

Mali Enterprising Leaders (MEL)-England

STRATEGIC PLANNING
Date: 27th January 2021
Time: 3:30 – 5:00pm
Yvonne Witter



Strategic Planning – A definition



Strategic planning is the process of documenting and establishing a direction for your organisation—by assessing both where you are and where you're going. [Position Statement]



The strategic plan gives you a place to record your mission, vision, and values, your long-term goals and the action plans you'll use to reach them.



A well-written strategic plan can play a pivotal role in your organisation's growth and success because it tells you and your team how best to respond to opportunities and challenges.



The Strategic Planning Process

Why Strategic Thinking?

Strategic thinking enables the project leaders to determine how to use their resources most effectively to advance the organisation toward its objectives.

Strategic thinking focuses the management team on projects that are most likely to have greater impact and outcome.



Components of strategic thought and action.

Strategic thinking and/or Planning consists of three phases that identify and clarify:

- 1) Where we are now
- 2) Where we want to be
- 3) How we will get there



POSITIONING STATEMENT [Where are you now?]

1. Who are your beneficiaries / clients?
2. Develop a **list of the needs your beneficiary group has**, that you intend to meet (if not already doing so).
3. List the activities and beneficial services that uniquely meet these needs.
4. Use the **lists of beneficiary needs** and product/service benefits to finish this sentence: When this client group thinks of our service, we want them to think: _____
5. Evaluate your positioning statement by making sure it's simple, clear, and consistent.
6. Get the word out to everyone by consistently communicating your positioning message in everything your organisation does for this client group.
7. Don't forget: The beneficiaries do the real positioning by paying attention and deciding to use your service. What you do have control over is influencing the choice of those that experience your service based on your own strengths.

Strategic Planning



What is your desired outcome?



Strategy tends to fall into place more easily when it's built on the organisation's MISSION, VISION and VALUES — which, in turn, makes it easier to determine corresponding goals and tactics.



OUTCOME: Will your decision make your organisation create greater impact and outcomes for beneficiaries?



Will it create efficiencies or savings?



Will it enable the expansion or diversification of service provision?

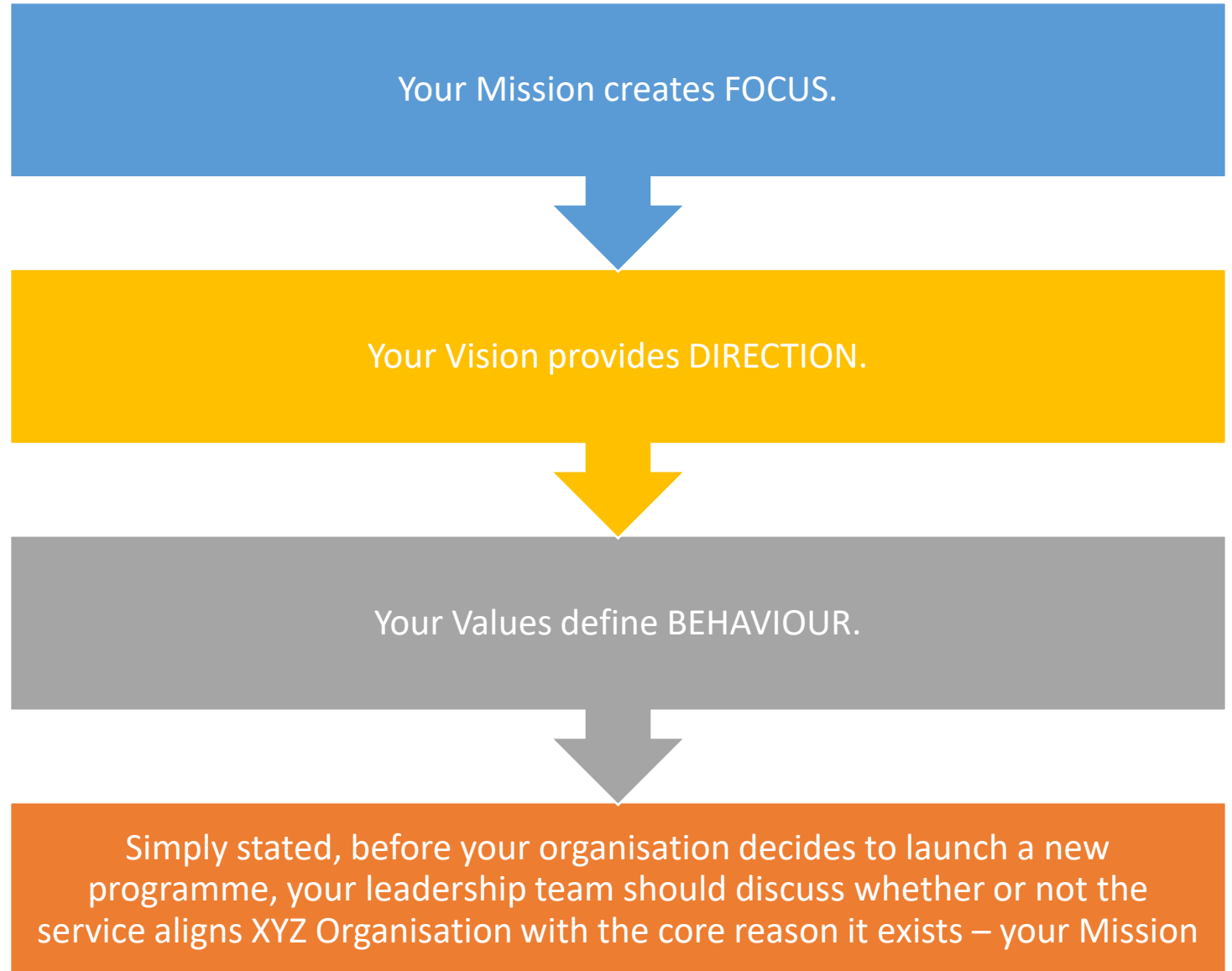


Include all the factors you can think of, and remember, it's what happens in the long run that counts.

Common components include

- 1) Strategic purpose / position / desired outcome
- 2) Mission
- 3) Values
- 4) Vision
- 5) Tools for analysis
- 6) Key goals
- 7) Action planning.

Mission, Vision and Values



What is a Vision Statement?

A vision statement describes where the organisation desires to be when it achieves its mission.

Vision Statement Examples

- **Alzheimer's Association:** A world without Alzheimer's disease.
- **Microsoft** (at its founding): A computer on every desk and in every home.
- **LinkedIn:** Create economic opportunity for every member of the global workforce.

A Mission Statement

A mission statement is, in some ways, an action-oriented vision statement, declaring the purpose an organization serves to its users. It often includes a general description of the organization, its function, and its objectives.

Examples:

TED: Spread ideas

Tesla: To accelerate the world's transition to sustainable energy.

IKEA: To create a better everyday life for the many people.

Values

Values reflect the culture of an organization and all volunteers and staff and leaders can tap into those values to create a culture that supports the organisation's Mission and Vision.

GUIDE DOGS FOR THE BLIND

VISION STATEMENT

Guide Dogs for the Blind envisions a world with greater inclusion, opportunity and independence by optimizing the unique capabilities of people and dogs.

MISSION STATEMENT

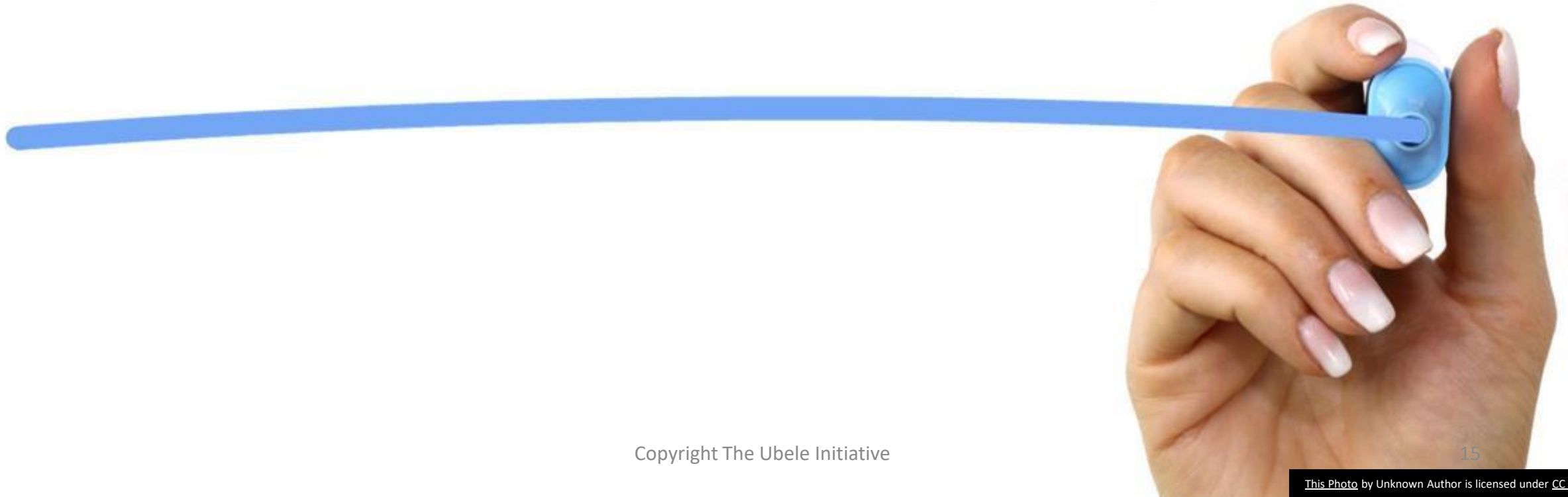
Guide Dogs for the Blind empowers lives by creating exceptional partnerships between people, dogs, and communities.

VALUES AND BEHAVIORS

Guide Dogs for the Blind is one organization, with one set of values, operating in multiple locations. We are aligned around a common vision and mission and hold ourselves and each other responsible for operating by the following values and behaviors:

<https://www.guidedogs.com/meet-gdb/about-us/the-gdb-mission>

QUESTIONS



Gap analysis template

	Current state	Future state	Gap	Actions to close gap
What	What happen?	What should it look like?	What is different?	What will be done to address the gap?
Where	Where is the confusion	Where will it change?	Where will it be different?	Where will it be addressed?
When	When is it done?	When will it change?	When are the differences needed?	When it will be addressed?
Who	Who does the work?	Who will do this?	Who will identify the gap?	Who will make the decision?
How	How is it sequenced?	How will it be timed and resources?	How will the gap be improved?	How will it be rolled out?

Tools for Analysis

Simple Tools

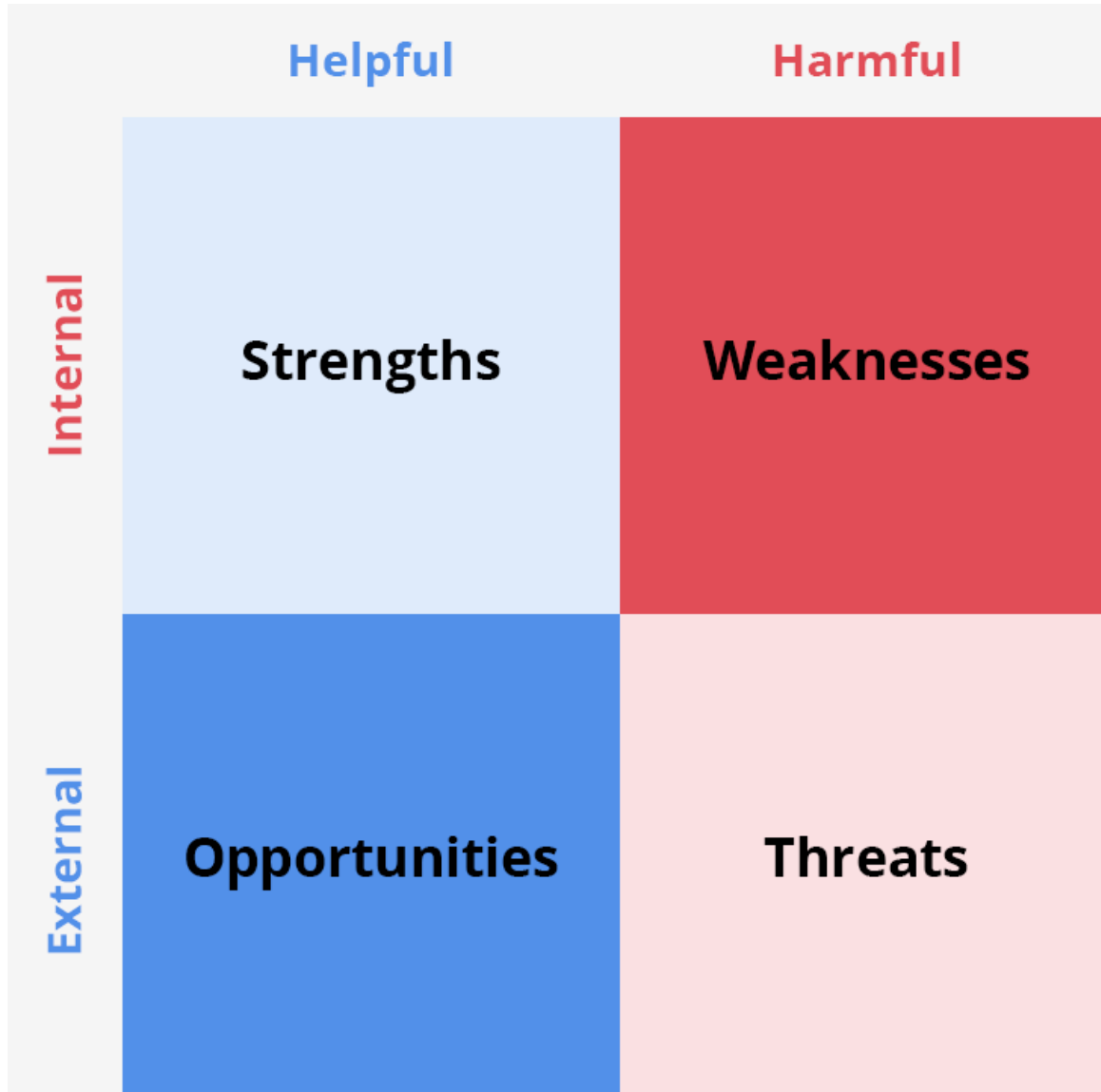
- SWOT Analysis
- PESTLE Analysis
- Problem Tree Analysis
- Financial Plans

More Sophisticated Tools

- Flow charts
- Gantt charts
- Critical Path Analysis

SWOT

	Internal		
Positives	Strengths <ul style="list-style-type: none">•Positive internal conditions•Helpful impact on organisation•Have some control over•Can be built upon•Resources & capabilities	Weaknesses <ul style="list-style-type: none">Internal negatives conditions•Harmful impact on organisation•Have some control over•Can work to improve•Lack of resources & capabilities	Negatives
	Opportunities <ul style="list-style-type: none">•Positive external conditions•Impact on the organisation•Not controlled by organisation•Could anticipate•Could take advantage	Threats <ul style="list-style-type: none">•Negative external conditions•Impact on the organisation•Not controlled by organisation•Could anticipate•Could lessen effects	
	External		



SWOT ANALYSIS

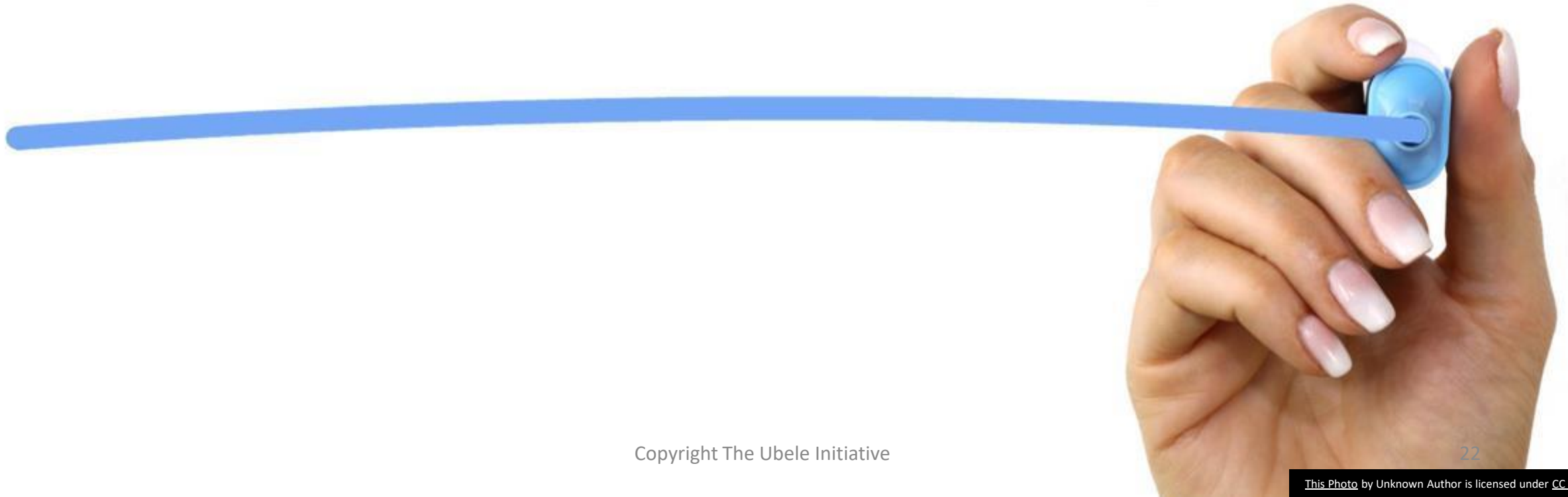
PEST/PESTLE

- Understanding 'big picture' of environment in which an organisation is operating.
- Risks associated with the society (the need for a product or service) growth or decline, & the position, potential & direction for an organisation.
- It is a generic 'orientation' tool, finding out where an organisation is in the context of what is happening outside that could affect what happens inside an organisation

Political, Economic, Social, Technological, Legal & Environmental (PESTLE)Analysis

- **Political** changes which will affect the organisation:
BREXIT, Rise of new Parties, Leadership, COVID
- **Economic:** Inflation, austerity, unemployment, Job growth or losses, Government Spending.
- **Social:** Racial injustice, Refugee crisis, Income gap, food security, Housing, Immigration, Access to health
- **Technological:** Widespread use of AI and internet, Cyber Crime, Cyber Security
- **Legal:** Equality & Human Rights, Legal Aid, COVID
- **Environmental:** Climate change, waste management

QUESTIONS



What are strategic objectives?

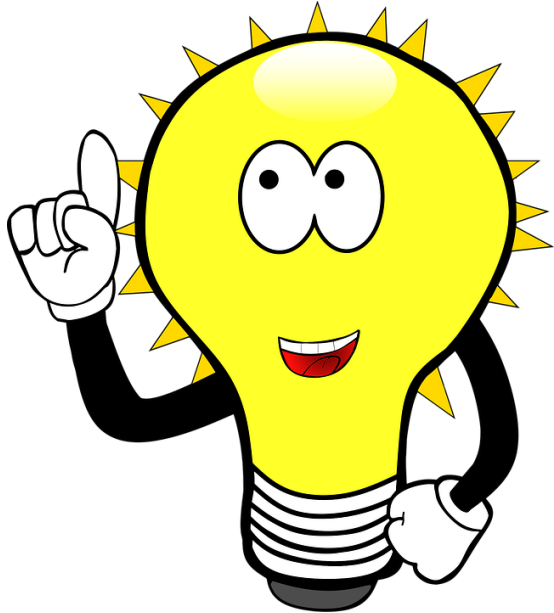


STRATEGIC OBJECTIVES ARE THE BIG-PICTURE GOALS FOR THE ORGANISATION: THEY DESCRIBE WHAT THE ORGANISATION WILL DO TO TRY TO FULFIL ITS **MISSION**.



STRATEGIC OBJECTIVES ARE USUALLY SOME SORT OF PERFORMANCE GOAL—FOR EXAMPLE, TO LAUNCH A NEW PROJECT, INCREASE BENEFICIARY PARTICIPATION, INCREASE FUNDING INCOME, DEVELOP NEW PROGRAMMES.

BIG GOALS



- Increase Funding & Resources.
- Recruit New Board Members
- The impact of COVID global pandemic on service delivery.
- Launch a New Project/s
- Recruit New Staff
- Increase Beneficiary Participation
- Include more Statutory Requirements.
- Relocation of physical space
- Develop Partnerships / Alliances
- Automate services

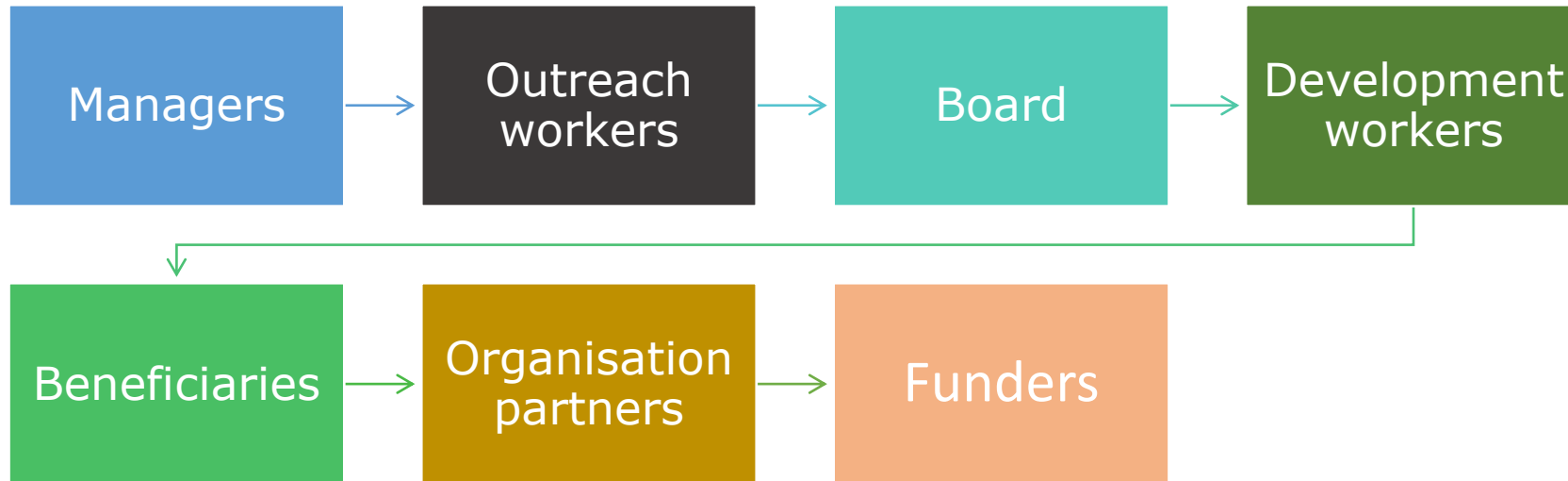


QUESTIONS



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STAKEHOLDER MAP

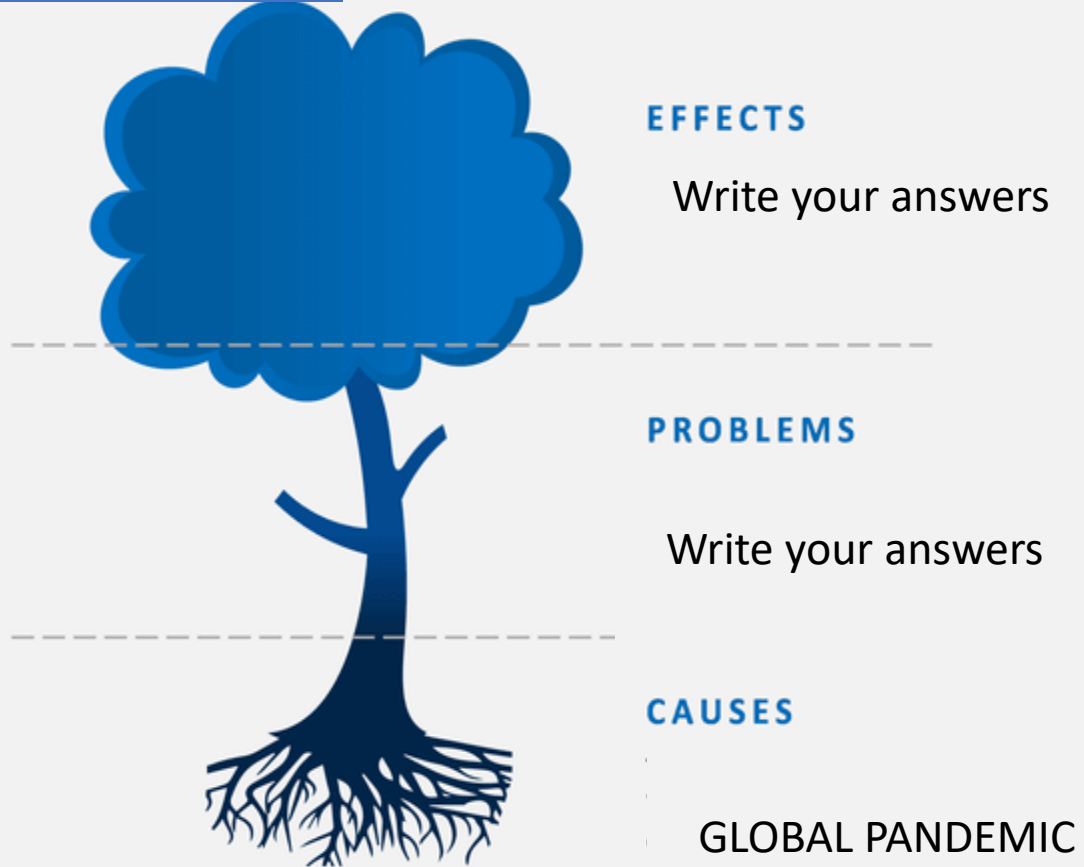


Questions to guide you

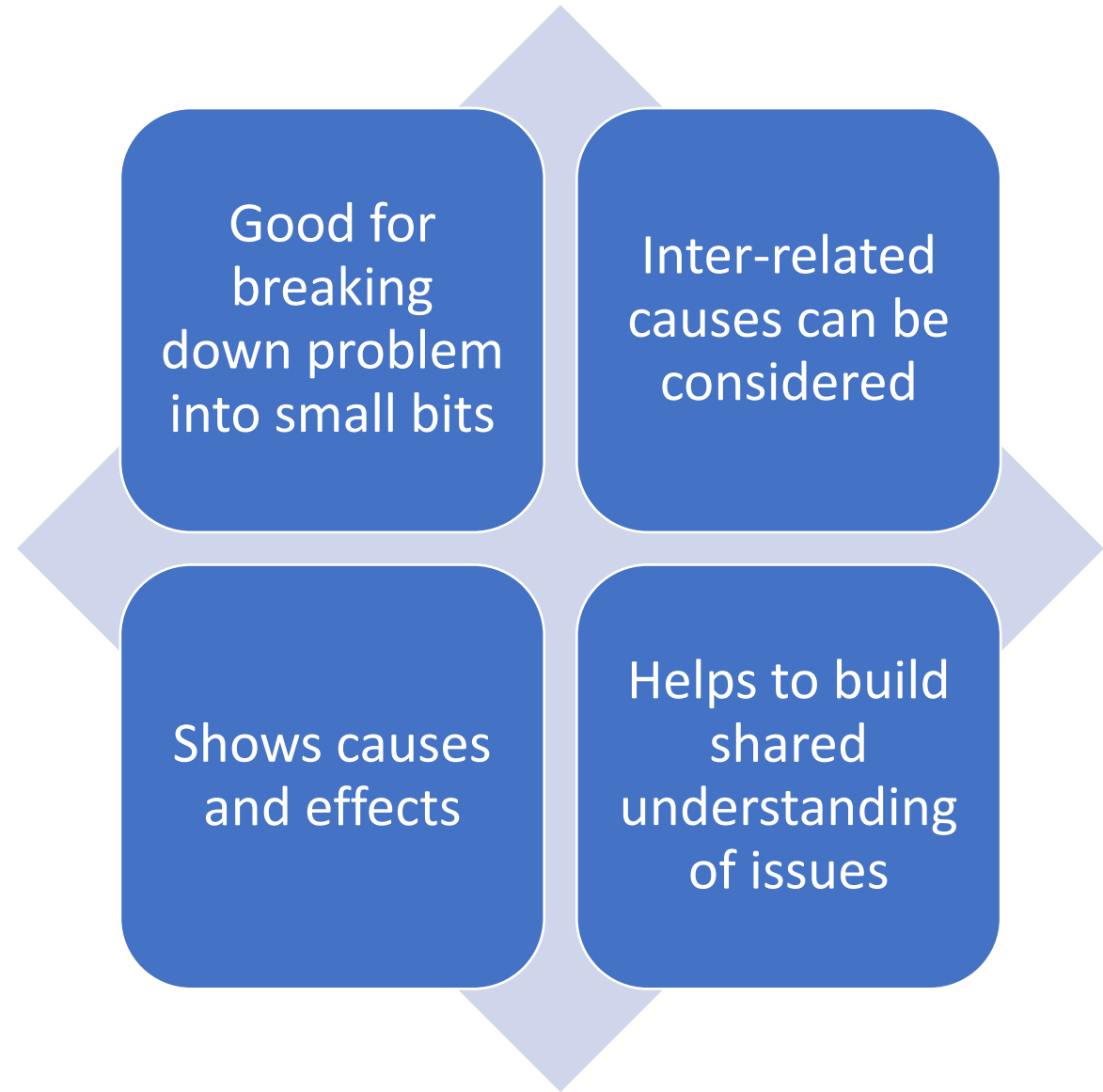
- Which groups or individuals make up your stakeholders?
- Which are most impacted by any change?
- Which groups or individuals are driving the change?
- Who makes the decisions?
- What's the pattern of relationships?
- Who are the gatekeepers?
- Who has a major interest in the success or failure?
- Who should be informed about what?
- Whose collaboration is essential?
- Who cares? Who knows? Who can?



PROBLEM TREE



Problem Tree Analysis





ACTION PLANS



Action Plans

Action Plans must have

- Clear description for each action
- Completion dates
- Only one person responsible for achieving the action
- One person responsible for certifying that the action has been completed properly
- If there are several projects being done at the same time the actions may need to be prioritised.

Action Plan

No.	Activity	Description	Date	Indicator	Person Responsible	Verifier

Action Plan

No	Activity	Description	Date	Indicator	Person Responsible	Verifier
1	Develop ISO 9000 service	Process	1.4.21	Procedure	Timothy	Tony
2	Increase Beneficiary take up	Outreach and Social Media Marketing	6.5.21	Increase in Beneficiaries	Rhoda	Frank
3	Workshops	Sales & Marketing	6.5. 21	4 Workshops done	Ruth	Susan
4	Vehicle Maintenance	SOPs	8.6. 21	Procedure	Ralph	Ernest

Strategic Planning



Failure to plan



Is



Planning to Fail



Thank you!

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