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A business like approach to strategic planning and implementation

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A business-like approach to strategic planning and implementation....in the wider context:

- Planning and Implementation: process and emphasis
- Small and Large: does size really make a difference?
- Role of strategy in decision making and in ensuring alignment
- Strategy making as a dynamic 'real time' strategic conversation
- Strategy competencies: what do we have to be good at to do the strategy thing well?



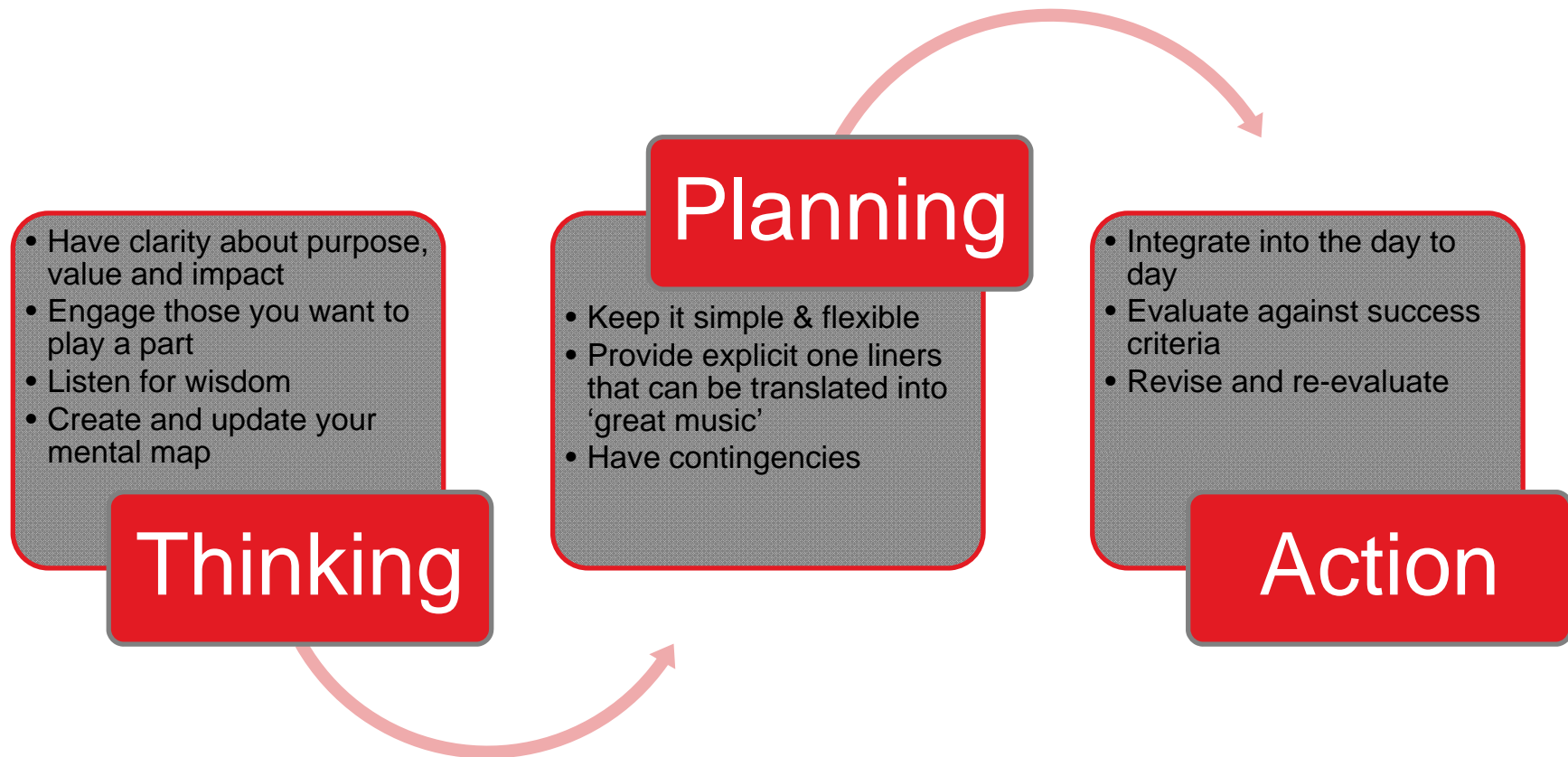
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Peter Drucker

‘There’s nothing so useless as
doing efficiently that which shouldn’t
be done at all’



John Adair on strategic thinking, planning and action





Does size matter? The lens of community organisations:

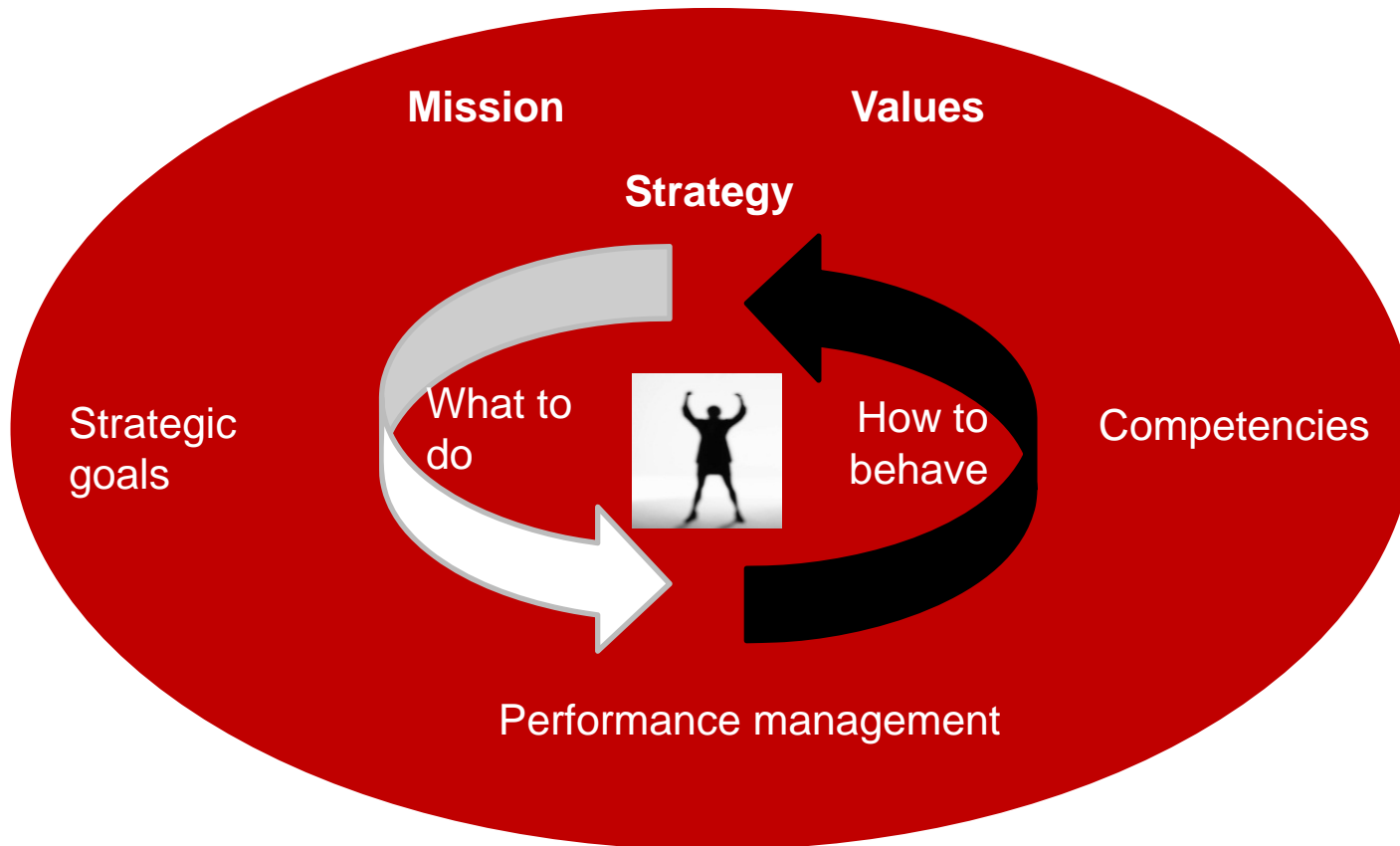
- You get an extra ‘bounty’ with size, so investment in strategic thinking and planning is ‘easier’ to make happen, but it’s more complex
- The minute you can’t ‘touch’ a volunteer or staff member you need a plan to keep everyone on the same track
- Where does an organisation’s strategy boundary really lie?
Small organisations can reach out to 1000s, 100,000,000s
- You can’t afford not to invest time thinking about the difference you make, reminding yourself of needs, anticipating likely future events, considering fitness – whatever your size...
- You might have to use a different language and approach to ensure you are inclusive



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Role of strategy in decision making and alignment

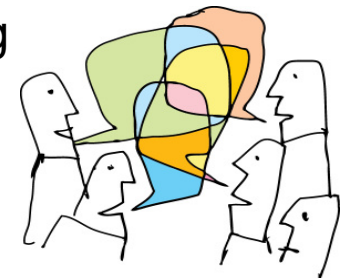
A framework in which we can be free to meet the needs of beneficiaries





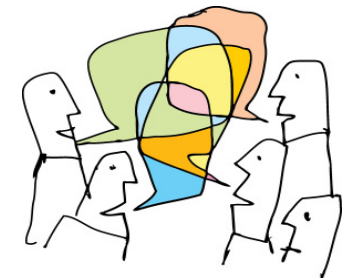
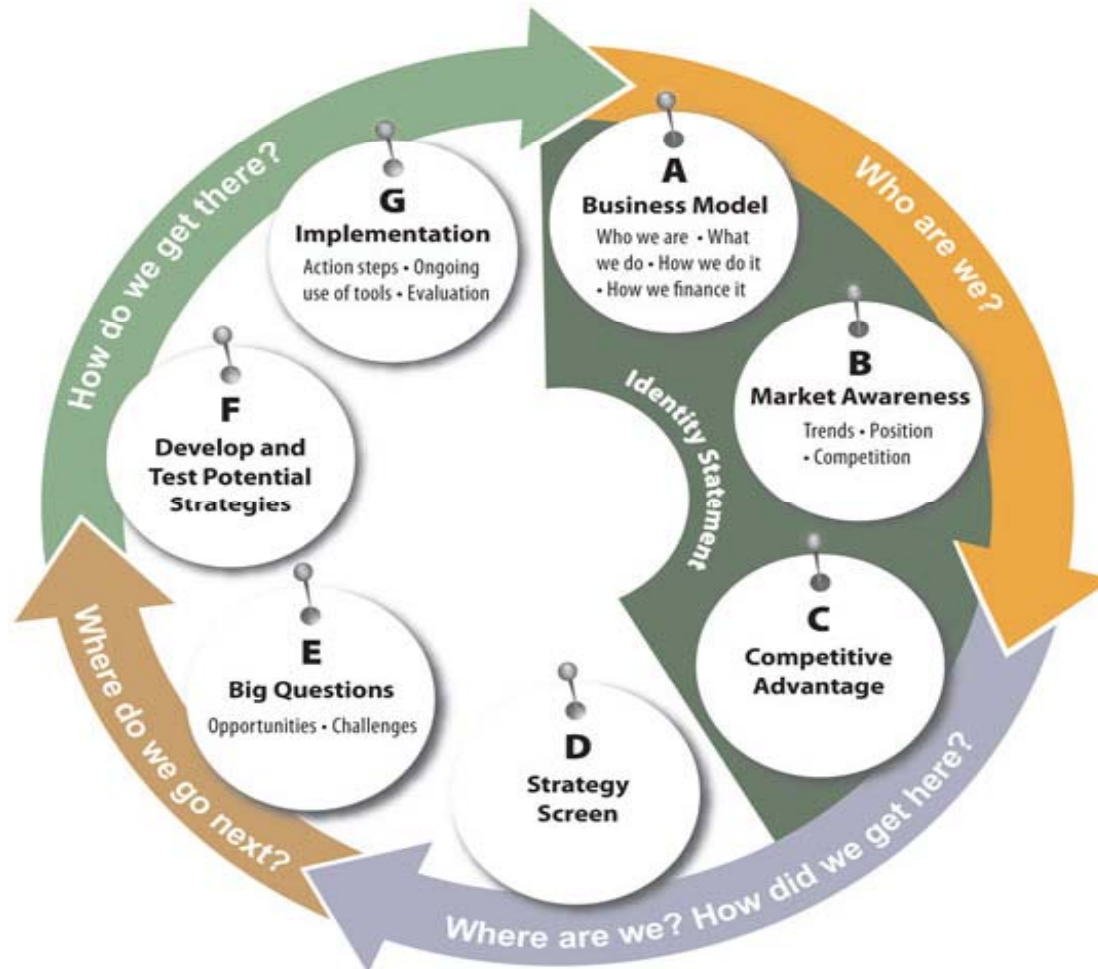
Strategy as a dynamic ‘real time’ conversation

- **Dynamic** because we can’t stand still and must always look ahead with energy for our beneficiaries
- **Real time** because we live in a changing world and our mental maps need to be constantly adjusting: strategy is always a work in progress and must adapt to emergent needs
- **Conversation** because strategy is also the organisation’s story, both backwards and forwards, and will enable us to soar if we invest time in challenging, sharing and building



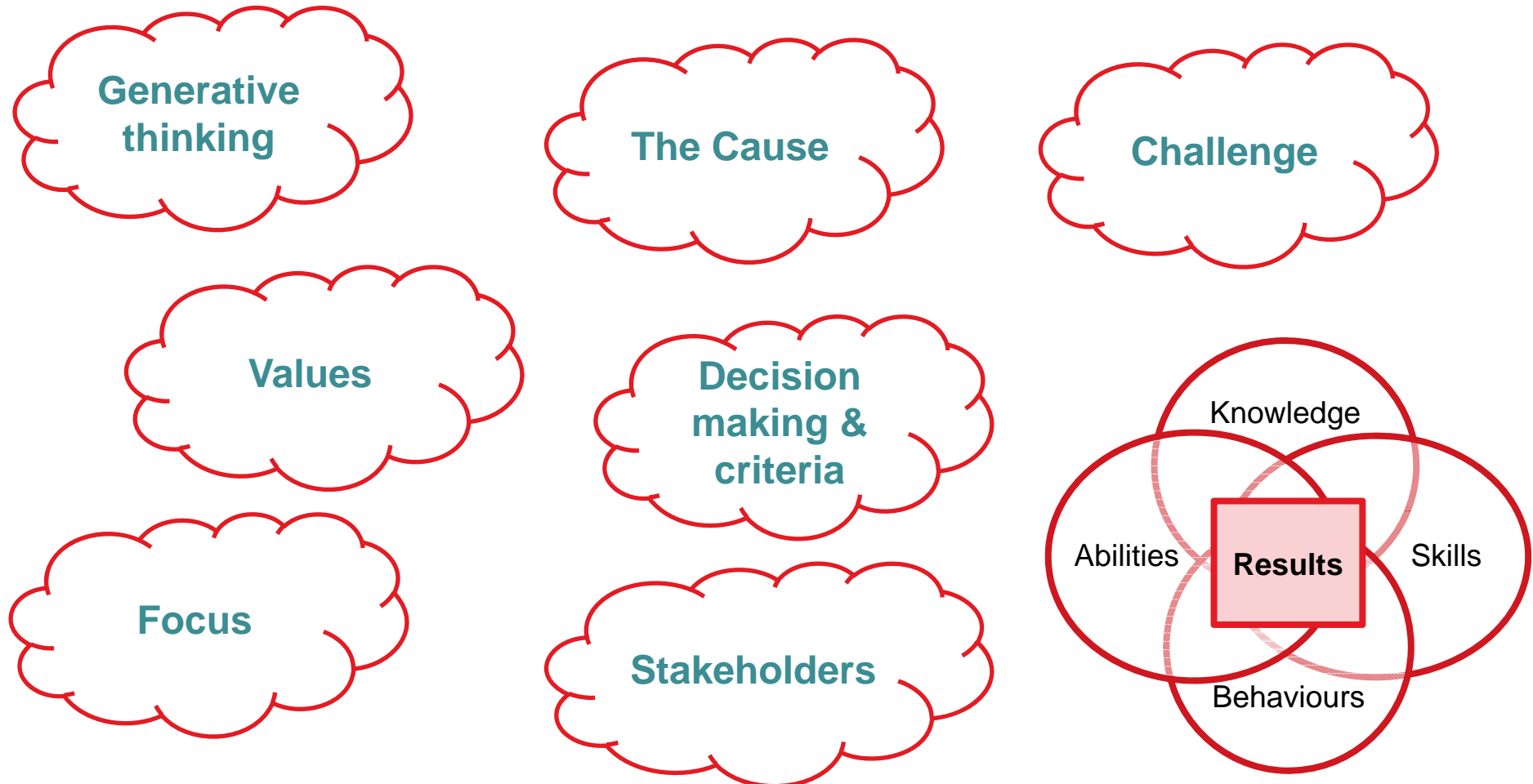


La Piana: Real time strategic planning model for nonprofits





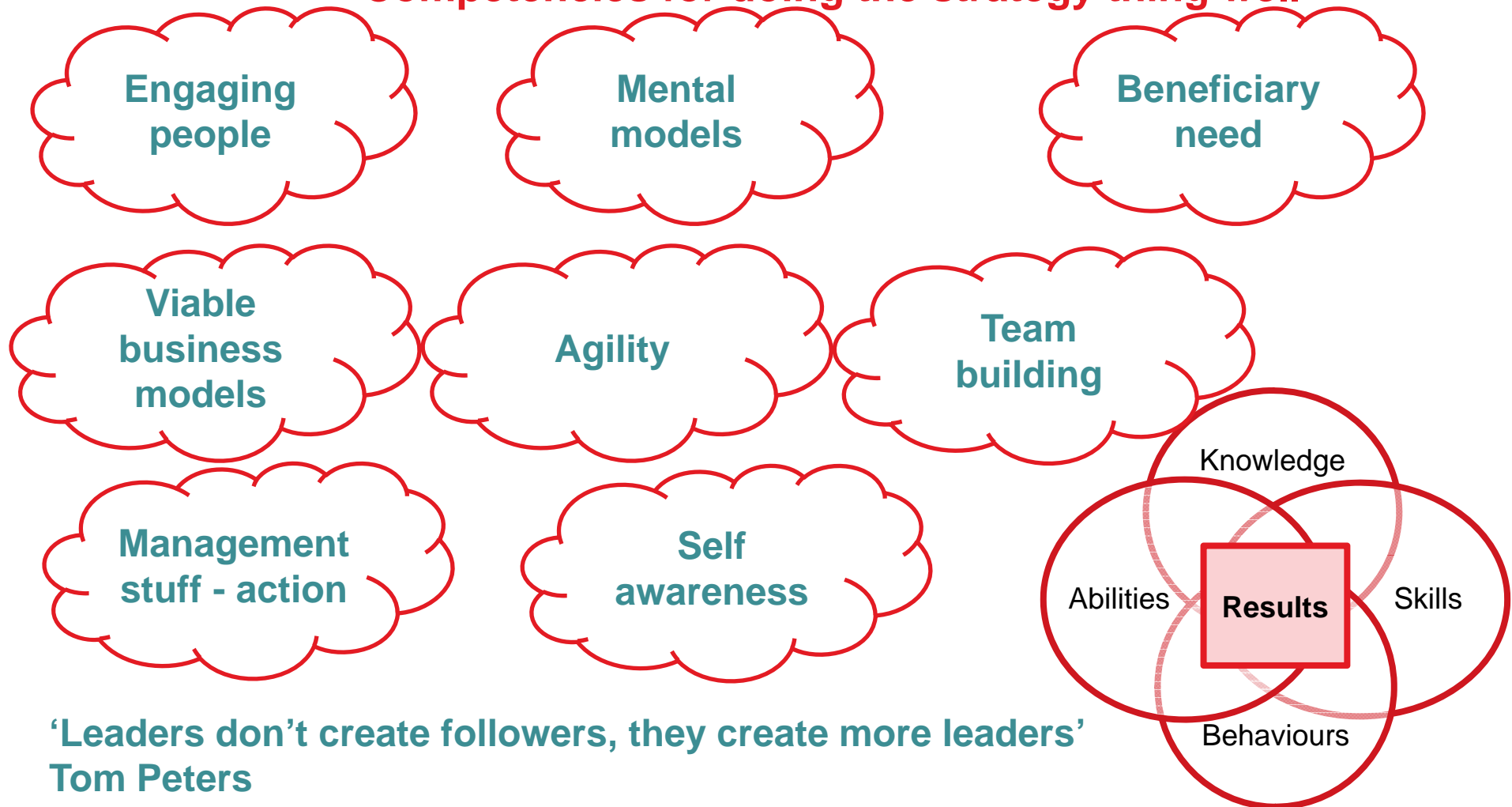
For boards and trustees
Competencies for doing the strategy thing well





For Leaders, including dispersed leaders

Competencies for doing the strategy thing well

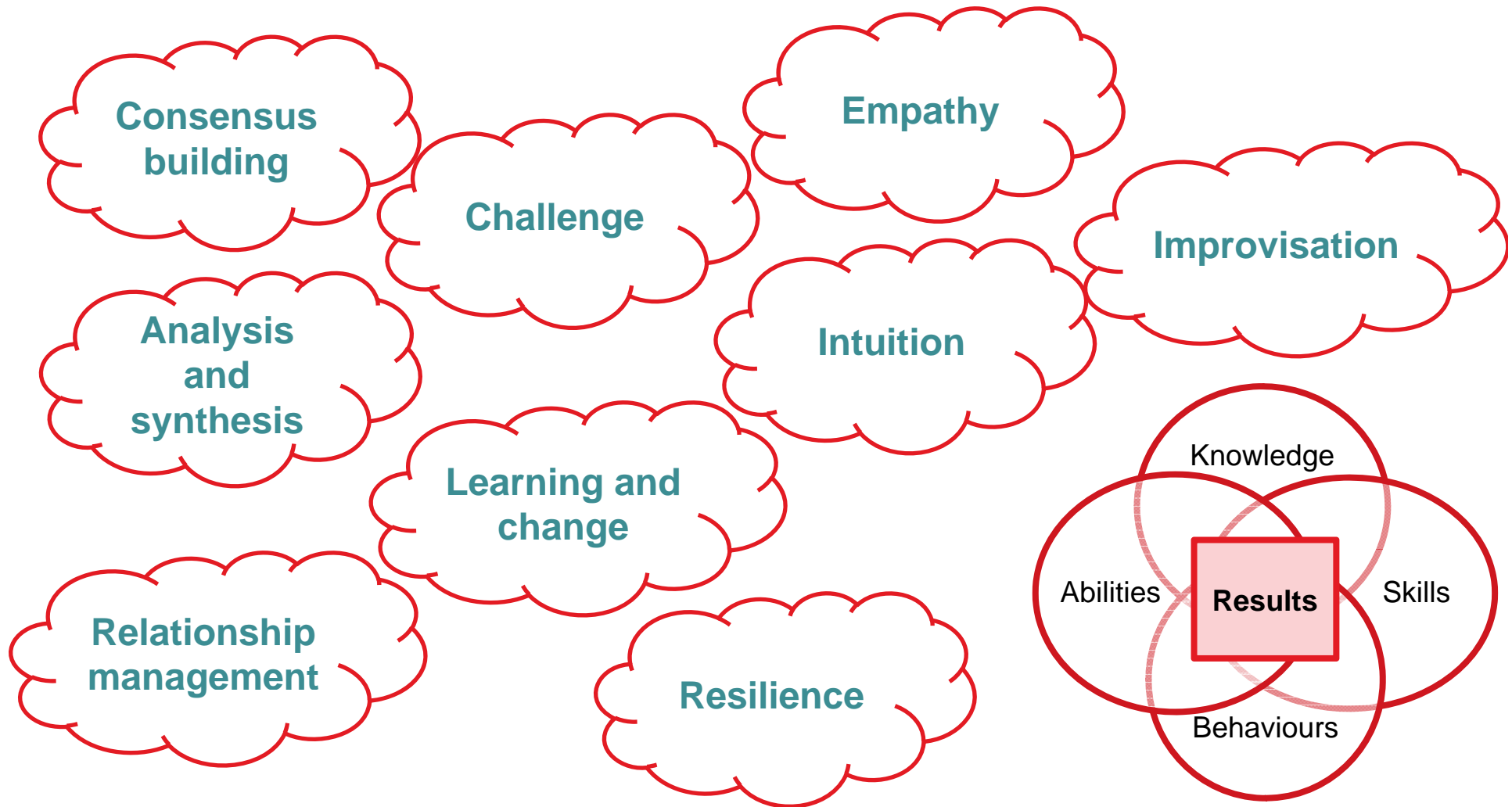


'Leaders don't create followers, they create more leaders'
Tom Peters



For all of us.....

Competencies for doing the strategy thing well





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