for Membership Participation	Amateur Business Operations	Ineffective Interactive Community Building
No marketing strategy	No gimmick	Territoriality	Matching needs to resources	Low professional credibility	Reliance on volunteers	Ineffective networking structure
Political knowledge and expertise	Diversity of philosophy	Different aims of academia and clinicians	Structure is new	Knowledge of personal impact of organization's activities	Poor man mentality	Not using effective means of communication
Vague marketing strategy	Increase investment in 'doing job' versus being involved profession	Present health and academic structure	Fragmented efforts (reinventing the wheel)	Poor ownership of organization	Other groups more powerful	Insufficient communication
System for obtaining necessary skills lobby; PR documents	Complacency	MD's divide and conquer	Too many priorities	Perceived as non-essential by members	Minimal business infrastructure	Large geographic area
Need for increased public/political profile	Femaleness of 'profession'	Focus on acute care medicine	Unclear financial feasibilities	Competing demands on individuals	Ongoing demands of leadership roles	Recognition of commonalities
Fragmented PR efforts	No socialization process.	Don't control specific service	Maintenance/consistency of long range plan No clear direction – academic	Competition for membership	Corporate sponsorship not sought	Insufficient information on membership needs
Not politically savvy	Scattered profession, e.g. specialization	Interprofessional networking	Growing pains of new structure, e.g. networking opportunity	Unclear rationale for membership participation	Unawareness of 'business ability'	
PR tools and packages	Poorly described profession	Support for joint academic clinical appointments				
Disinterest in hobnobbing with influential people	High dedication to clinical practice: "Doers not dreamers"	Perception of closed academic world				
Weak, inconsistent verbal/visual image						

Sample Strategic Directions Chart

This chart represents the consensus of the group on strategic directions that the organization needs to take in order to deal with the underlying obstacles.

These strategic directions (to the left of the heavy line) were formed as the group clustered items brainstormed as action responses to the underlying obstacles.

The items to the right of the heavy line indicate major "streams" of action and group momentum.



Each of the items left of the heavy line represents a cluster of actions that, together, form a strategic direction.

In addition to this chart, there is a list of the specific actions brainstormed by the group.

Sample Action Planning Timeline

The result of the action planning workshop is shown in an overall timeline of actions. Small groups work with each strategy to determine the appropriate and necessary actions. These actions are scheduled and coordinated with all of the action plans.

The strategies are listed on the far left. The specific time blocks agreed upon by the whole group are laid out across the top of the chart.

Implementation Timeline					
STRATEGY \ TIME	MARCH	APRIL	MAY	JUNE	
Fostering the Empowerment of Members	Initiate literature review.	Complete literature review.	Identify key informants. Develop questions.	Initiate info gathering and networking.	
Expanding Membership Services	Clarify focus of cont. ed. comm. Clarify focus and scope of refresher educ. committee.	Collect and collate available information. Explore info available in our office.	Regional meetings for input. Link with two organizations re policy. Poll non-practicing members.	Explore support options: corp., govt, professions. Explore ed. comm. with regions. Return completed survey, 30/6	
Maintaining an Ongoing Strategic Process	Start T.A. of monitoring process. Start task analysis of process.	Initiate input to bd. of monitor system. Initial input to bd. of process.	Solidify M.S. TA and set/assign tasks to determine sys. and process for BITS. Solidify task analysis - assign tasks re systems process.	Solidify MS system/process BITS and set timeline.	
Enhancing Administrative Operations	Bd. draft components and outline. Explore computer options. Meet M.W. investors. Advertise for E.A. Explore options - summer student.	4-Hire E.A.: develop eval'n. 6-Purchase system software. 1-Orient bd. with existing pkg.	Eval. bd. orientation program. E.A. starts orientation. Develop database quest. for regist. forms. Consult fln. ad. comm.	3-Consult with FAC. 2-Initiate office file reorg. E.A.	
Facilitating Membership Interaction	Inquiry to Bell. Notice to LINK. Explore needs with VP and Exec.	Notice appears in LINK. RDs networking.	Bell needs assessment. RDs and VP collect needed info. Prepare resource profile. Liaisons being sought	Review results. Compile info RM re-eval and reg. process. Review by exec.	
Facilitating Active Membership Participation	Nomination comm. to generate required time commitment for open bd. positions. PR, RM, VP. sec meet.	Proposal prepared for spec. initiatives fund to purchase correspondence cards and bd. service pins.	President write employers of new bd. members - acknowledge time partnership. Recruitment include time commitment.		
Establishing an Effective Marketing Strategy	Communicate with Govt. affairs. Investigate possible marketing consultants & existing resources.	Core committees meets with LINK reps - circulation inc.; cost.		Focus identified. Plan initiatives. Comm. with members thru LINK.	
Strengthening Inter-organizational Relationships	Publish exciting news items. Develop decision-making process to determine that interdisciplinary membership meets OSOT objectives. Identify potential future interdisciplinary involvement. Identify current involvement in interdisciplinary groups.	Designate bd. position to ACA.	Publish exciting news items.		

Sample Action Planning Timeline (continued)

Implementation Timeline				
JULY	AUGUST	SEPTEMBER	Meas. Accomplishment	Who/Cost
Continue networking.	Develop proposal.	Motion at FBM to utilize key resources for development of an empowerment process.	Identify key resources for the development of empowerment process	Kathie R. Debbie B. PR division \$500
→ Link with univ. to establish contact.	Prepare report re cont. ed. plan. Prepare report.	Submit report to VP Educ. Submit report/recom. to VP Ed.	Prov. plan for cont. ed. Recommend re refresh/entry educ.	Cont. Ed. Com; VP Ed.; Ref. Ed. Comm. 2000/\$1000
Send out MS for feedback. Send out for feedback.	Collate MS feedback and refine as design.	Present and implement MS Present to board and implement.	Design ongoing process. Design monitoring system.	Deb; Helene \$400 + \$100 mail
Continue file reorganization	Continue file reorganization	Evaluate Impact of EA Explore lease options to RM. Propose financial strategy to FBM Complete file/resume reorg.	1-Bd. orient. pkg. 2-Office files reorg. 3-Long range fin. plan 4-Fulltime E.A. 5-Office space needs. 6-Computer systems. 7. Commun. altern.	RM; CB; MM; Cathie \$5,000
Update executive		Phone service rec. presented. Profile presented at FBM. Liaisons list ready and rec. for use. Distribute profile for use.	Phone service rec. Data base profile presnted. Liaison list rec/ready. Resource profile.	RM; RD9 and PIVP; RDs and RM; PIVP and ED. \$250
	FBM brainstorming session re grassroots awareness campaign.	Presentation at FBM re spec. initiatives fund - cards, pins. Executive Com/VP/RD have system for thank you correspondence	Foster awareness and appreciation of issues and activities. Recognize member participation.	Nom. Com. Bd. members
Work on initiatives.	Work on initiatives.	Progress report: 'product' Budget proposal for next year. Proposal to FBM re consultant : goals; obj.; budget; outcome.	Develop the focus of marketing strategy and undertake 3-5 initiatives	PR division; GA division; core Exec. \$2000
Publish exciting news items. → Investigate current liaisons with organization objectives.		Publish exciting news items. Identify diff. levels of interdis. involv. Identify time commit. & potential liaisons & propose policy.	Identify rationale for liaison with groups. Inform members.	RDs; VPs; 15 hr Exec. 35 hr \$500

The strategies are usually within a two year time frame. In order to ensure effectiveness and develop momentum, it is necessary to focus the time frame for action planning on three to six months. In doing this, the group chooses the measurable accomplishments within the scope of the overall strategy that they will work on. These measurable accomplishments are listed at the end of the timeline as a target.

The group also identifies the cost involved in carrying out the action plan and the people who committed to ensuring that the action plan will be carried out.

Adapting the Strategic Planning Process to Different Situations

LARGE GROUPS (OVER 40)

The challenges with a group over 40 are allowing each person to be heard, and making sure everyone can see the work on the wall.

- 81/2x11 pages can be used instead of cards.
- Instead of breaking into small groups of two or three after the individual brainstorm, break the group into small groups of 10 or 15, each with a trained "team facilitator". The team facilitator asks for answers to the focus question, going around the circle. She writes each on the flipchart in the participant's own words. After each person has said one, then she asks for any different ones. She then asks for which ideas are most similar, and connects just enough to distill the group's list down to the required number of cards. (It is still true that 60 diverse cards will be plenty to hold the group's wisdom. If there are 5 small groups, each group should come up with about 12 cards.) They then write them on the cards and come back to the large group.
- Naming can be done in the same teams, assigning a column to each team, who uses the ORID process to name the column.
- If the group is larger than 100, it is advisable to break the group into several groups to do the whole process, then send representatives to a session to pull together

the work of the whole group. (See the next adaptation.)

INADEQUATE TIME

There will be trade-offs when a group cannot take the time to spend at least 3-4 hours on each of the four key parts of the planning process. But sometimes it is necessary.

One approach is to hold a vision workshop one day, obstacles and strategy another day, and action planning at another time. If there is more than 2 weeks gap between the sessions, the continuity will be difficult to hold. Start each session with an ORID review of the previous sessions. Insist that if someone was not present for an earlier session, that means that they respect the work of the group that was there. New data may be added, but nothing may be taken away.

Another possibility is to do vision and strategies as workshops, and do an obstacles conversation. This diminishes the power of the obstacles, but it does hold all the dynamics. It is not a good idea to start a group with an obstacles workshop. The group will blame their struggle with the obstacles on the process, and escape ownership.

GETTING THE INPUT OF MANY STAKEHOLDERS

If the group is too large to fit in a room, it is possible to do focus groups. Plan the focus groups to make sure there is an easily accessible place and group for each person. For example, "kitchen table" dialogue groups work well in a community. Or a time just before or after a shift will make it easy for shift workers to participate. Train facilitators who understand the whole process.

Each focus group does quick workshops, identical to all the others. Usually this will be vision, obstacles, and strategic directions. The workshops are documented. Then the focus group assigns a representative to take their work to a plenary session.

The plenary session takes the "title" cards from each focus group for each workshop, and uses them as "data" cards to come up with a "meta-grouping" and names those. You may need the data in the columns to help clarify the new meta-groups.

The results are documented and taken back to the focus groups so they can see how their wisdom became part of the whole.

An Action Planning Day can be scheduled where people who wish to work on each strategy can come together and build action plans.