



Sustainable Strategy Program Great to Go



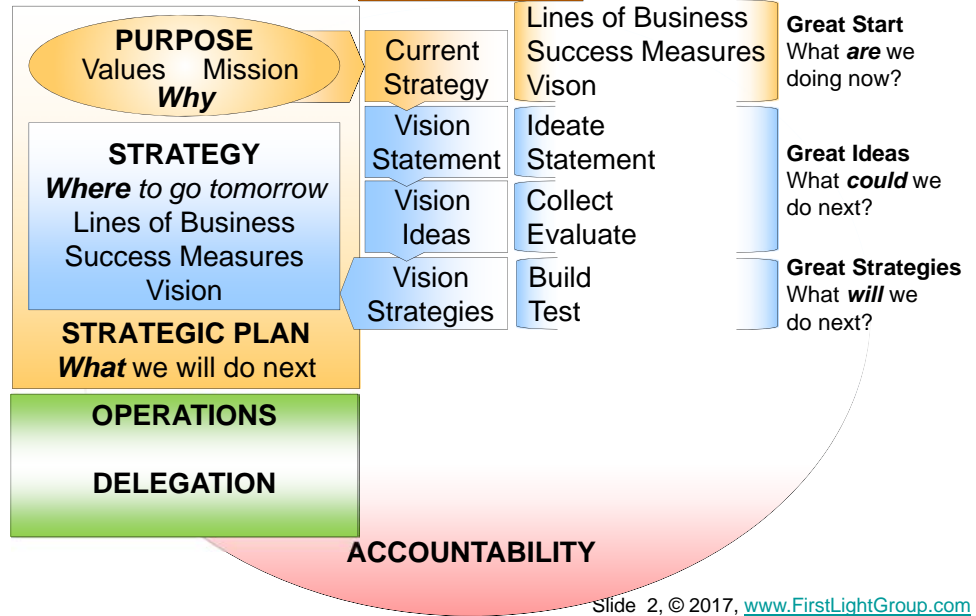
WELCOME

Announcements/Q&A

STRATEGY
Where to go tomorrow?

PURPOSE
Why?

SSP MODEL



OPERATIONS

What gets done today

An integrated approach

Goals

- Conventional approach
 - Everything to be done by everyone
 - Job duties, on-goings,
 - The ____% of time already allocated
- A different way
 - Focus on the consequential
 - What can be done *if anything at all* with the remaining ____%

Making goals

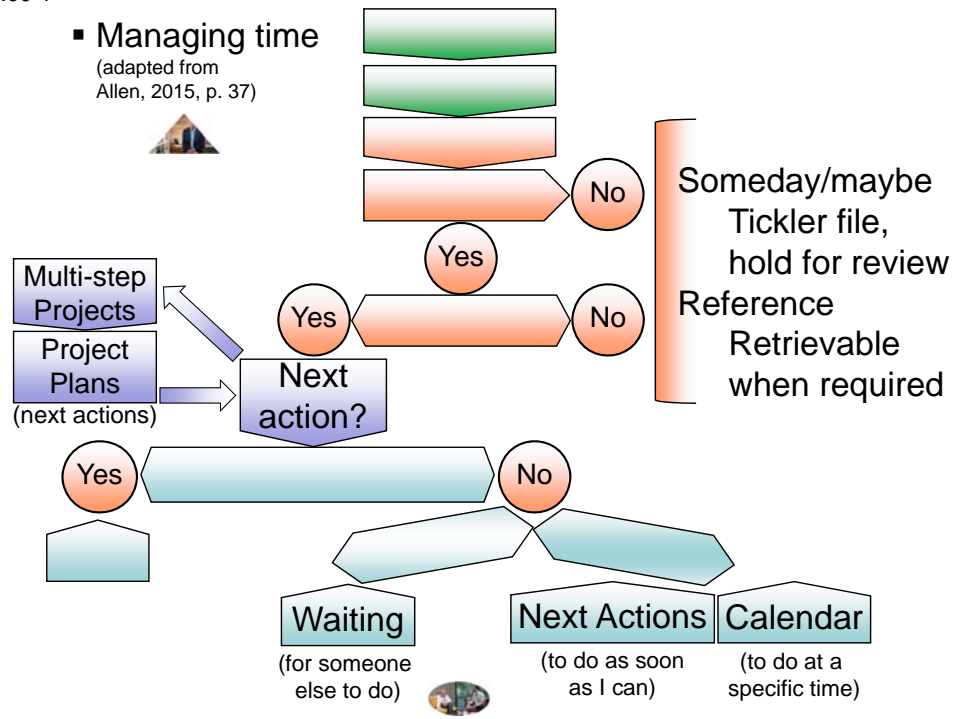
▪ Good Goals

(Light after Hellriegel & Slocum)

- -
 -
 - AIM
 - BMW
 - SMART
- Acceptable (_____)
- Ideal (_____)
- Middle (_____)
- Boost effectiveness average 10% (ML 12/1/17)

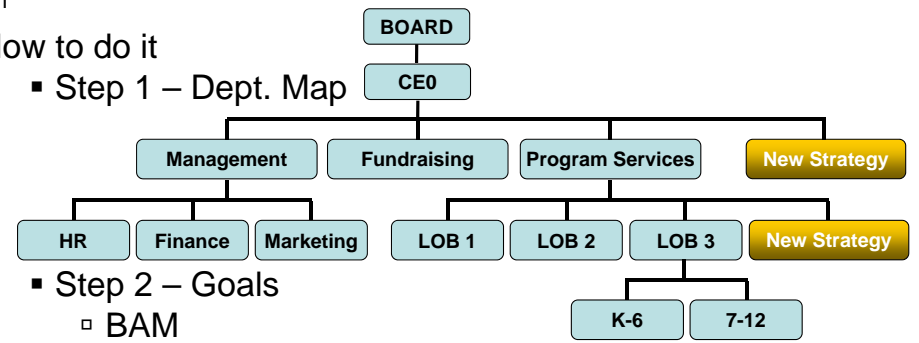
Managing time

(adapted from Allen, 2015, p. 37)



How to do it

Step 1 – Dept. Map



Step 2 – Goals

BAM



Template it - Fixing things

- Boost satisfaction four-fold on MPS 522 (ML 12/1/14)
 1. Determine problems including root causes (JG 2/1/14)
 2. Develop possible options including BOBs (CC 3/1/14)
 3. Decide best options including ramifications (CC 4/1/14)
 4. Draft implementation plan (BG 5/1/14)
 5. Do it – implement the plan (OMG 6/1/14)

Template – New things

- Delete step 1 above

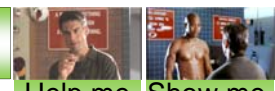
Budget



	YTD	Budget	Forecast	Variance
	FYE 12/31	FYE 12/31	FYE 12/31	Column 3-2
PROFIT & LOSS STATEMENT				
REVENUE				
Earned	32,000	60,000	90,000	30,000
Contributed	60,000	112,000	115,000	3,000
TOTAL REVENUE	92,000	172,000	205,000	33,000
EXPENSES				
Program services	27,000	52,750	78,852	26,102
Management and general	9,500	19,250	27,500	8,250
Fundraising	52,000	100,000	105,750	5,750
TOTAL EXPENSES	88,500	172,000	212,102	40,102
EXCESS OR (DEFICIT)	3,500	0	(7,102)	(7,102)
BALANCE SHEET				
ASSETS	266,297	266,297	356,297	90,000
LIABILITIES	1,690	1,690	1,690	0
NET ASSETS				
Unrestricted	264,607	264,607	354,607	90,000
Temporarily Restricted	0	0	90,000	90,000
Permanently Restricted	0	0	0	0
NET ASSETS	264,607	264,607	444,607	180,000
TOTAL LIABILITIES & NET ASSETS	266,297	266,297	356,297	180,000



DELEGATION
Who does what



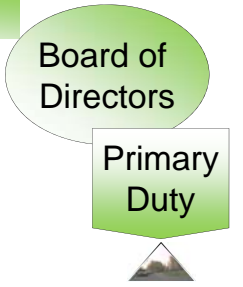
ED/CEO

Board members and staff expect to take responsibility for success and failure. To the executive director who asks "What good is the board?" comes the answer that

(Herman and Heimovics, 1991, p. xii) (M. Light, 2001, p. 145)

Executive Director Duties

1. Deliver Results Now "What gets done today"
2.
 - a. Facilitate interaction
 - b. Show consideration
 - c. Envision change
 - d. Provide
 - e.
 - f. Encourage success (Herman & Heimovics, 2005)



Another Way: Business Planning An episodic approach

- Why bother (Brinckerhoff, 2000)
 - Forces an objective, critical, less-emotional look
 - Creates an operating tool

▪ Cleveland Community Wealth Collaborative

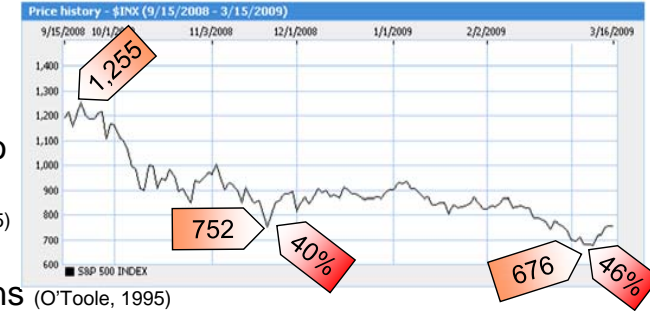


- [SBA](#)
- Business Plan Pro

LEADING CHANGE

Context Matters

- “Leadership is contextual. What works in one era, setting, or organization simply



_____ to
any other.”

(Kellerman, 2001, p. 15)

Change resisted:

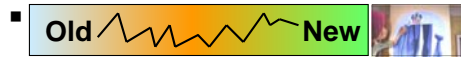
Top 5 of 33 reasons (O'Toole, 1995)

- Homeostasis: Resistance to change is
- Stare decisis: Burden of proof is on the
- Inertia: Hard to alter course of a large body
- Fallacy of the exception: Yes, but we're
- Minority rules: Smaller the group, greater the

Models

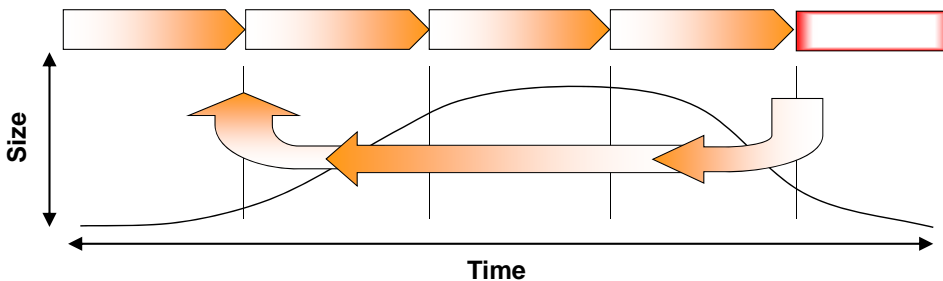
Change that is continuous, evolving,

(Weick & Quinn, 1999)



Small adjustments Old
Frequent becomes
Continuous

▪ Nonprofit Lifecycle Model (Connolly, 2006)



Change that is episodic, intermittent,

(Weick & Quinn, 1999)

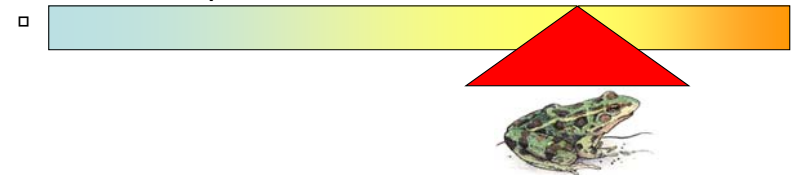


Repetitive New
action replaces
Routine
Inertia

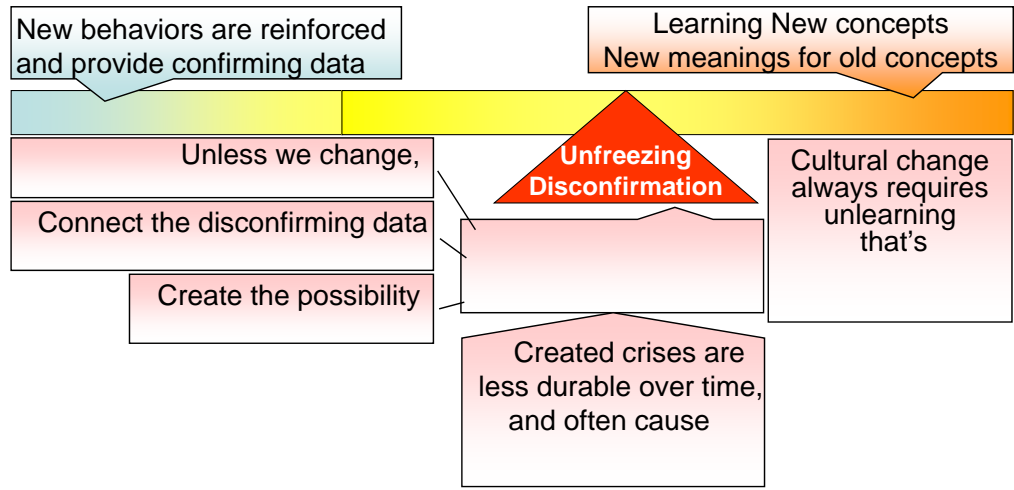
▪ Happiness model (After Dees, 2001)

- Change can be when people are
- Change can be when people are

▪ Punctuated Equilibrium Models (Tushman & Romanelli, 1985)



▪ Schein (2004)



The Big Four (Pfeffer & Sutton, 2006, p. 178)

- 1. People must be dissatisfied
If no dissatisfaction, create it
- 2. Direction to go
Relentlessly
 - What it is
 - Why it's important
 - What everyone has to do
 - Over and over and over
- 3. Convey confidence to others – more accurately
that the change will succeed.
 - Becomes a
 - Punctuate with
 - Update as new information rolls in
- 4. People must accept it's
Learn as you go, it won't



Evaluations

3 Ps of Strategy