

Fundamentals in Practical Leadership for New & Emerging Leaders

Session 9: Strategic Thinking Applied to Day-to-Day Work

Most of us in the non-profit world don't often have to decide between "good and bad".

Most of our decisions are between "good and best"

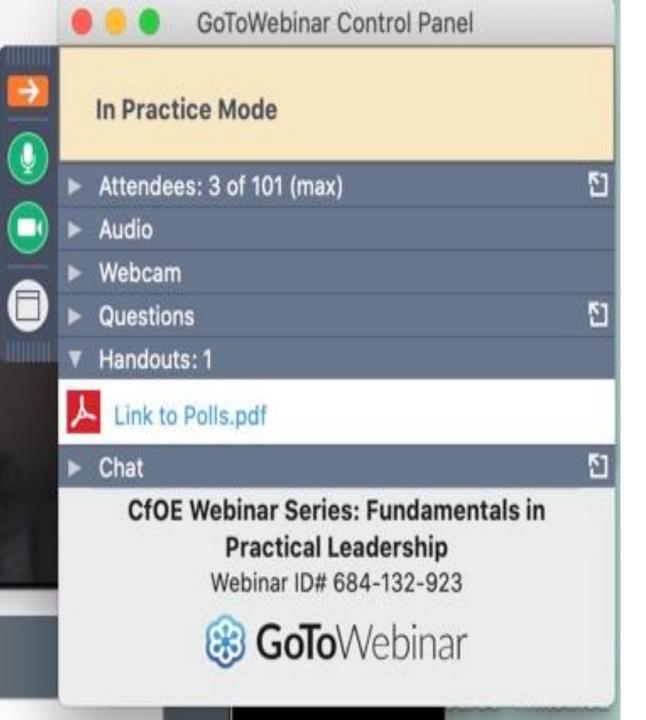


Your organization's strategic plan is intended to provide direction to the organization's activities. This session explores what you can do as a leader/manager to ensure that you integrate your organization's strategic directions into your daily work, and support others to do the same. What are simple ways to ensure that you and your team are aligned to strategy? How do you nurture strategic mindsets as leader?

Agenda:

- What is a strategic plan?
- How do you develop a strategic mindset?
- How can you best support your organization's strategic plan?





Ways to Participate

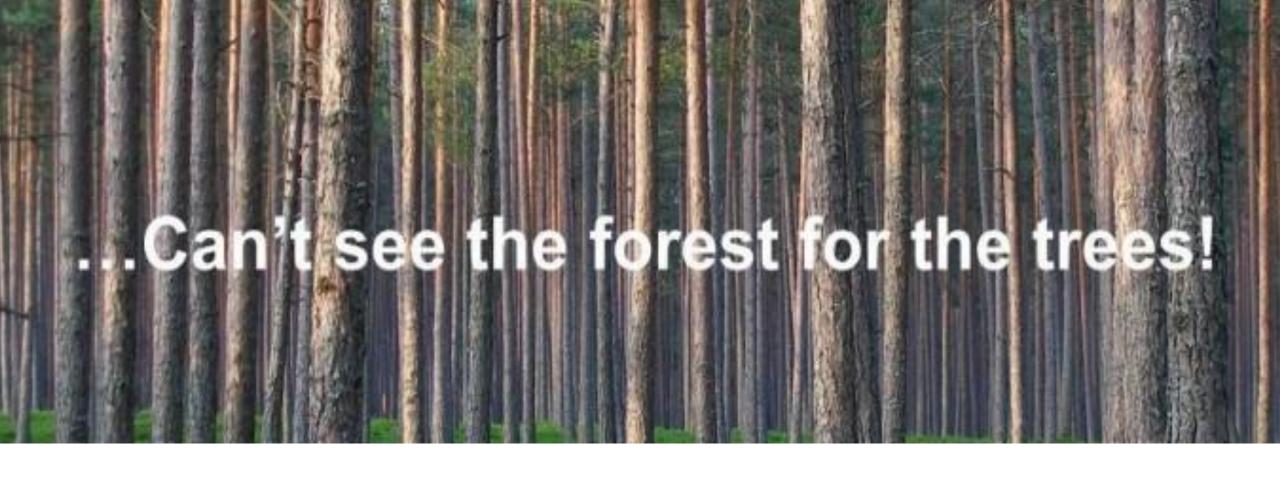
- ✓ Questions Box/Comments
- ✓ Audio
- ✓ Interactive polls
- ✓ Handouts
- ✓ Lines muted, if you 'raise your hand' we will unmute

What are things that must be considered as an organization develops its strategic plan?



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(skip entering your name)



Why Strategic Planning?

Benefits of Strategic Planning ~

- Promotion of Strategic Thought and Action
 - Which can lead to more systematic information gathering about the organization internal and external environment
 - Heightened attention to organizational learning
 - Clarification of the organization's future direction
 - Establishment of organizational priorities
- Improved Decision Making
 - Focuses attention to the crucial issues and challenges facing the organization
- Enhanced Organizational Responsiveness and Improved Performance
- Re-engagement of an organization's people





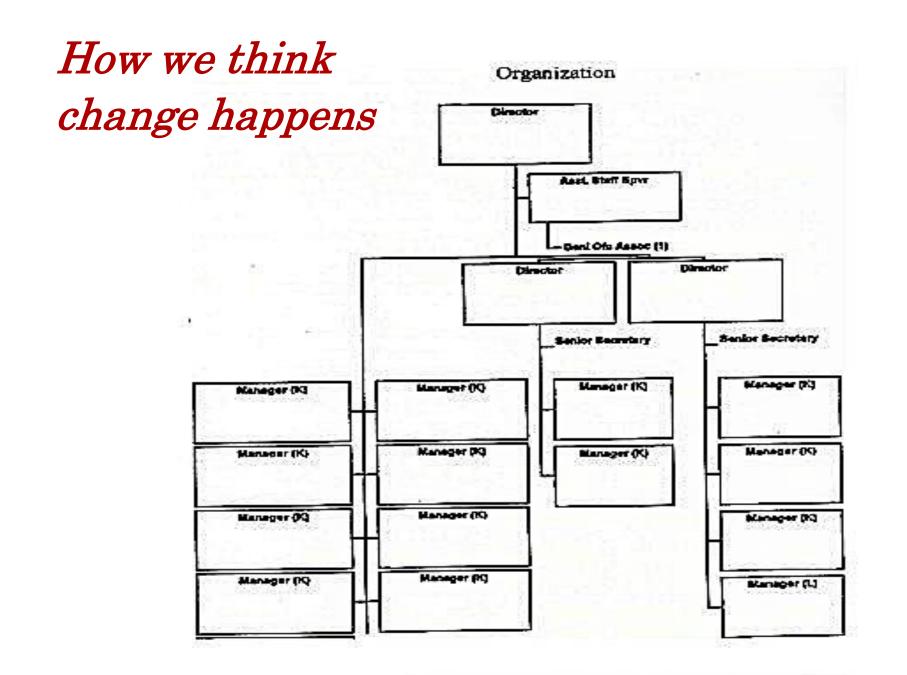
The Context.....



....From different sectors we are now hearing....

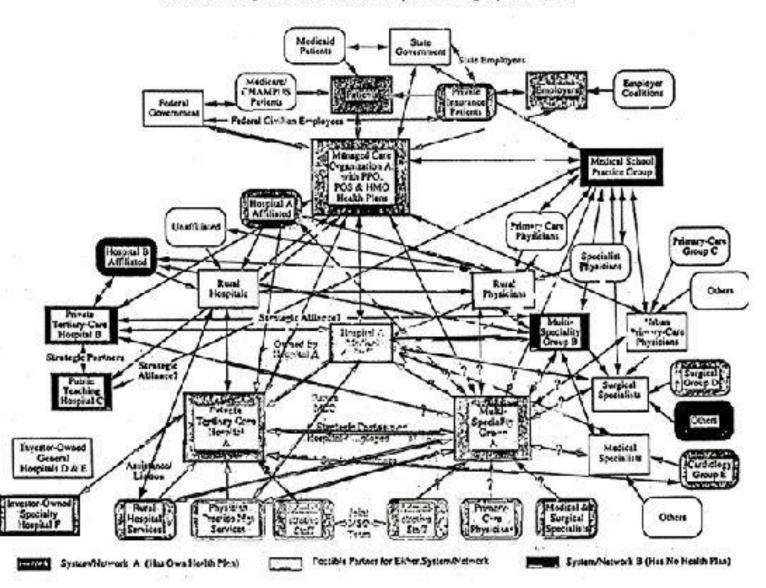
- We need time for generative dialogue
 - It is precisely because sense-making is so subjective and involves so many choices that it is so powerful and ultimately so necessary for governing
 - Asking: What do you notice? Trying to make sense of all kinds of information, of "messes/messiness"
 - (Chait et al, Governance as Leadership)
- **About the "U" experience**, which requires us to drop our baggage and enter into dialogue Solutions Lab work....
 - (Senge et al, Presence)
- The new dynamics of strategy sense-making in a complex and complicated world – the value of order and 'un-order'
 - (Krutz, IBM System Journal)
- Marg Wheatley on change





Emerging Regional Integrated Delivery Systems/Networks: A Simplified Emergin of Collaboration and Competition Among Key Stakeholders











Discovery Report ✓



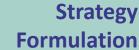




- ✓ Stakeholder feedback
- ✓ Environmental Scan
- ✓ Internal data analysis

✓ Summarizes the information from the Discovery Process.

- ✓ Board of Directors hosts the Summit
- ✓ Includes leadership and staff
- ✓ Review Discovery Report what is emerging in terms of strategy?





✓ Board of Directors with executive director develops high level strategic priorities



Comprehensive Actional 5 Year Strategic Plan

- ✓ Key organizational priorities
- ✓ Project Plan
- ✓ In-Kind Capacity Building workshops
- ✓ Engagement & Communication Strategy



Recommendations Regarding the Plan's Implementation

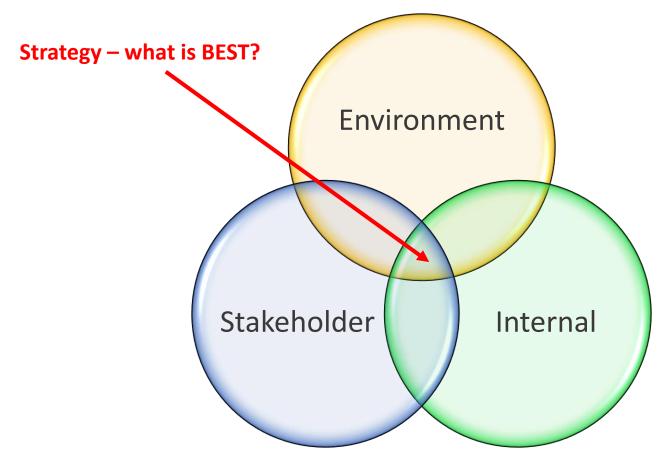
- ✓ Strategic
- √ Financial
- ✓ Human Resources
- ✓ Organizational Resources
- ✓ Facilities Resources

The Sweet Spot

Practice Sense Making & Reflective Practice, taking a look at the organization from a variety of angles and from here determine what is

BEST

(vs. what is just good)



Anchored by Mission, Vision & Values



A Reflective Praxis Approach

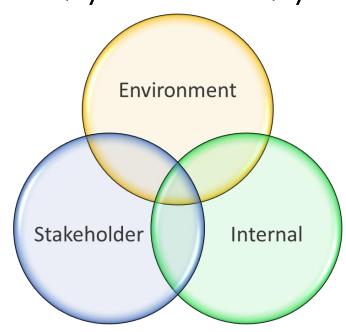
After, as part of, analysis ~ What are we learning here?

- Pause
- Sit with it
- Move to Intuition to your gut
- Let it sink
- Discern (rational and intuition) vs. decide (just options)
- Explore
- Understand
- Move to generative dialogue
- Integrate



How to think bigger...

- Expand your thinking beyond your team, your work
- Move from defending/protecting to seeing the goal of the whole organization
- Prioritize Mission, your organization, your team, your work
- Think in the lenses of
 - Environment
 - Stakeholders
 - Internal

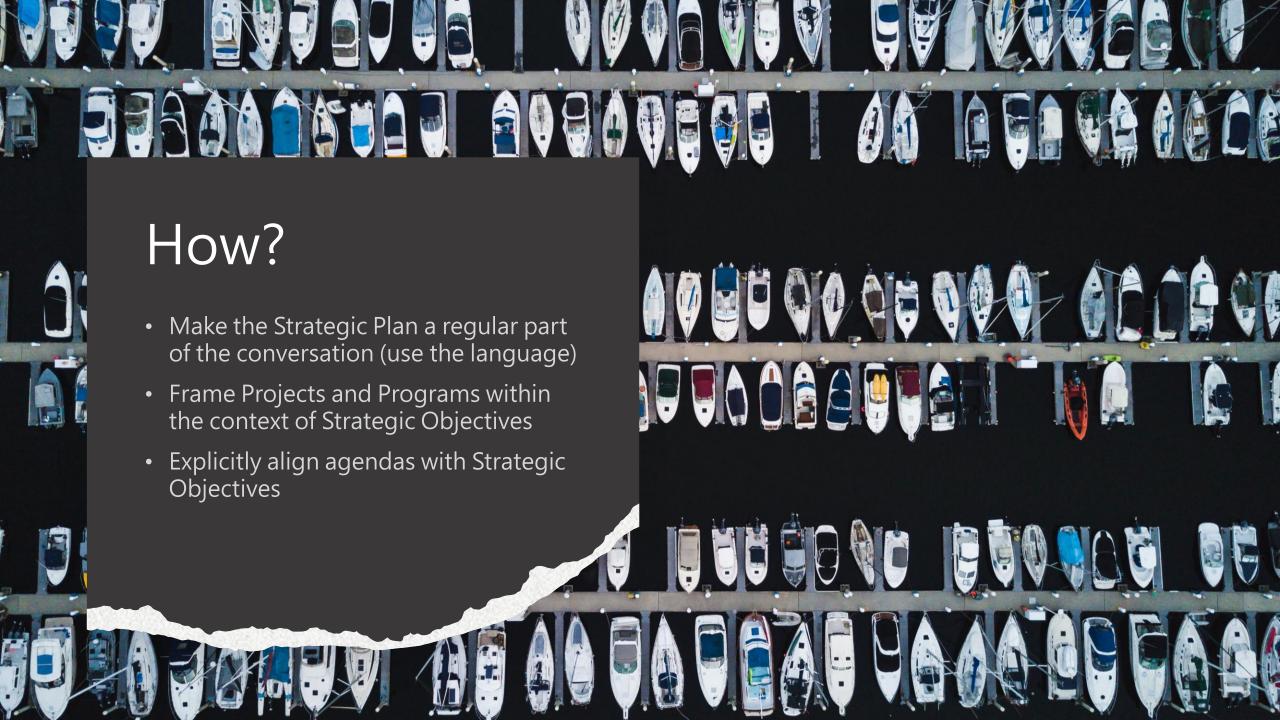




How?

- Document and Communicate how the work of your team aligns with the Strategic Plan
 - Ensure they understand why the destination is important
 - show how their work supports moving towards the destination







Strategic Plan 2020

Our Vision

Mentally healthy people in a healthy society.

Our Mission

To improve the well-being of our community through high-quality mental health and addiction services.

Our Values

Respect. Excellence. Accountability. Collaboration. Hope.

ACCESS

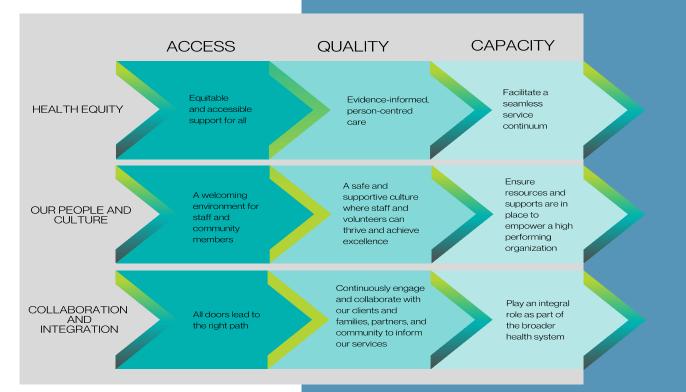
Community members receive the help they need when and where they need it.

QUALITY

We provide increasingly high-quality, person-centred, and safe service.

CAPACITY

e address the growing needs of our community/ through dedicated staff, innovation, and partnerships



Agenda

Strategic Theme: Access & Capacity (Collaboration & Integration)

• Introduce New Partnership for better flow of referrals between organizations

Strategic Theme: Quality (Health Equity)

• Review evaluation of new program

Strategic Theme: ?

Debrief critical incident

Strategic Theme: ?

Round Table

Supporting your team in strategic thinking...

• SOAR

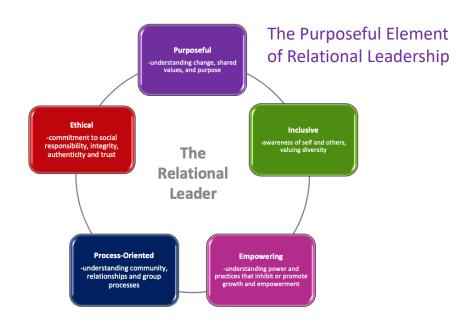


SWOT





Remember tools in your tool kit (from last sessions) – apply your strategic mindset!



Your "Why" Reflection Exercise

,	
Team's WHY Core Purpose – ALWAYS aligned to Vision &	Reflection on the Year
Mission of the Organization	2020 Year of
	Gifts/Strengths/Skills we bring into 2020
	What needs do we have?
	Hope for 2020
Yearly Goals	Ongoing Reflection Continuous Improvement
Aligned to your organizations mission and strategic plan,	Ongoing Reflection Continuous Improvement What went well last week?
Aligned to your organizations mission and strategic plan,	
Aligned to your organizations mission and strategic plan,	What went well last week? What didn't go so well last week?
Aligned to your organizations mission and strategic plan,	What went well last week? •
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Think about
Strategy related to
Conflict – how
does it contribute
to challenges, or
solve challenges
arising from the
SCARF model?

- Status
- Certainty
- Autonomy
- Relatedness
- Fairness

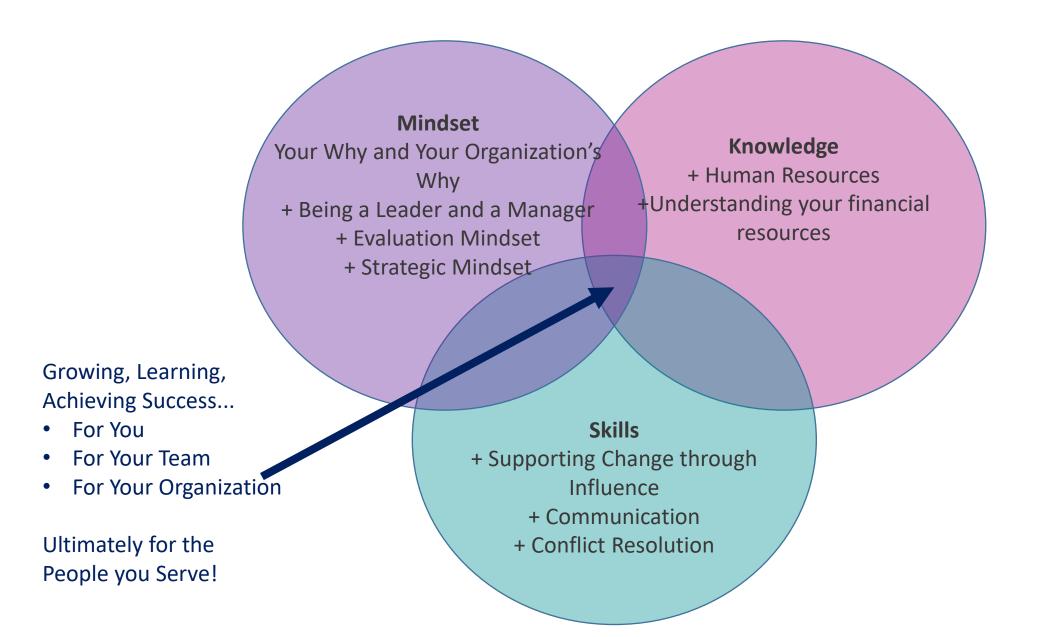
As you are looking at evaluation – your strategic plan can guide what types of things you should be looking to evaluate.



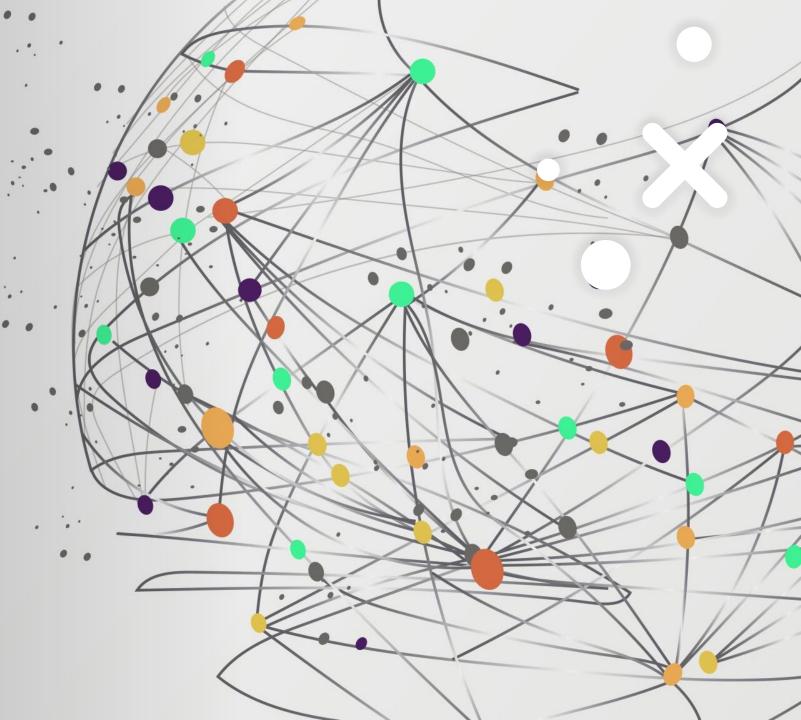


Repeat the message of your strategic plan often – include it in your communications planning around all you do.

The Webinar Series – Bringing it Together



We'd love to know what this was like for you...



Reflection Questions – Post Webinar – for Certificate Participants

Due – March 22, 2020 (12pm)

Maximum 3 pages

Email to webinars@cfoe.ca

More detailed instruction will be available tomorrow following the webinar

- 1. Analyze the way that the strategic plan was developed in your organization with what you have learned about strategic plans? What did you do well as an organization? What can you do differently next time?
- 2. What are 2-3 things that you can do to:
 - a. Develop a strategic mindset?
 - b. Align your work and the work of your team with your organization's strategic plan?

