

all Chicago
Sustainable Strategy Program
Great Start



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SESSION 1



Hello
Ground Rules
Pre-SSP Assessment



Get Ready

Planning rules

True that

Just say no

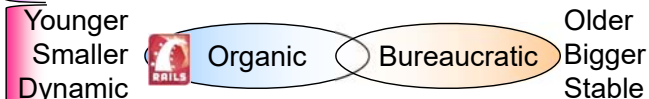
Context matters
(Mintzberg, 1993)

Carpe Fortuna

Just say yes



FPO
NPO
• 52% do <\$250,000
• 80% do >\$10 million



Founders who plan = Founders who don't
(Bhide, 1994, p. 152)

Structural HR Political Symbolic
Funders reward those who plan (Stone et al., 1999)

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Strategic Management

What is strategy?

- “the determination of the basic long-term goals and objectives of an enterprise” (Chandler, 1962)
- “Strategy is the big picture of how an organization is going to win” (Porter, 2012)
- Three steps (Porter, 1980)
 - What is the business doing now?
 - What's happening in the environment?
 - What should the business be doing?

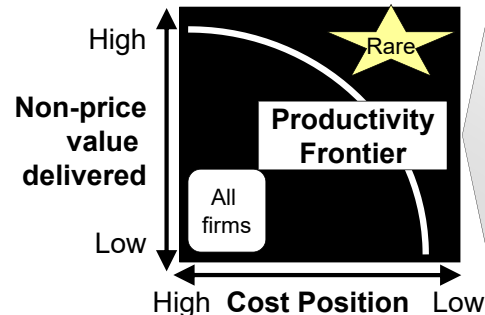
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What is strategy? (Porter, 1996)

Two components of core strategy

- Operational effectiveness
 - Performing similar activities **better** than rivals



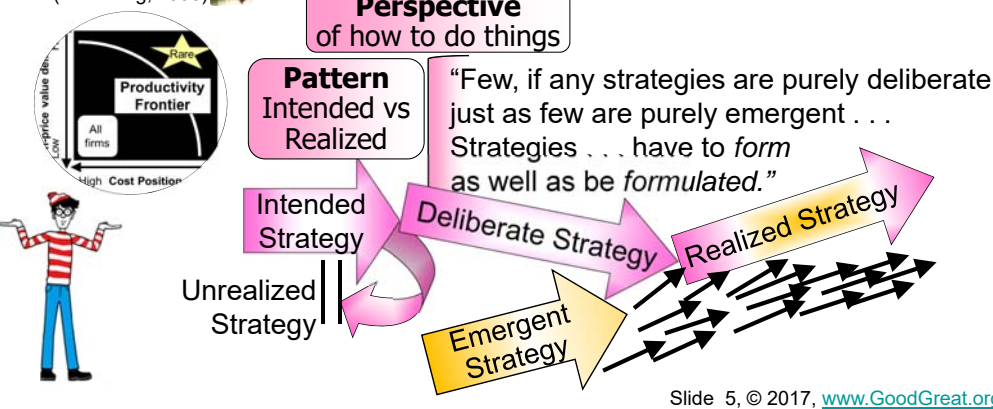
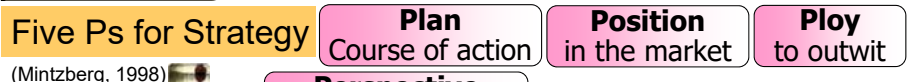
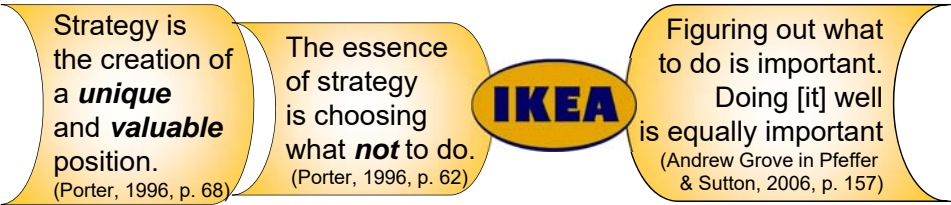
Constant improvement
... is necessary to achieve superior profitability
However, it not sufficient...
The more benchmarking companies do, the more they look alike.

- Strategic positioning
 - Performing **unique** activities
 - Performing similar activities **differently**



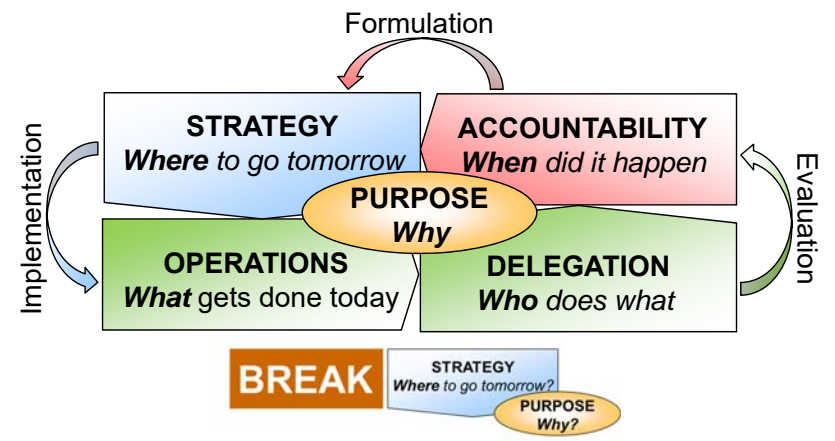
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Unique opportunities & trade-offs



Strategic Management

Results Now (Light, 2011)

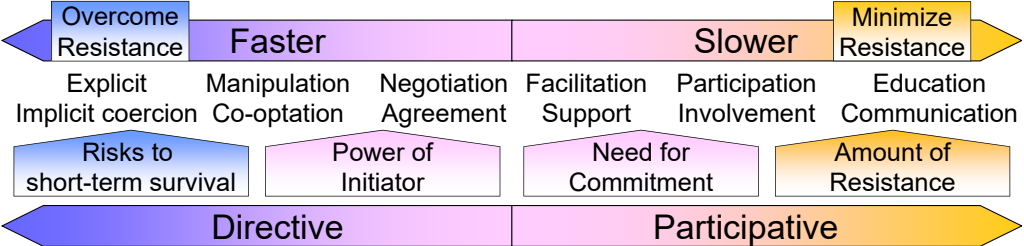


Get Ready

Plan to Plan

First Who

How fast, how many (Kotter, 1979; Light, 2011)



The chances of someone supporting the end product are enormously greater if they . . . participate meaningfully, and if they feel heard.”

(Allison & Kaye, 2015, pp. 59-60)

Need acceptance: go slower with more people.
Don't need acceptance: go faster with fewer.

Conditions for success

(Allison & Kaye, 2005, pp. 25-39, 71-74)

Readiness

- Nothing major underway, needed near term
- Adequate financial capacity near term

People

- Right people, mix
- Clear roles, expectations

Trust

- Willing to use honest information, question status quo, ask hard Qs
- Upfront on constraints, non-negotiables

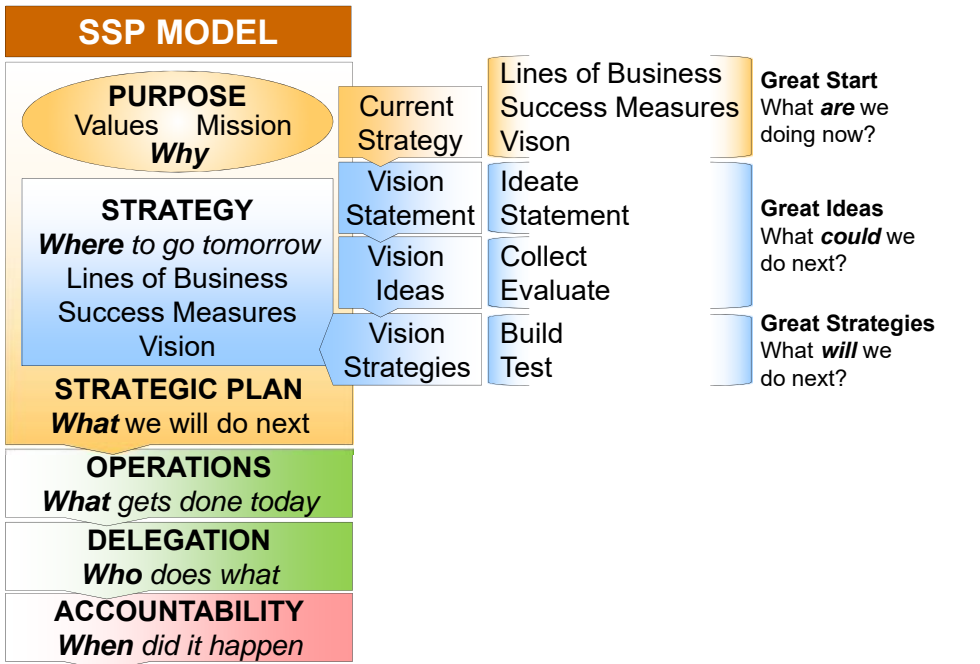
Resources

- Planning
- Implementation

Top Leadership Commitment

- Support and involvement
- Careful consideration of recommendations

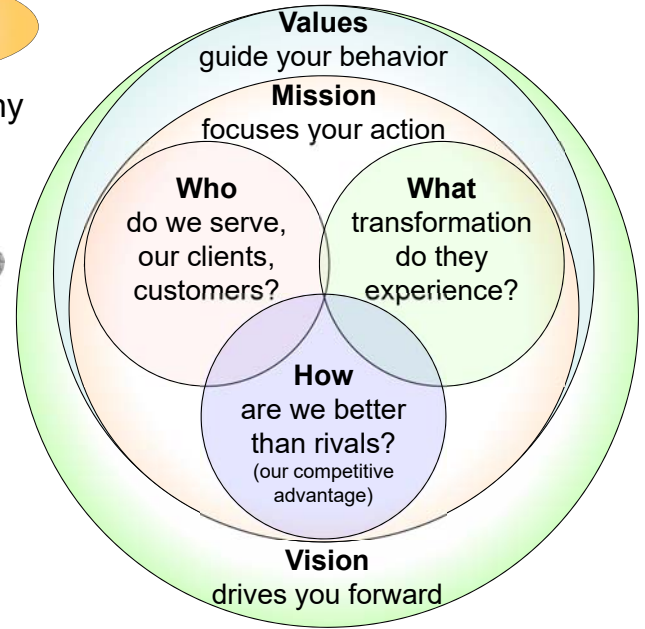
Then what



PURPOSE
Values Mission Why

He who has a why to live can bear almost any how.
Frederick Nietzsche

Elements
(Light, 2011)



Values

Values: "any belief, principle or virtue held so deeply . . . that it guides our behaviors, decisions and actions." (Nahser, 2008, p. vii)

Behaviors: Values "seeable" in actions

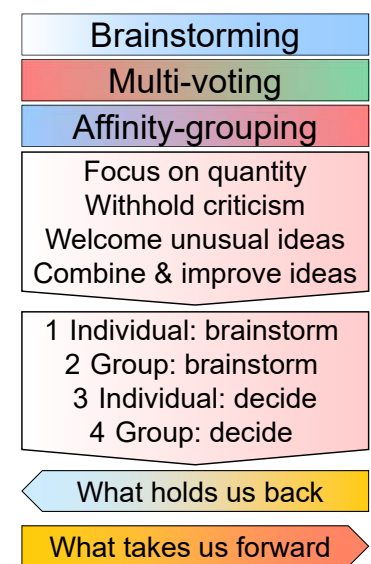
Use *internal, aspirational* frame

- What values will guide our decision and actions?
- What should it take to be a successful employee?
- What adjectives will define us?

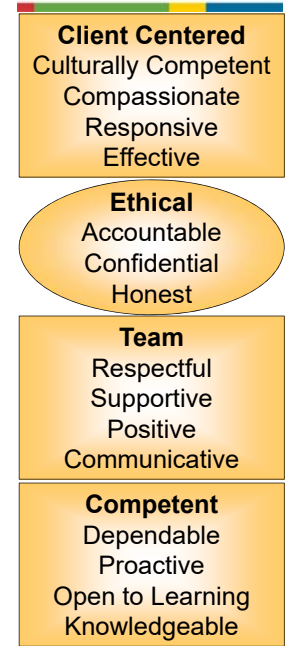
Practice

KISS @ ≈4	Values	
KISS @ ≈3	Behaviors	

BAM



POSITIVE IMPACT HEALTH CENTERS



Lunch Break
20/1:05

SESSION 2



Mission

- “the organization’s reason for being, the why of its existence.” (Light, 2011, p. 48)
- “It focuses the organization on action.” (Drucker, 1989, p. 89)

3 Elements

- First



- Two types
- “primary customer is the person whose life is changed . . .
 - supporting customers are volunteers, members, partners, funders, referral sources, employees, and others who must be satisfied.” (Drucker, 2008, p. 25)

Focus on **primary**

Mission Elements	Sample	New mission
Who we serve	Oak Park children aged 3-11 and their families	

- Second



- Why it matters
- Focuses you on the external not on the internal
 - Insures that you are always thinking about the customer

- Not about the menu of programs, products, or services
- All about the transformation of the customer
- Ends, not means

Mission Elements	Sample	New mission
What transformation do they experience?	Kids thrive and families flourish	

- Third



- “presence of visible, obvious, and measurable ways which your organization differs from and is **better than its peers.**” La Piana, 2008)

1. Resources
What unique assets do we have?
Tangible strengths, location, talent, facilities, processes
Intangible

2. Capabilities
What are we good at?
outstanding execution

3. Core Competencies
What are we really good at?

	Core Comp	Core Comp	Core Comp	Core Comp
Valuable				
Rare				
Costly to imitate				
Non-substitutable				



4. Competitive Advantage
What are we better at than *anyone else*?

Mission Elements	Sample	New Mission
How better than our rivals (our competitive advantage)	Innovative community-based programs	BREAK STRATEGY Where to go tomorrow? PURPOSE Why?

- Yours

Elements	Sample	Yours
Who do we serve	Oak Park Children aged 3-11 and their families	
What transformation do they experience	Kids thrive and families flourish	
How are we better than rivals	Innovative community-based programs	

- Simplified (Drucker, 1999, p. 20)

- Is short and sharply focused.
- Is clear and easily understood.
- Does not prescribe means.
- Is sufficiently broad.
- Defines why we do what we do, why the organization exists
- Provides direction for doing the right things.
- Addresses our opportunities.
- Matches our competence.
- Inspires our commitment.
- Says what, in the end, we want to be remembered for.

Simplified 17 syllables +/- Haiku-ish	Your kids and families (7) Thrive and flourish (4) Innovative programs (10)	
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Current Strategy

Whole point

- Porter's three questions (1998, p. xxviii)
 - What is the business doing now?
 - What's happening in the environment?
 - What should the business be doing?
- We are fact-finding
 - What is actually going on
 - The past and present
 - Not the future
 - Stage setting
 - NOT strategy making



Current Strategy

- Lines of Business

Programs
 "exchange something of value between you and your customers . . . products or services."
 (Light, M., 2011, p. 67)

Products, services, programs
 Ends, not means
 Customer-transformation test

- Who is the customer?
- What transformation do they experience?

Where to find

- Annual reports
- Web
- Interviewing
- Org chart
- Chart of accounts

Just remember

- Each Program must pass the customer-transformation test.

Lines of Business		
Program	Customer	Transformation
Orientation	Newly Diagnosed	You're not alone
SupportGroups	Living with HIV	Fullest life possible

Current Strategy

- Lines of Business
- Success Measures

Math Hat on

How much do you use?

	(\$ in Thousands) Year 1 Year 2 Year 3		
Profit & Loss: Gift Revenue \$	963	1,164	1,083
Non-contributed Revenue \$	172	1,601	123
Total Revenue \$	1,135	2,766	1,206
Total Expenses \$	1,341	1,866	1,906
Revenue less Expenses \$	(206)	900	(700)

How much do you have?

Balance Sheet: Assets \$	3,960	5,257	4,241
Liabilities \$	394	483	326
Net Assets \$	3,566	4,774	3,914

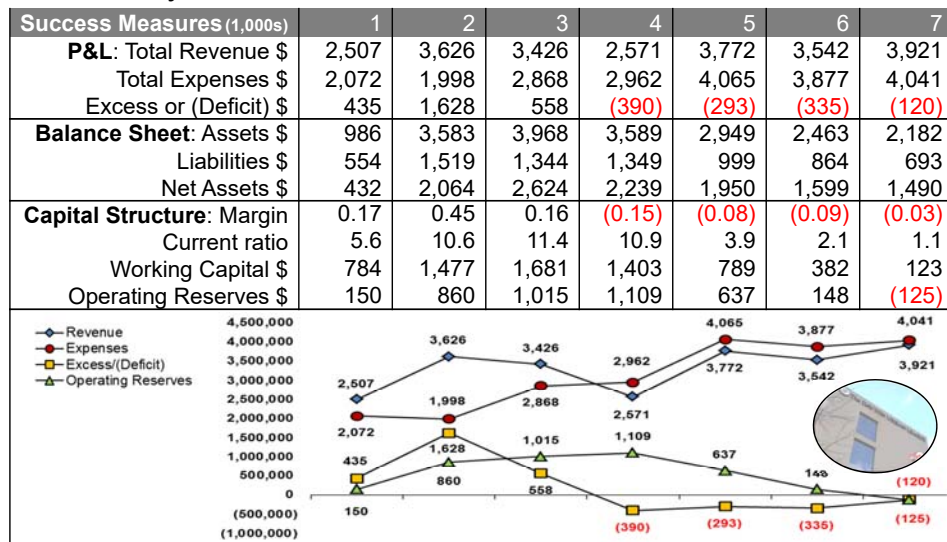
How's your health?

Capital Structure: Total Margin	(0.18)	0.33	(0.58)
Current Ratio	5.58	3.21	9.32
Working Capital \$	349	405	415
Operating Reserves \$	3,095	4,188	3,211

Lines of Business: Total Clients #	0	0	615
Enforcement Investigations #	0	0	259
Education/Outreach events #	0	0	188
Public Policy Meetings, etc. #	0	0	422
Research Analyses #	0	0	107
Disability Assistance clients #	0	0	540

- What you is what you
 - Quantitative surrogates for qualitative activity
- Measure over time
 - Effectiveness is always a matter of comparison
- Next steps
 - [990's](#)
 - [Sample](#)
 - [Template](#)

Why care



PURPOSE PITCHES

One: Connect emotionally

Two: Write the script (< 2 minutes)

SETUP

Introduce the “characters” often in the context of a personal story.
Set audience expectations about what they’ll get out of the presentation and why they should care.

*Imagine if . . .
What are we doing now?*

CONCLUSION

Share a story or message of hope, and leave the audience with a clear call to action or “rallying cry.”

*What will we do?
Now imagine if . . .*

Great Start

Three: Your coaches

- [Sarah](#)
- [Dottie](#)
- [Mark](#)

PURPOSE
Values Mission
Why



Four:
Practice



Great
Start
Report



Five:
Do it!