

Strategic Planning

SUPPLEMENTARY MATERIALS

snmanagement

Content

- Planning Definitions
- Six Thinking Hats
- Planning Terms

Planning Terms

- The conceptual boundaries among strategic priorities, goals, objectives, and activities are often vague: The following definitions (Lee, 2013) are included to provide a rough guide to understanding, and not as a set of hard-and-fast rules
- At the planning session, the Board will be asked to maintain its focus on strategic priorities and goals.

Outcomes

Ideally many of the outcomes that Homes First hopes to achieve are within its sphere of control. These are the outcomes that Homes First will monitor and claim credit for attaining. There may be a few higher-order outcomes that are beyond its power to directly control but which it can influence.

	Control	Influence	Interest
Type of Stakeholder	Close to home – Clients, Staff	Inner Circle – Partners, Donors	Policy Makers, Public, Donors
Type of Strategy	<ul style="list-style-type: none">• Deliver	<ul style="list-style-type: none">• Support• Collaborate	<ul style="list-style-type: none">• Inspire
Type of Outcome	<ul style="list-style-type: none">• Expect to See• Quick Wins	<ul style="list-style-type: none">• Like to See• Long Term Goals	<ul style="list-style-type: none">• Love to See

Planning Terms

Strategic Priority

Definition:

- An essential line of progress along which the institution seeks to move in the long run, and with which it seeks to align its resources and actions, to realize its mission more fully.

Characteristics of a Sound Strategic Priority

- Establishes the Big Picture, in concert with the mission and the other strategic directions
- Guides the planning and decision-making of the organization as a whole
- Focuses energy and resources on what's most important in the long term
- Well defined subsidiary goals and objectives are required for effective pursuit of each strategic direction
- Measurable, at minimum through progress on subsidiary goals
- Very long range and stable over time (typically more than three years) unless and until it is superseded

Example

- Establish Homes First's position the largest owner/operator of housing for people who experience homelessness

Planning Terms

Goal

Definition:

- A major aspiration that the institution intends to realize under a given strategic direction.

Characteristics of a Sound Goal

- Reflects the Big Picture
- Clearly serves the interests of the institution as a whole
- Ambitious—even audacious!—yet attainable in principle
- Measurable, at minimum through progress on subsidiary objectives, but preferably also directly
- Achievement of the goal represents significant progress in the applicable strategic direction
- Time period varies (typically one to three years), but stable unless and until it is achieved

Example

- Improve housing outcomes for homeless populations with the most acute and complex medical and social challenges.

Planning Terms

Objective

Definition:

- A concrete, measurable milestone on the way to achieving a goal.

Characteristics of a SMART Objective

- Specific
- Measurable: Includes measures or sources of data for progress measurements, whether quantitative, qualitative, or both
- Achievable in typically six months to two years. Achievement of the objective represents significant progress toward achievement of the goal.
- Relevant and significant with respect to the applicable goal and reasonable with respect to both scope and timeline
- Shows the timeline or deadline for completion of the objective

Example

- Increase access to wrap around supports for the most complex population using effective case management and follow up

Six Thinking Hats

Objective	Intuitive	Cautious	Constructive	Creative	Control
<ul style="list-style-type: none"> • Focus on data/information and see what you can learn from it • Look for gaps and try to fill them/ take them into account • Analyze past trends • Extrapolate from historical data 	<ul style="list-style-type: none"> • Look at problems using intuition, gut reaction and emotion • Try to think how other people will react • Understand responses of people who may not know your reasoning 	<ul style="list-style-type: none"> • Look at things cautiously and with care • Try to identify any risks • Look at weak points to eliminate them, alter them, or prepare contingency plans 	<ul style="list-style-type: none"> • Think positively • Offer optimistic viewpoints to help and value benefits 	<ul style="list-style-type: none"> • Creative solutions to a problem • Free way of thinking • Little criticism of ideas • Look for alternative options 	<ul style="list-style-type: none"> • Stands for process control • Provide focus and conclusion • Typically worn by the facilitator