



Speakman
Management
Consulting

Effective Plans, Partnerships and People

Mission-Based Strategic Planning

Effective strategic plans that produce results

Over the past decade, more mission-based organizations are conducting strategic planning, because rapid changes are occurring in the sector that are forcing these organizations to radically change how they are in business. Basically, mission-based organizations now have to do more with less.

The problem is that most strategic plans are not effectively implemented, and most do not realize their anticipated results. Strategic Planning, when done properly, is the process of determining the best possible future (Vision) for your organization considering the internal and external environment, and the most effective and efficient path to reach this destination.

SMC's approach combines experienced facilitation of key stakeholders in developing consensus, and expert consulting to guide and counsel leadership in creating and implementing the 'right' vision and strategy. This combination and collaborative approach appropriately includes and maximizes the resources of all key stakeholders. The active involvement of those needed to implement



the plan ensures their commitment to and focus on execution of the plan. SMC has a proven history of working with organizations in developing effective plans that produce immediate, tangible and desirable results.

Overall, our plans produce results.

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"I am not sure how you did it, but we can up with a plan quickly, and we now have board and staff immediately working together in implementing plan, and have 'found' new volunteers and resources to help in our efforts."

Robin Howser,
Founder, Ferst
Foundation for
Childhood Literacy



SMC Strategic Planning Process

Step 1 -Agree on Planning Process.

- Customize planning process and manual.
- Recruit and prepare a Strategic Planning Committee (SPC).

Step 2 -Conduct a Situation Analysis

- Board and key staff interview and surveys.
- Gather feedback from key external stakeholders.

Step 3 -Strategic Planning Retreat

- Provide crucial input concerning Mission, Vision and key strategic issues.
- Explore ways for ongoing Board development.

Step 4 -Draft the Plan

- SPC finalizes a draft plan, based upon the situation analysis and retreat input.
- Explore resource and funding implications of the plan.

Step 5 -Review the Draft Plan with Key Stakeholders

- Review the plans with key stakeholders.
- Develop buy-in and commitment to implementing the plan

Step 6 -Finalize the Draft Plan

- SPC to finalize the plan based on stakeholder feedback.
- Develop a budget of key sources and use of funds to implement the plan.

Step 7 - Ratify and Prioritize the Plan.

- Ratify the plan at a Board meeting.
- Develop initial implementation priorities and performance metrics/process.

Step 8 -Develop an Initial Strategic Implementation Plan

- Develop Board and staff annual plans of action on priorities.
- Address implementation challenges and coordinate action.

Step 9 - Consultant's Recommendations and Follow-up.

- Consultant's recommendations for ongoing implementation and planning.
- 90 day and 1-year follow-up to review progress and address challenges.

Selected Experience

- Atlanta Contemporary Art Center
- Atlanta Union Mission
- CHRIS Kids
- The Community Foundation for Greater Atlanta
- Collaborative Education Partnership
- Community Housing Resource Center
- Creative Community Services
- DHR/DFACS
- DeKalb Chamber of Commerce
- East Lake Community Foundation
- Ferst Foundation for Childhood Literacy
- Georgia Center for Children
- Georgia Center for Nonprofits
- GA Division of Public Health
- High Meadows School
- IMAGE Film and Video
- The ROCK and PRI
- Trees Atlanta