

STRATEGIC PLANNING SESSION

Learning How to Build A Road Map
For the Future

Stz'uminus First Nation

Workshop Overview

- To build on the knowledge and foundation from your first two sessions regarding:
 - *Good Governance Principles*
 - *Leadership and Team Building*
- The focus of this session is Strategic Planning - the process to develop an effective Strategic Plan

Ground Rules for this Session

- Please listen generously
- One voice at a time
- Be fully present
- Respect each other and respect the diversity of opinions and ideas - there are no wrong answers or silly questions
- Have fun
- Safety and confidentiality: what's said in the room, stays in the room

Being in the Canoe Together – What Direction Are We Going?



What is Strategic Planning?

- Strategic Planning is about making choices. It is a process designed to support leaders in being intentional about their goals and priorities
- It's used for one purpose only – to help an organization do a better job
- It can help a team to focus its vision and priorities in response to a changing environment and ensure that members of the team are working toward the same goals
- It's a roadmap – the path chosen to move towards your end vision

Strategic Planning Continued

- Strategic planning is systematic in that it calls for following a process that is both structured and data based. The process raises a series of questions that helps planners examine past experiences, test old assumptions, gather and incorporate new information about the present, and anticipate the environment in which the organization will be working in the future
- The process also guides planners in continually looking at how the programs and strategies fit with the vision and vice versa

Strategic Planning Continued

- Strategic planning guides the acquisitions and allocation of resources. Too often, decisions are made quickly about new funding opportunities or spending for program and administrative needs in response to situations as they arise without a thorough assessment of the implications
- An approved strategic plan helps leaders make proactive and realistic choices between competing funding strategies and between spending for various program and administration needs. Balancing the resource acquisition and spending plans is the essence of the business side of strategic planning

Strategic Planning: A Formal Definition

Strategic Planning is a systematic process through which an organization agrees on – and builds commitment among key stakeholders to – priorities that are essential to its mission and are responsive to the environment. It also guides the acquisition and allocation of resources to achieve these priorities

Why Plan?

- Well developed plans increase the chances that the day-to-day activities of the organization will lead to desired results
- Strategic planning is both a leadership and management tool:
 - As a leadership tool, a successful planning process looks at the question: ***are we doing the right things?***
 - As a management tool, an effective planning process focuses on whether the organization is ***doing things right***

KEY NOTE: **Role of Council is to articulate the vision, give autonomy and authority to managers to execute the plan and to hold all stakeholders accountable (Are we on track? Are we on the right track?)**

Why Plan? It Improves Focus

- Successful strategic planning improves the focus of an organization in that it generates:
 - An explicit understanding of the organization's mission and organizational values among stakeholders
 - A blueprint for action based on current information
 - Broad milestones with which to monitor achievements and assess results

Why Plan? It Improves Teamwork

- Successful strategic planning improves the process of people working together in that it:
 - Fosters successful communication and teamwork among the board and staff
 - Lays the groundwork for meaningful change by stimulating strategic thinking and focusing on what's really important to the community's long term success
 - Brings everyone's attention back to what is most important: seeking opportunities to better accomplish the vision and mission (of self-sufficiency)

What Strategic Planning is Not

- The biggest reason organizations do NOT do strategic planning is that they never get around to it. They let other urgent, but often less important things get in the way
- Strategic planning (SP) is a process, NOT an EVENT
- It does NOT predict the future. Although SP involves making assumptions about the future environment, the decisions are made in the present
- SP, although structured in many respects, typically does NOT flow smoothly from one phase to the next. Invariably the process moves forward and backwards several times before the group arrives at the final set of decisions

Keys to Effective Strategic Planning

- The first condition for success is **full commitment from all team members** to adopt and implement the plan
- The team **must focus on the most important issues** during the strategic planning process. Generally, contained within a strategic plan is the articulation of three to five core future strategies
- Participants must be willing to question the **status quo**, look at **new ways of doing things** and make **decisions that are best for the community**

Keys to Effective Strategic Planning Cont'd

- The strategic plan must be translated into an annual operating plan. A critical test of a good strategic plan is that the operational implications are clear
- Without a practical operating plan that articulates short term priorities – and clearly identifies who is responsible for implementation – a strategic plan will rarely be implemented, and will fail

Keys to Effective Strategic Planning Cont'd

Produce a document – with SMART goals and objectives:

- **Specific** – *does the group know exactly what is required?*
- **Measurable** – *How will you measure success? What constitutes a successful outcome?*
- **Agreed Upon** – *Have you agreed on the deadline(s), the resources, roles and responsibilities?*
- **Realistic** – *Are the goals feasible? Can the work be done with the available resources?*
- **Time-bound** – *Have you set deadlines? Are intermediate controls in place? How often will you check/ report?*

What Does a Strategy Look Like?

- Contained within a strategic plan should be the articulation of the organization's three to five core future strategies
- The following is a sample governance strategy:

The board of directors played both an administration and governance role – they ran the organization (made all the day-to-day decisions) and governed the community (protected the public interest by making sure dollars were used effectively and efficiently to support the community's mission). The board made the decision to start to hire staff to run the programs and change from an administrative and governance board to a primarily governance board.....

An Example of a Governance Strategy

- A sample long-term objective to support this strategy includes:
 - Focus Council meetings on governance only as opposed to program operations
- Sample short-term objectives to support this strategy include:
 - Train Council on the roles and responsibilities of a governance board
 - Develop a decision-making grid to clarify decision-making roles of the staff and Council

Seven Phases of the Strategic Planning Process

1. Get Ready
2. Articulate/ Reaffirm Mission, Vision and Values
3. Assess Your Situation – Context mapping, including a SWOT/P
4. Agree on Priorities – Everyone on the same page
5. Write the Strategic Plan
6. Implement the Strategic Plan
7. Evaluate and Monitor the Strategic Plan

Phase One: Getting Ready

- Strategic planning is a good idea in theory, but it is only a good idea in practice if the organization is ready and there is buy-in from all stakeholders
- A true commitment to the planning process by leadership is essential. Leadership must spend significant time and energy on the process or it will merely amount to going through the motions, and it will fail

Phase One: Getting Ready Cont'd

- An organization usually considers conducting a strategic planning process when they are faced with one or more important issues or choices, such as – *are our services still relevant? What do we do with a potential loss in funding? Should we cancel a program, change its focus or explore collaborative partnerships? Should we buy a building or should we lease more space?*
- But sometimes, the need for a plan is more vague – *we don't really know where we are going, or more concrete – our biggest funder requires a five year plan*

Phase One: Get Ready Continued

Steps:

- Identify reasons for planning
 - what does the organization wish to achieve from the planning process?
- Get verbal and time commitment from leaders to the effort
- Develop a plan for gathering information
 - Identify specific issues or choices that the planning process should address
 - Identify the information that must be collected to help make sound decisions
- Decide on the basic process to use, including roles and participation
- Develop a planning worksheet

PRODUCT = PLANNING WORKPLAN

P.1 – TOOLKIT: Process for Getting Ready

Reference Material: the worksheets below provide a framework on how to:

- **Worksheet 1** - Identify Planning Process Issues and Outcomes
- **Worksheet 2** - Set Up Your Planning Process for Success
- **Worksheet 3** - Develop a Plan for Gathering Information from Internal and External Stakeholders
- **Worksheet 4** - Design a Strategic Planning Process to Meet Your Organizational Needs

Phase Two: Articulate/ Reaffirm Mission, Vision and Values

- One of the primary reasons for undertaking a SP process is to establish or reaffirm a shared understanding of why the organization exists and its aspirations for the future
- The most succinct reflection of this shared understanding lies in the organization's mission, vision and value statements

Steps:

- A. Create or reaffirm a mission statement
- B. Create or reaffirm a vision statement
- C. Articulate/ reaffirm the organization's values, beliefs and guiding principles

PRODUCT = MISSION, VISION AND VALUE STATEMENTS

P.2 (A) - What is a Mission Statement?

- It communicates to the world what you do and why you do it. It must have a statement of **purpose** (why you exist) and a description of what you do (**business/ governance**) and for whom to fulfill that purpose
- In just a few sentences, a mission statement should be able to communicate the essence of an organization to its stakeholders and to the public
- Drafting a mission statement begins with intuition and ideas, evolves through discussion, and results in a shared sense of direction and motivation

P.2 (A) - Revisit Current Mission Statement

Our Mission is to:

- Provide **good governance** based on sacred teachings
- Commit to honoring our **self-values**, to model those values
- Provide **opportunity**, that will nurture and support a **safe and healthy community** that will build **capacity** for our people
- Build and instill **pride** in being Stz'uminus

Some Questions to Consider:

Does your current mission statement summarize why you exist; what you do; and who you serve? How well do you think you are achieving your mission and how can you have a greater impact?

P.2 (A)- Mission Statement Continued

Brainstorming Exercise : Duration: 30 minutes

Purpose: Part (A) - On yellow post-it notes, write some key words or one sentence that describes the ultimate result you are trying to achieve (*Ask yourself: why do we exist and for whom? What is the preferred end result of our work – self-sufficiency, self-determination, capacity building?*)

Business: Part (B) - On green post-it notes, write some key words or a statement that describes what you do (programs/services) and what you'd like to do to achieve your purpose

Once finished, please place post-it notes on corresponding flip-chart

Responses to Exercise – Part A

Ultimate Results We are Trying to Achieve:

- Stz'uminus is a strong, cultural, spiritual community with leadership that will work together to build a strong, healthy community
- Happy, healthy, self-sustainable, self-governing community
- Help build a self-sufficient future for our nation
- Mentally healthy community with programs and services to support our goals
- Get away from relying on AANDC and waiting on a treaty. Let's just do it ourselves!
- Take back our independence
- Grow together proudly as Stz'uminus FN Mustimuxw to be a self-sufficient nation

Responses to Exercise – Part A Cont'd

Ultimate Results We are Trying to Achieve Cont'd:

- Culture is great, but we have to move with the times and embrace technology
- Make money so we can have better programs, community improvements and more services
- With this Council and Council, we set the bar high
- Build a community at the grass roots level: learning together, working together
- It was the past, our culture, language, the Ancestors that fought hard to save us as Stz'uminus people – Now we must keep our identity and a strong hold on the land, water and all natural resources
- Ultimately, we are here to create pride in who we are as Stz'uminus Mustimuxw

Responses to Exercise – Part B

What We'd Like to do to Achieve our Purpose:

- Creating short and long term plans for Health, Employment, Education, Recreation, Childcare, Human Resources and Economic Development
- Need to focus on, and prioritize mental health for our nation
- Dream big – have all our people employed, self-sufficient and enjoying life!
- Listen patiently, learn, ask questions, confirm and move forward
- Governance: four to five year terms for Chief and Council

Responses to Exercise – Part B Cont'd

What We'd Like to do to Achieve our Purpose:

- Keep active with our culture, spiritual learning, including relearning our language and teaching open communication with community members
- Making sure the health of our people is re-built, especially when it comes to traditional law and culture
- Get involved as much as possible on boards and committees to make sure our messages and strategies are communicated

P.2 (B) - What is a Vision Statement?

- A vision statement presents **an image** in words of what **success** will look like if you achieve your purpose/ an image of **the future** you seek to create
- The value of using a visioning process during the strategic planning exercise lies with inspiring the board and staff, and it can be used as a basis for setting priorities

P.2 (B) - Revisit Current Vision

As the elected representatives of the Stz'uminus First Nation, we are the authorized government and the legal authority on the Stz'uminus reserve. We **strive to demonstrate strong leadership** for the benefit of our people in order to:

- Provide opportunities of **employment and enhance opportunity** for membership
- Promote, maintain and protect **Aboriginal rights** for our people

Some Questions to Consider:

Is your current vision an inspiring statement that communicates to everyone what the organization is all about and what the future will look like? What would a headline say about our organization?

P.2 (C) – Articulate the Fundamental Values that Guide Our Work

- Core values of an organization exist, whether spoken or not, but in most successful organizations, they are made explicit and are debated and updated on a regular basis
- Articulating the values the organization supports helps tap the passion of individuals and align the heart with the head. Values usually focus on service, quality, people and work norms
- Examples:
 - Integrity, quality and excellence in service provisions must always be maintained
 - We are client-centred
 - We believe that respect and value for diversity in all aspects of our organization are essential to our well-being

P.2 (C) – Articulate the Fundamental Values that Guide Our Work Cont'd

During the session on Leadership and Team Building, the team articulated the following shared values:

- Respect
- Culture – everything is connected
- Honesty – to self, team and community
- Confidentiality
- Accountability – hold self and teammates accountable for their actions
- A healthy future for the community
- Education
- Building a pathway and future for the children;
- Self-sufficiency
- **Are there any others?**

Phase Two – TOOLKIT: Process on How to Articulate Mission, Vision and Values

Reference Material: the worksheets below provide a framework on how to:

- **Worksheet 5 - Create a Mission Statement**
- **Worksheet 6 - Create a Vision Statement**
- **Worksheet 7 - Articulate Your Organization's Values, Beliefs, and Guiding Principles**

Phase Three - Assess Your Situation/ Context Mapping

- No organization exists in a vacuum. The definition of strategic planning offered earlier stresses the importance of focusing on the future within the context of an ever-changing environment
- In addition to assessing the external environment, it is important to understand the organization's internal operations – what resources and capacities the organization brings to the work of its mission
- At the conclusion of this phase, the planning committee will have a **database of concrete information that can be used to make decisions** about program and administrative priorities and to develop overall strategies

Phase Three - Assess Your Situation/ Context Mapping

Steps:

- Summarize the organization's history and accomplishments
- Articulate previous and current strategies
- Gather information from internal and external stakeholders
- Evaluate current programs; collect objective data
- Summarize information collected

PRODUCT = DATA TO INFORM DECISIONS

P.3 - Context and History Mapping

The following key questions need to be discussed and answered:

- *Who are we?*
- *What do we do?* i.e. current lines of business, programs etc
- **Past:** *are there any lessons/ best practices/ teachings from which we can learn:*
 - ❖ *Recurring themes that show cause for instability*
 - ❖ *Keys for stability and growth*

P.3 - Context Mapping: The Current State

SWOT/P Analysis:

- *What are our Strengths and Weaknesses?*
- *What are the Opportunities for growth and change?*
- *What are the Threats/ Problems we face?*
- ❖ *What forces are currently affecting our work and our team internally and externally? Who or what influences what we value and what we do?*

**Exercise: Break in to two groups and complete a SWOT –
Worksheet 10 - for Chief and Council**

Duration: 30 minutes

Return to Plenary

P.3 - Context Mapping: The Future

- *Where do we want to be in ten years?*
 - ❖ *What does success look like?*
 - ❖ *What is our overarching strategy to meet our goals?*

Indicators and Accountability for Success:

- *How will we measure success? Are there any indicators of success we should use?*
- *How will Council hold people accountable?*

P.3 – TOOLKIT: How to Assess Your Situation

Reference Material: the worksheets below provide a framework on how to:

- **Worksheet 8 - Summarize Your Organization's History and Accomplishments**
- **Worksheet 9 - Articulate Previous and Current Strategies**
- **Worksheet 10 - Staff and Board Perceptions of Organization's SWOT**
- **Worksheet 11 - Evaluate Current Programs**
- **Worksheet 12 - Summary of Data and Analysis of Possible Considerations for the Future**

Phase Four: Agree on Priorities

- In this phase, **the planning process takes an important turn**. The first three phases encourage expansive, exploratory thinking. Phase 1-3 all have to do with considering possibilities, gathering new information and dreaming big
- In Phase 4, it is time to stop exploring and to **ground the discussion in realism**
- The discussions undertaken during this phase are frequently the most challenging and most rewarding part of the SP process. Possible choices have been identified; now it's time to **choose a course of action**

Phase Four: Agree on Priorities

Steps:

- Make sense of/ analyze the data collected
- Business planning; summarize and assess current program portfolios and agree on growth strategies
 - Identify current and future program portfolios
- Confirm your future core strategies
- Agree on administrative, business and governance priorities. Summarize the revenue potential and resources required to support your long-term vision (long term goals and objectives)

PRODUCT = DECISIONS

P.4 - What is the Big Picture for Administration?

Some Questions to Consider:

- *What is the program's current level of activity?*
- *Does it cover all the things we realistically want to do?*
- *Do we have the administrative capacity to effectively and efficiently support all our programs and services?*
- *What would it take to maximize our organizational capabilities in terms of planning, human resources and leadership, organizational culture and communications?*
- *What is the proposed growth strategy (expand, maintain, eliminate, start new programs etc?)*

P.4 - What is the Big Picture for Business?

Some Questions to Consider:

- *Does it cover all the things we realistically want to do?*
- *What is the current level of activity?*
- *What is the projected future level of activity?*
- *Are our operations financially viable?*
- *How can we ensure the long-term economic stability of our community?*

Phase Four – TOOLKIT: Process on How to Come to Agreement on Priorities

Reference Material: the worksheets below provide a framework on how to:

- **Worksheet 13 - Summarize Your Future Program Portfolio**
- **Worksheet 14 - Core Future Strategies**
- **Worksheet 15 - Summary of Administrative, Financial and Governance Priorities**

Phase Five: Write the Plan

- The end is in sight!! By this time the major decisions have been made, and the big picture should be relatively clear
- The organization know what its strengths and weakness are and how to best address them
- The stakeholders have articulated the core future strategies that can help the organization to succeed
- Staff and Council members are clear about what programs and services need to be provided in the next 5 to 10 years to better achieve the organization's mission

Phase Five: Write the Plan Cont'd

It's now time to develop concrete measures for what the organization wants to specifically achieve and the resources needed

Steps:

- Create goals and objectives (See next slide for more detail)
- Develop long-range financial projections
- Write the strategic plan
- Adopt the strategic plan

PRODUCT = STRATEGIC PLAN

P.5 - Create Goals and Objectives

- Writing goals and objectives should not be a group project. Each program/business/administrative manager should take the lead on drafting his or her unit's objectives - OR - have one or two individuals take responsibility for drafting the initial goals and objectives and distribute them to the team for feedback
- **Goals** are outcome (ends) statements that guide the organization's program, administrative, financial and governance functions

P.5 - Create Goals and Objectives

- Goals and objectives must be written so that they can be monitored. “Improve the well-being of the community” is a laudable goal, but it would be difficult to determine whether such a broad goal has been attained
- Each goal usually carries with it two or more specific objectives
- An **objective** is a precise, measurable and time-phased result that supports the achievement of the goal

P.5 - Create Goals and Objectives Cont'd

.....That said, in developing objectives to support program goals, it is important to distinguish between process and outcome objectives:

- **Process objectives**: typically begin with phrases, such as “*to develop, to establish, to conduct.*” These phrases all describe activities that will be undertaken by the organization
- **Outcome objectives**: describe outcomes that will be made by the end user of your programs and services – they typically begin with phrases, such as “*to increase, to decrease, to improve*”

P.5 - Create Goals and Objectives Cont'd

- The program portfolio that was developed in Phase 4, Worksheet 4, should contain all the guiding information necessary to develop specific objectives for each line of business
- The standard form for an objective is:
(verb denoting direction of change) + (area of change) + (target population) + (degree of change) + (timeframe)

P.5 - Create Goals and Objectives Cont'd

An example of building a program objective:

Direction of change	To reduce
Area of change	Unemployment status
Target population	For our graduating students
Degree of change	So that 75% gain full-time employment
Time frame	Within six months of graduating

P.5 - Create Goals and Objectives Cont'd

Governance Functions	Goal(s)	Long-Term Priorities (Objectives)
Board of Directors	Develop and maintain an effective, active and informed Chief and Council whose governance and support help the achievement of the organization's mission	<p>Develop and maintain an effective board orientation and on-going training program</p> <p>Implement 100% contribution from all members of Council</p> <p>Institute yearly evaluations of all aspects of the board</p>
Financial Management	Produce timely, accurate financial reports for all departments	<p>Improve and maintain a fully-computerized accounting system</p> <p>Provide Council with required financial reports and cash flow projections on a quarterly basis</p>

P.5 – How to Write a Strategic Plan

The Elements of a Strategic Plan

- ❖ Introduction to the plan/ executive summary
- ❖ Summary of strategic process used
- ❖ Mission statement
- ❖ Vision statement
- ❖ Values statement
- ❖ Summary of SWOT (include in an appendix)
- ❖ Core future strategies
- ❖ Program goals and objectives
- ❖ Administrative goals and objectives, revenue potential and resources required

P.5 – TOOLKIT: Process on How to Write a Strategic Plan

Reference Material: the worksheet below provides a framework on how to capture:

- **Worksheet 16** – Long-Range Financial Projections

Phase Six: Implement the Plan

- While the process of planning has energized and focused all the stakeholders, the full value of the planning effort will only be effective through its implementation
- There are two major barriers to effective implementation:
 1. The difficulty of translating big ideas into specific operational steps
 2. The difficulty of maintaining the focus that was achieved through the planning process
- **Phase 6 addresses the first difficulty through the development of operational plans. Phase 7 addresses the second difficulty through evaluating the plan and setting up regular monitoring of the plan**

Phase Six: Implement the Plan

Steps:

- The starting place for the implementation of the strategic plan should be on identifying the changes – the skills needs, systems and structures, and organizational cultural changes – that bridge the gap between the old way of doing things to the new way things need to be done
- The next step is to develop a detailed annual operating/ implementation plan for the upcoming year (first year's goals and objectives)

PRODUCT = ANNUAL/ OPERATIONAL PLAN

P.6 – TOOLKIT: Process on How to Implement the Plan

Reference Material: the worksheet below provides a framework on how to:

- **Worksheet 17** – Manage the Transition: The Changes Required for Success

Phase Seven - Evaluate and Monitor the Plan

- Aren't we finished yet? Well, yes and no! A strategic plan is written and annual operating plans are in place. **The last step** is to reflect on the planning process and put in place monitoring processes

Specific Steps:

- Evaluate the plan and planning process
- Monitor the strategic plan on a regular basis, and revise as needed

**PRODUCT = BEST PRACTICES FOR FUTURE PLANNING AND
EFFECTIVE MECHANISMS FOR MONITORING**

P.7 – TOOLKIT: How to Evaluate, Monitor and Update the Plan

Reference Material: the worksheets below provide a framework on how to:

- **Worksheet 18** – Evaluate the Strategic Planning Process
- **Worksheet 19** – Monitor and Update the Strategic Plan

APPENDIX ONE: Stz'uminus Leadership Commitments

Moving Forward

- Continue to build a Constitution (or Team Charter);
- To be role models in the community;
- Improve communication within the team;
- Improve communication with the community and stay ahead of the message;
- Need to determine how to engage the community and to ascertain the community's expectations of Council;
- Build on the reciprocal relationship and respect between Council and community;
- Revisit the Code of Conduct/ Oath of Office on a regular basis

APPENDIX ONE: Stz'uminus Leadership Commitments

Moving Forward, Cont'd

- Build on the work already being done, ie. planning, goal setting and celebrate our accomplishments;
- Commitment to timelines – DWYSYWD and on time;
- Be part of a team in a positive way. Stay positive;
- Work on the trust and unity components of team building. Team speaks with one voice;
- Understand and respect the diverse ideas and skills all teammates bring to the table;
- Develop mechanisms to resolve conflict;
- Complete the Reflection and Action exercises at the end of the PowerPoint presentation entitled: Leadership and Team Building

APPENDIX TWO: Stz'uminus Leadership's Request for Follow-up Items

Leadership asked for the following items:

- A meeting/ conference template to aid in reporting highlights back to Chief and Council;
- Job descriptions for the Chief, Band Manager and Council;
- A copy of the Checklist to Evaluate Chief and Council;
- A Due Diligence checklist with guiding questions to assist in decision-making

Closing Circle

- *What one thought or feeling do you want to share about your experience today?*
- *What does success for Stz'uminus First Nation look like to you?*