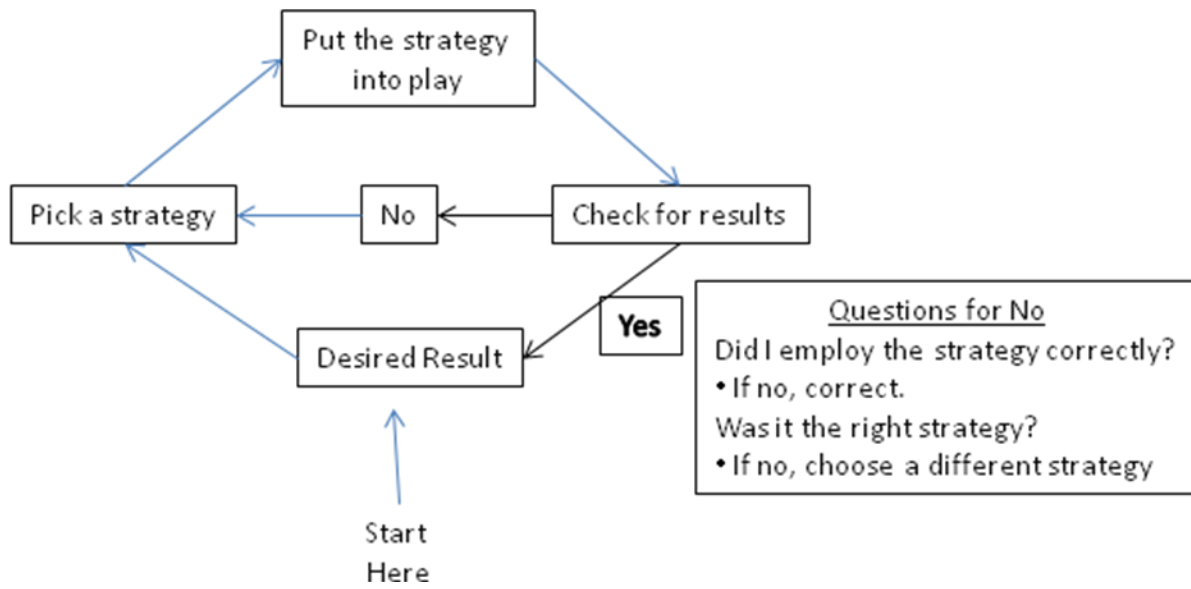


Measuring for Results – Systems Model
(Also used in outcomes based planning)



Assets and Resources Inventory

These are the springboards to strategy development

(Using a modified Community Capitals Framework to map and track assets and resources)

The Big Three

- Leadership
- Social Capital networks
 - Strong Tie - Trust Based
 - Weak Tie - Competency Based
 - Brokers and Network Weavers
- Financial Capital

The other Capitals to inventory

- Human Capital
 - People
 - Paid Staff
 - Volunteers
 - Skills
- Build Capital
 - Equipment
 - Big stuff like buildings and other infrastructure
 - Technology Capital
- Political Capital
- Intellectual Capital
- Natural Environment Capital

Real Time Planning Session Outline

Assumptions

Real Time Planning is a planning process, which is focused on strategies to produce results (tactical planning)

Desired Results – Know what you want

Can start from Activities - What you're doing right now - This leads to a gap analysis - P. Creek Allied Arts

Can start from Desired Results and reverse design to activities and customers

Can start from customers and reverse design to results and the activities

Understanding the language around strategies

Strategies come in three flavours - from the work of David La Piana "The Nonprofit Strategy Revolution"

- Organizational level strategies
 - "Determines mission, vision, trends, competitors, partners, and market position"
 - Assist the organization to garner resources of all kinds as it pursues its mission
- Programmatic level strategies
 - "Decide on approaches and offer programs and activities to achieve specific outcomes relative to the target audiences"
 - Intended to increase programmatic impact
- Operational level strategies
 - 'Administer and oversee systems, policies, and personnel in areas such as finance, human resources, communications, and information technology"
 - Aimed at enhancing administrative efficiency, preparedness, and execution

Assets and Resources - The springboards to strategy development

Will current trends affect the strategies we develop?

- Where does opportunity lie?
- What's Working?
- PESTLE Analysis (Political, Economic, Social, Technological, Legal, Environmental) for the big picture

Strategy development and testing

- David La Piana defines strategies as patterns of behaviour that can help your organization to achieve its mission - What are the behaviours that can help your organization to achieve its mission?

Finding the focus and articulating strategies

- What has the greatest sense of urgency and importance?
- Does the strategy address the Focus of what is urgent and important?
 - Are we addressing the key issues?
 - Does it address a gap?
- In what ways will it produce the results we need?
- Do we have the logistical strength to implement this strategy?

Implementation

- Looking at critical sequence issues – Law of the Harvest
 - Spring – Planting & Germination – Ignition Point – Choice Point
 - Summer – Nurture, Cultivate & Encourage
 - Fall – Harvest
 - Winter – Either winter of plenty or winter of starvation

Measuring Results - How do we know if the strategy is any good?

- Systems feedback loop