

MAINE DOWNTOWN INSTITUTE

STRATEGIC PLANNING & BOARD DEVELOPMENT

Kathryn Hunt
Starboard Leadership Consulting, LLC

QUESTIONS WE WILL ANSWER

- ⌘ What do you need to consider before you plan?
- ⌘ How can you engage and develop your board through the planning process?
- ⌘ How do you manage a successful process?

HEADS IN THE GAME

- ¥ We are currently known for _____.
- ¥ Imagine the future (5 years from today):
 - ✧ Our organization is known to be outstanding in _____ and _____.
 - ✧ Our community will be saying _____ about us.
- ¥ When my tenure is finished, I want to feel most proud about having accomplished _____.

THE CONCLUSION

- ¥ Success comes from tapping into people's
 - ✧ Head (strategic thinking / tough choices)
 - ✧ Heart (big picture creativity)
 - ✧ Spirit (personal passion)

PRELIMINARY STUFF

- ¥ The biggest enemies of strategic planning are usually
 - ✘ The last strategic planning process
 - ✘ Not seeing the benefits to having a strategic plan
 - ✘ Inertia

PRELIMINARY STUFF

- ¥ What is a strategic plan anyway?
 - ✧ Strategic, not accommodating
 - ✧ Long-term, not the annual workplan
 - ✧ Aspirational, yet grounded in reality

PRELIMINARY STUFF

- ≠ Why should volunteer advisors and board members want a strategic plan?
 - ✧ It will lead to more vibrant and satisfying engagement.
 - ✧ You will cultivate broader support for what you are trying to accomplish.
 - ✧ You will resolve (at last!) those “elephant in the room” issues.
 - ✧ You will have more success in recruiting new board members and advisors.

PRELIMINARY STUFF

- ¥ Why should executive directors want a strategic plan?
 - ✧ It's an opportunity to demonstrate your leadership and cultivate it in others.
 - ✧ It can help to build stronger teams and connections among stakeholders.
 - ✧ It can help you to articulate your fundraising needs.

TO DO BEFORE YOU BEGIN

- ¥ **Agree on desired outcomes.**
 - ✧ For us to say our strategic planning process was a success, what will have to be achieved?
 - ✧ What kinds of guidance do we hope will emerge from the process?
 - ✧ What issues or questions do we want to make sure we address along the way?
 - ✧ What issues do we hope to resolve?
 - ✧ Who do we want to make sure has been engaged?

TO DO BEFORE YOU BEGIN

- ¥ Agree on how much **time, money and energy** you realistically have to “spend.”
 - ✧ You can be very creative about how you use people’s time.
 - ✧ You will need a small group of dedicated people to lead the process.
 - ✧ Money is most often spent hiring a consultant, facilitator and/or engaging stakeholders. You have many choices here.

TO DO BEFORE YOU BEGIN

- ¥ Assess your **experience level** with strategic planning against other issues such as:
 - ✧ Degree of commitment to the current mission statement
 - ✧ Amount of information you feel needs to be gathered from the community
 - ✧ Level of “internal” agreement regarding priorities for the future
 - ✧ Level of trust between volunteers and staff

TO DO BEFORE YOU BEGIN

- ¥ Consider how much **time** you will need for strategic planning. Key variables include:
 - ⌘ How much consensus-building is required
 - ⌘ The size of your elephants
 - ⌘ Who you need to engage and how
 - ⌘ Level of trust among key leaders
 - ⌘ Internal resources to complete the action plan once the vision and priorities are agreed upon

TO DO BEFORE YOU BEGIN

- ¥ Decide whether you need to hire a **consultant** and for what. Look for:
 - ✧ Experience
 - ✧ Cultural and relationship “fit”
 - ✧ Congruence between your needs and desired outcomes and the process they propose
 - ✧ Added benefits, e.g., someone who can help you with:
 - ⌘ Board development
 - ⌘ Fundraising strategy

TO DO BEFORE YOU BEGIN

- ¥ Develop a **budget**.
 - ✧ The biggest ticket items are usually
 - ¢ Hiring a consultant / facilitator
 - ¢ Surveys, focus groups, etc.

IN SUMMARY

- ¥ Agree on desired outcomes.
- ¥ Agree on how much time, money and energy you realistically have to spend.
- ¥ Decide on how much time you will need by considering key variables.
- ¥ Determine whether you need a consultant and what for.
- ¥ Design the process and develop a budget.

A PLAN TO PLAN

- ≋ Month 1
 - ✧ We will accomplish _____.
 - ✧ Key tasks: ...
 - ✧ Who and by when
- ≋ Month 2
 - ✧ We will accomplish _____.
 - ✧ Key tasks: ...
 - ✧ Who and by when

BACK TO THE BOARD

- ¥ Strategic planning is a great opportunity for strengthening your board or advisory committee. How to make the most of this opportunity?
 - ✧ Engage at the right moments
 - ✧ Clarify roles and responsibilities
 - ✧ Make meetings more fun and engaging
 - ✧ Build mutual accountability around shared priorities

HEADS IN THE GAME

- ¥ Imagine your organization is nearing completion of its strategic plan. Everyone is excited and you've decided to build on the momentum you've created by recruiting new members to your board. You meet with one of your top prospects and she asks you:
 - ✧ What will be expected of me as a board member?
 - ✧ How are you hoping that I will help to fulfill your strategic plan?

SOME CONCRETE IDEAS

- ¥ Develop a board member expectations agreement
- ¥ Redesign your meeting agendas so you spend more time on your strategic priorities than just monitoring progress
- ¥ Find ways to reward and recognize accomplishments and contributions
- ¥ Focus committee work on your strategic priorities
- ¥ Use the plan to recruit people who bring the skills, experience, networks and passion that you need to be successful!

WHAT ELSE

- ¥ Other ideas?
- ¥ Questions?

ON TO DELILAH

- ⌘ What do you need to consider before you plan?
- ⌘ How can you engage and develop your board through the planning process?
- ⌘ **How do you manage a successful process?**

MANY THANKS!

Kathryn Hunt
Starboard Leadership Consulting, LLC
84 Harlow Street
Bangor, ME 04401
207.992.4400
www.starboardleadership.com

