

STRATEGIC PLANNING PROJECT EXAMPLE

BHAG Development, Needs and Assets Analysis

MEETING ACTIVITIES

- 1. Welcome and Introduction
- 2. Departmental Overviews and Introductions
- 3. Overview of Strategic Planning Process
- 4. Meeting Goals and Objectives
- 5. BHAG
- 6. List and Identify Strengths, Weaknesses, Opportunities and Threats
- 7. Discuss Strategic Planning Process and What's Next

OVERVIEW OF STRATEGIC PLANNING PROCESS

Phase 1: BHAG and Needs and Assets Analysis	 Conducted on *date Discussion with ED and key staff Focus on where the organization is currently Identify strengths, weaknesses, challenges and key indicators
Phase 2: Review of Mission, Vision, Values, Priorities & Goals	 TBD - Q4 Target Board Retreat Overview of identified BHAGs & Needs and Assets Review Mission, Vision and Values Identify agency goals and priorities
Phase 3: Develop Agency Strategies and Actions	 •TBD •Discussion with ED, Key Staff, Department Heads, Board members (as necessary) •Focus on how to achieve goals set in Phase 2 •Identify specific actions and strategies for implementation
Phase 4: Strategic Plan Created	 •TBD -Created primarily by consultants with assistance from ED, Staff •Focus on creating a comprehensive, actionable plan •Will contain clearly identified goals and strategies to achieve them
Phase 5: Conclusion	•Final draft version will be presented to Board of Directors for approval

LET'S DREAM!

Where are we now and where do we want to be?

We hope to identify a specific place you dream your organization to be 10-20 years from now. This is something that feels like a stretch today, but could be realistic. It needs to be a **BHAG...Big Hairy Audacious Goal**!

Jim Collins 5 Criteria for a good BHAG

- 1. Set with understanding, not bravado- this is understood based on who we are and who we are supposed to go after. It is not just a dream plucked from the sky.
- 2. Fit squarely within the organizational vision- it must be in the center and if it's not, then there needs to be adjustments made to get it to the center.
- 3. It needs a long time frame: long-term goal that the steps to get there cannot be currently imagined
- 4. Clear, compelling and easy to grasp- understandable, helps in decision making, and easy to get everyone's mind around
- 5. Directly reflect the core values and purpose of the organization- it cannot be contrary to our purpose. If it is then there needs to be adjustment in vision, purpose, and goals.

Bad BHAGs are set with Bravado, Good BHAGS are set with UNDERSTANDING

BHAGS look into the future and say, "when we get to the end, this is where we are going to be."

Then we will work to set annual goals with a shorter sited focus (3-5 years), based on the BHAG(s) developed.

This discussion will entail considering where you are today and where you need to be...This begins the process of identifying what you need to start/stop doing and what you need to do better.

Activity

Take time as a group to do the following:

- Discuss the big picture vision for your organization, what you want it to look like in 10-20 years
- Identify possible BHAGs and narrow that down to 1-3 in order of priority

ANALYZE NEEDS AND ASSETS

To properly identify Needs and Assets, it is essential to think about 2 different things:

• What you...

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