

How to Develop Your Strategic Plan that is Concise, Completed in 1 Day, and actually Strategic



Steven Bowman
ConsciousGovernance
61 3 9509 9529
steven@conscious-governance.com
www.conscious-governance.com

STRUCTURING THE STRATEGIC PLAN PROCESS FOR SUCCESS

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-Board, senior staff, key stakeholders	(Week 2)
Develop and circulate Board and planning team survey, collect survey returns and summarize relevant issues	(Week 3)
<p>Commence Planning retreat (Day 1)</p> <p>9.00am-2.30pm</p> <ol style="list-style-type: none"> 1. Developing or reaffirming the Vision/Mission of your organisation and using your Vision/Mission statement as a strategic filter to develop and assess new and existing programs 2. Developing Alternative Future scenarios for plausible futures facing your organisation and impact on business processes 3. A Strengths, Weaknesses, Opportunities and Risks (SWOR) environmental filter analysis including analysis of survey returns and SWOR results 4. The impact of identified risks on your risk management plan 5. Developing the alternative key strategies for your organisation 6. Agreeing and prioritising key strategies 7. Developing Action Plans to achieve the identified Strategies 8. Impact analysis between the SWOR, Vision and Strategies. 9. Establish the Strategic Action plans for all agreed strategies. This will include a description of the project, the project scope, the resources necessary for implementation, a start date, finish date, project manager, success measures, ethical considerations and risk identification. There are likely to be between three and five Strategic Action plans per strategy. 10. Strategies for ensuring that the strategic plan is carried out at the various levels, including reviewing the strategic plan regularly, and strategic thinking processes. 11. Strategies for embedding the strategic plan into 	(Week 4)

<p>performance measures and job descriptions at all levels of the organisation</p> <p>12. Show how to develop gaant chart to review timelines</p> <p>A smaller group (CEO, Chair and facilitator) will be required that afternoon/evening for around 3 hrs to finalise the strategic plan and ensure that timelines are reasonable. Sample strategic plan reporting formats will be provided.</p> <p>Board approval together with follow-up support and ensure Strategic plan is properly written up and budget amended</p>	<p>(Week5,6,7)</p>
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Action Plan 1.2 – Develop strategic relationships with partners to take advantage of new scientific advances for manufacturing and technology

Scope: Identify who the main players are and who we want to partner with, establish formal relationships, develop protocols for translating relationships into projects that will enable manufacturers to take advantage of changes in science and technology. Act as a catalyst. Investigate ways of implementing national rollouts, and the benefits for the region.

Resources: nil

Start Date: Sept 06

Complete Date: Sept 07 (review Feb 07)

Project Manager: GM

Success Measures: All identified partners have a formally signed MOU

Ethics: Manage IP implications. Manage relationships with universities and TAFES

Risks: Seen to be taking the side of vested interests

Action Plan 2.1 – DEVELOPMENT OF INFRASTRUCTURE TO MEET SERVICE NEEDS

Scope: Completion of an integrated health service for both sites. Buildings/land to suit services. Redevelopment plan for all sites, funding and development strategy. Complete range of health on one site. Land acquisitions required? Suitable accommodation infrastructure to support development. Environmentally sustainable design. Science and technology (IT networking).

Resources: \$10m

Start Date: May 2008

Complete Date: Oct 2011 for plan and capital approvals

Complete Date: December 2012

Project Manager: xxxx

Success Measures: Reduction in recurrent operating costs by at least 5%. 30% reduction in environmental footprint in energy and water. All identified service needs are met by the new infrastructure.

Ethics: Development doesn't impinge on neighbouring providers.

Risks: Timing - funding

STRUCTURING BOARD AND STAFF AGENDAS AND REPORTS

BOARD MEETING

25TH JUNE, 2008 AT 2.15PM TO 4.30 PM

MACQUARIE ROOM, 60 MARTIN PLACE SYDNEY

*Note: A ** next to an agenda item means this is for noting only, and may be voted as accepted as a block item. Board members may request that the Chair take an item off the Block Agenda item and insert into the main agenda for discussion.*

The Block Agenda item technique is a powerful tool that reduces the amount of time spent on reports that should be for noting only. This is sometimes called a Consent Agenda.

	<u>Responsible</u>	<u>Status/Action</u>
1.00 ATTENDANCE		
1.1 Present		
1.2 Apologies		
1.3 Declaration of Interest		
2.00 CONFIRMATION OF MINUTES OF MEETING		
2.1 Meeting held on 16 th February 2008		
2.2 Noting of ** Block Agenda items		Minutes for approval
2.3 Matters arising not dealt with separately on agenda		
3.00 CORRESPONDENCE		
4.00 BOARD OPERATIONS		
4.1 Finance/Audit C'tee		
4.2 Nominations/Appraisal C'tee		
4.3 Compliance C'tee		
• Occupational Health and Safety		
• Legal Responsibilities		
• Insurance		
• Process Report		
5.00 STRATEGIC PLAN: 2007-2010		
5.1 Action Plan summaries (May 2007 start		

Always ask if any Board member would like to take any item off the Block agenda and insert it into the main agenda for discussion

This should only have correspondence addressed to the Chair or the Board, or which has significant strategic importance

<p>dates</p> <p><i>Action Plan 1.1: Develop membership eligibility criteria, change name and promote to sector</i></p>	<p><i>Paper for approval</i></p>	<p>The action plans due to start or in progress prior to this Board meeting.</p>
<p><i>**Action Plan 1.4: Develop membership services to attract and retain members and reduce reliance on membership fees.</i></p> <p><i>Action Plan 1.6 Implement Membership database system that is responsive to member needs and organisation's requirements</i></p> <p><i>**Action Plan 1.8: Develop Information Resource Centre</i></p> <p><i>**Action Plan 2.1: Introduce new base level Affiliate professional award</i></p> <p><i>**Action Plan 2.2 Develop policy for award recognition of wider range of tertiary degrees</i></p> <p><i>**Action Plan 2.3 Identify and incorporate non-finance degrees for accreditation as Associate</i></p>	<p><i>Paper for noting</i></p> <p><i>Paper for noting</i></p> <p><i>Paper for noting</i></p> <p><i>Paper for noting</i></p>	<p><i>Action Plans 1.2 and 1.3 do not appear as they are not due to start until later in the year.</i></p> <p>Do not take completed Action Plans out of the agenda. Mark them in such a way that the Board knows they are completed. This reminds the Board of progress, and when enough have been marked as completed, it is time to start the planning process again</p>
<p>6.00 PROFESSIONAL BOARD DEVELOPMENT</p>	<p><i>Verbal report</i></p>	
<p>7.00 STAFF PRESENTATION</p>	<p><i>Verbal report</i></p>	<p>Staff to present for 15 minutes on key issues, 25 minutes for Board questions/ discussion.</p>
<p>8.00 OTHER BUSINESS</p> <p>9.1 <i>**Public relations</i></p> <p>9.2 Letter of commendation</p>	<p><i>Papers for noting</i></p> <p><i>Paper for approval</i></p>	
<p>9.00 CHANGES TO STRATEGIC ENVIRONMENT</p>		<p>Any issues likely to have a strategic impact or challenge assumptions.</p>
<p>10.00 NEXT MEETING</p> <p>October 28th + AGM, Hobart</p>		

IMPLEMENTING PUBLIC AND INTERNAL ACCOUNTABILITY TECHNIQUES

1. Go public and internal – CEO (Vision), Divisional Mgr (WIIFM)
2. Board agenda
3. Gaant chart
4. Structure committees and staff and reports and job descriptions and KPIs
5. Culture
 - Strategic questioning
 - Fixed POV
 - Receiving
 - Prosperity vs Scarcity
 - Values
6. Board time allocation
7. Annual report
8. CEO contract
9. Board evaluation
10. Stakeholder evaluation
11. Budget
12. Continuous Strategic Planning

GAANT CHART

KEY: U = Underway; C = Completed; ❖ - Review, Reporting or Target Date (Please refer to Strategic Plan for details)

ACTION PLANS		Project Manager	Start	Complete	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Progress
1	Excellence in Service Provision and Health Promotion																
1.1	Regular review, monitoring & evaluation of programs	Quality Co-ord	Jan 08	Ongoing													U
1.2	Evidenced based practice	Quality Co-ord	Jan 08	Ongoing						❖							U
1.3	Continuous quality improvement and Accreditation	Quality Co-ord	Jan 08	Ongoing			❖			❖			❖				U
2	Consumer Engagement																
2.1	Invite feedback on programs & standards	Quality Co-ord	Apr 08	Jun 09													-
2.2	Consumer involvement in policy & program development & review	Team Leaders	Jan 08	Nov 08						❖							U

Two elements are missing here: What are they?

IMPLEMENTATION OF YOUR STRATEGIC PLAN

1. Board agenda and reports against success measures

- Reports against action plans
- Changes to Strategic Environment
- Reports from staff
- External presentations

2. Formal strategic review annually

- What's working, what's not
- What did we miss
- What do we need to add, what do we need to delete
- What needs to change

STRATEGIC PLANNING DEVELOPMENT PLAN

Project Phase	Person Responsible	3 mths	6 mths	12 mths
Visioning				
Environmental Scanning				
Expanding Forward Views eg scenarios				
Tying Future Potentials to Strategic Plan				
Develop planning team				
Vision Filter-Key intents matching				
Introduce SWOR analysis				
Review Action Plans (timelines and success measures)				
Public dissemination program				
Board agenda				
Staff meeting agenda				
Review Board structure				
Review committee structure				
Review budget				
Staff job descriptions				
Strategic culture program				
Performance measurement system staff				
Performance measurement system Board				
Progress report Gaant chart				
Annual report review				
Annual review of strategic plan				

Revolutionary App Directs Change in the Boardroom.



Highly respected global business advisor, Steven Bowman, has released a new app called Board Essentials aimed at directors of corporate and non-profit organisations. This is the first app of its type in the world.

The app is the culmination of over 35 years in the business world and the result of holding numerous CEO and Board positions in the finance, nonprofit and private sector.

"We developed the app based on feedback received from personally dealing with over 1000 Company Directors and senior executives each year. The most common questions I'm asked by Directors is how they can add real value to board meetings, before, during and after the meeting. Many of them believe their primary role is to make sure the staff is busy but the gift of a good director is the questions they are willing to ask, rather than the answers they provide. This app will step them through how to do that and view their role in a different way."

Steve is a renowned public speaker and global advisor to Boards and CEOs and worked as a senior executive team and Board specialist for large companies such as ANZ, Melbourne University and the Department of Health, to name only a very few.

The app also includes 29 videos on topics such as vision statements and how to use them to strategic advantage; secrets to developing and reading financial reports; using risk for strategic advantage as well as numerous

other tools based on what his clients have found most useful over his time in the sector.

"I think we need to go back to the basics of what a board's role is in the first place." says Bowman. "What if all the governance processes policies, strategies, financial reporting and risk management programs we put in place were just tools to assist the board to "make the choices that create the future for the communities they serve"? I really hope to be able to get those in senior positions asking the questions which can help create outstanding organisations where both innovation and productivity are at optimum capacity."

To purchase and download the app (\$12.99) please visit
<http://strategicboardessentials.com/board-apps/>

Comments from users of the app

"I have acted on a few of the new insights i.e. adapted my agenda already for next weeks Board meeting, we were about to review the performance so I have amended based on the tips in the app, and beefed up the focus on variances. More change will follow. "

CEO, Te Waipuna Puawai, New Zealand

"After downloading and familiarising with the app I have recommended to the rest of my board that this is an essential tool to have in their arsenal and look forward to utilising at our next meeting."

Chair, ETCO, AUstralia

"A very special app! An awesome investment-lots of tools that work!

Incredibly thought provoking and invaluable for any organisation and anyone who wants to make a difference in their organisation. Thank you for making this available at this time."

CEO, Aura-Soma UK; Director and Partner, Streets Tax Advisors & Chartered Accountants UK

Qr codes

iTunes-ios-Apple



<https://itunes.apple.com/au/app/board-essentials/id722847037?mt=8>

<http://bit.ly/19PwykW>

Google Play-Android



<https://play.google.com/store/apps/details?id=com.appbuilder.u356742p628646>

<http://bit.ly/16Haw5D>

ConsciousGovernance Downloadable Resources

<http://www.conscious-governance.com>

and go to the Online Shop



CEO Performance Management for Nonprofit Boards and Executives

7 sessions in MP3 format, 80.7MB

- ◆ Session 1: **Why Most Attempts at CEO Performance Management Do Not Work.**
- ◆ Session 2: **Performance Managing the 2 Key Assets of Your Organisation.**
- ◆ Session 3: **The Role of Board Sub-committees.**
- ◆ Session 4: **What are Key Performance Indicators in Performance Management of the CEO.**
- ◆ Session 5: **How the Board can Contribute to CEO Development.**
- ◆ Session 6: **The Impact of Strategic Planning on Performance Management.**
- ◆ Session 7: **Succession Planning for the CEO.**

Your Price: **US\$19.00....**



Chief Executive Quick Guide:

Advanced Strategic Planning: Strategic Planning that works for Nonprofit Boards and Leaders

'Every year, organisations like yours lose hundreds of thousands of dollars through well intentioned but dysfunctional strategic planning efforts - this e-book will help ensure your organisation isn't one of them'

- ◆ Do you want to know how to embed the strategic plan into all facets of your organization and get amazing buy-in from Board, staff and stakeholders? Do you want a process that is quick, focused and provides step-by-step guidelines that result in a strategic plan that is accountable and measurable?

Your Price: **US\$45.00...**



Chief Executive Quick Guide:

Strategic Risk Management: Risk as Strategic Advantage for Nonprofit Leaders

- ◆ Do you want to know how to develop an effective risk management process that is comprehensive and easy?
- ◆ Do you want to check that you have covered all bases with your existing risk management program?

Your Price: **US\$45.00....**

ConsciousGovernance Downloadable Resources

<http://www.conscious-governance.com>



The Conscious Chief Executive: Leading Your Nonprofit to Success with Awareness

- ◆ Do you want the tools to be a conscious chief executive?
- ◆ Are you looking for a way to be more, do more and know more as a senior executive and leader?

Your Price: **US\$35.00....**



Conscious Leadership: The Key to Unlocking Success

- ◆ What does it take to be a conscious leader?
- ◆ What if there was something more to leadership? What are the simple tools I can use to be more aware and conscious as a leader, and to truly make a difference?

Your Price: **US\$35.00....**



Free ipad/iphone application : “Board Essentials FAQ-Lite”

If you currently serve on a Board, or are considering serving on a Board, these are common FAQs and essential information you will need to know

Your Price: **Free....**

Our new book: “No More Business as Usual”



Tired of Pandering to the Status Quo?

- ◆ Join the No More Business As Usual revolution and be what sets the pace of change!
- ◆ This manifesto gives you the power to make your own rules and forge an inquisitive spirit in you and your business.
- ◆ Chock Full of Tools - No More Business as Usual doesn't just talk about creating change; it offers potent tools to start using now.
- ◆ Eliminates Roadblocks - Instead of stress and struggle, you will discover ways to broaden your strategic awareness and change your approach to all “difficulties.”

Your Price: **\$24.99**

ConsciousGovernance Downloadable Resources

<http://www.conscious-governance.com>

New video ebook: “No More Risk as Usual”



- ◆ Complexity and volatility in the business arena is higher than ever. This new Video *e-book* brings about more powerful and diverse sources of risk.
- ◆ In this Video *e-book*, we discuss why business leaders often suffer from an incomplete understanding of strategic risk – and what they can do to avoid being blindsided by the unexpected.
- ◆ **Gives You the Upper Hand** - Tired of troubleshooting problems? Instead, we show you the shortcut to turning risk and difficult issues into strategic advantages.
- ◆ **Fool Proof** - Everything on offer is pragmatic, comprehensive and straightforward. No convoluted structure or conditions. Just straight to the business end of what works.

Your Price: **\$9.99** Available on iPhone, iPad, or iPod touch



The Power to Generate Endless Revenue Streams

- ◆ Are you confident of your ability to generate endless revenue streams in ways that will enable your business to excel in today's globally dynamic environment?
- ◆ Worried constantly about your revenue streams and can't seem to get away from that gnawing anxiety in the back of your mind?
- ◆ Worried that you don't have the right talents, capacities or some other secret ingredient that would allow you to increase your revenue?

No need.....

Generating endless revenue streams isn't about talent or secret ingredients. It's all about looking at things from a slightly different point of view.

This Generating Endless Revenue Streams Video ebook provides tools for people in every industry to generate a financial reality that is far greater than the one they already have.

Your Price: **\$9.99** Available on iPhone, iPad, or iPod touch

ConsciousGovernance Resources

<http://www.conscious-governance.com>

Board Insights



Board Insights offers board directors and executives practical tips and insights to govern organizations more consciously and effectively.

This Video e-book is a new innovation in reading that blends a book with engaging videos into one platform. You can read your book and watch videos that enhance the information all on one screen, without switching between platforms.

This Video e-book provides ideas, tips and tactics that enrich the work of board directors and enhance a board's value to the organization it governs.

It covers areas such as:-

- Board subcommittees, Board Charters, Reviewing ByLaws and Constitution,
- Legal Compliance Registers, Delegations of Authority, Conflict of Interest,
- In-Camera executive sessions of the board, Central Policies Register, Reading Profit and Loss,
- Balance Sheets and Cash Flows, Board Workplans, Strategic Reporting, Contracts Register,
- Board Skills Analysis, Board Inductions, Mentor systems for Board members,
- Board Evaluations,. Key Performance Indicators for the CEO, CEO Succession Plans,
- Strategic HR Functions, Risk as strategic advantage, Stakeholder Engagement,
- Strategic Planning and Board accountability.

Your Price: **\$9.99** Available on iPhone, iPad, or iPod touch.