

Name of the organisation:

Team members:



# STRATEGY WORKBOOK

.....  
for a team with a mission

# INTRODUCTION.....

The fast-changing world sets a challenge for all non-governmental organisations (NGO); How can we stay relevant? Are we doing the right things? Are we doing them in the right way? These are some of the questions that RYEurope board and staff have been working with since we embarked on our strategic journey. This workbook is based on Rural Youth Europe's team's experiences and experiments with strategic work in 2015-2017.

We have created this workbook to be an inspiration for NGO teams that are planning to start strategic work or want to try out new methods with their strategic work. We decided to use the term strategic work rather than a process as our aim is to build continuous strategic thinking and practises instead of having a process with an end.

RYEurope strategic work:

- Is participatory and transparent
- Develops team thinking
- Values team diversity
- Focuses on the needs of our customers; rural youth
- Doesn't fix what is not broken i.e. appreciates what is good in our organisation and the way we work

The methods listed:

- Support the creation of values, mission and vision
- Help with the analysis of operational environment
- Facilitate dialogue
- Provide ideas for creating a continuous strategic work model

For us, this has been a challenging but rewarding process. Strategic work can be a great way to get to know each other, the organisation, and at the same time, to see the bigger picture we are part of. Now it's time for your team to venture out of the comfort zone into adventure zone!

"No one should be surprised if the process feels less like a comfortable trip on a commuter train and more like a ride on a roller coaster, but remember that even roller coaster cars arrive at their destination, as long as they stay on track." (Allison & Kaye 2015)

We wish your team insightful thinking together!

Rural Youth Europe

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## PLANNING AND SETTING GOALS .....

### STRATEGIC WORK IN AN NGO .....

**Strategic work is often spoken about in the language of business and making profit but NGO strategic work has a different focus. Therefore NGO's should question the business strategic work models and terminology. For RYEurope, good communication and teamwork are seen as the best competitive advantage for our organisation and strategic work is used as a tool to develop good dialogue.**

Businesses and NGOs have different goals. Most businesses aim to make profit whereas an NGO is a tool to make a difference in people's lives and the society. It's a way to make us work together for a common cause.

An NGO is usually a combination of civil society and professional work. Volunteers and their input are at the core of NGO work and make it possible to perform miracles with very little money. NGOs have a strong community dimension and people use communities and volunteering to build their personal identities.

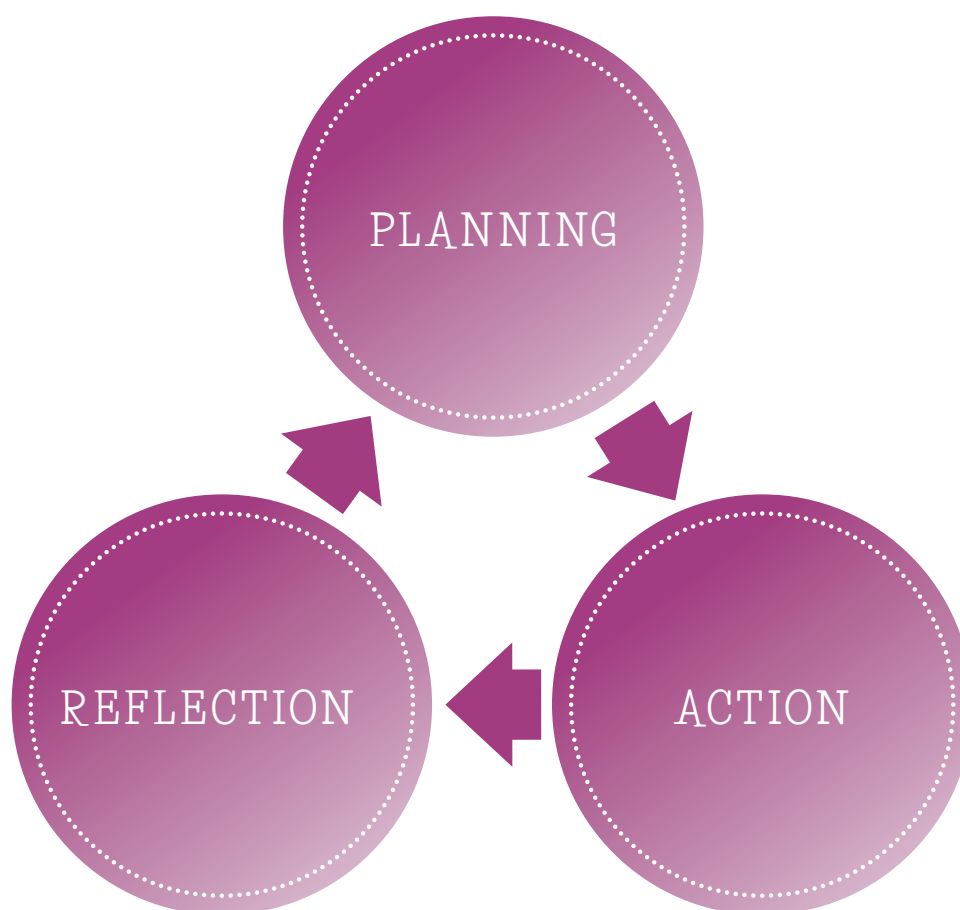
The most challenging step will be taking the strategy into action and implementing it as part of the daily activities of the NGO. It's important to have the people implementing the strategy participating in the strategic work.

Strategic work makes our shared goals clearer and checks that we are really working for the benefit of our members. When creating a mission and vision, the focus should be on the members instead of the organisation. What is your vision of a better life for your members? What is your mission regarding your members?

The most important decisions are made and the organisation's future is planned as teamwork. Our team's experience is that it is important to create your own handcrafted strategic work model that suits the organisation and supports the way your team works together. Strategic work is a chance to develop teamwork - we have done this through a focus on open dialogue and reflection. Intelligent thinking and thinking together as a team are our most valuable assets. Therefore we need to make sure we find the time and space to support good thinking together and set up practices that support open dialogue.

## PLANNING-ACTION-REFLECTION .....

**Planning will help your team to stay on track with the strategic work and estimate your resources realistically. Even a well-planned process needs to be reflected on during the process. The goals should be reviewed and adjusted if necessary. Strategic work doesn't happen in a vacuum and the world and your organisation keep moving when you're working on the strategy. One way to work on the strategy is loops of planning, action and reflection. As a result of reflection and learning your team will plan the next, improved loop of action of strategic work.**



"I realised strategic work is more than a document at the end. Actually the process is more important. So it's important to give time to the process."

*Quotes in this workbook are from RYEurope team members regarding our strategic work*

## EFFECTIVE STRATEGIC WORK (adapted from Allison & Kaye 2015)

1. Focus on the main issues, prioritise
2. Questioning – keep an open mind
3. Document - produce something you will use
4. How is your plan linked to operations & the daily work?
5. How is your plan linked with annual plans, budgeting and handovers?
6. How/when will you review the plan?

## DOES OUR ORGANISATION NEED STRATEGIC WORK?.....

### Tick the boxes that apply to your organisation

- ☐ Our operational environment has changed/is changing
- ☐ We are not sure how relevant the work we do is
- ☐ The needs of our members have changed
- ☐ Our volunteers and staff are not sure what our strategy is or how it should be implemented
- ☐ The team does not have a shared vision of what the organisations future should be like
- ☐ We have a strategy but it is not being implemented on a level of action

If you ticked one or more boxes, your organisation will benefit from strategic work.

## QUESTIONS TO ANSWER WHEN PLANNING STRATEGIC WORK.....

How big a team is at the core of strategic work? Who are they?

Do we want this to be a participatory process? Who needs to be involved and how?

How much time do we have for strategic work now and in the future?

Do we want to benchmark other organisation's strategic work? List examples.

# PLAN

## WHAT IS OUR ORGANISATION LIKE?.....

### How do you feel about your organisation and teamwork?

1= Strongly Disagree

2= Disagree

3= Neither Agree nor Disagree

4= Agree

5= Strongly Agree

“There is no right answer, every organisation is different.  
You need to get to know your own organisation.”

	1	2	3	4	5
Our mission is clear to all team members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We agree on the current purpose of our organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We have a shared vision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We agree on our priorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a good level of trust between the team members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In our team, it is okay to admit not knowing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It is okay to disagree in our team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our organisation supports experiential learning and we are allowed to make mistakes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

(adapted from Allison & Kaye 2015, 22-23)



## WHY? - GOALS .....

The whole team should be on the same page about the goals of strategic work and how you understand the term strategic work. Strategic work can be a process that creates a strategic document to give direction. Furthermore, one of strategic work's goals can be to improve processes to support strategic thinking and to connect strategy with our roles and daily activities in the organisation.

We saw that strategic work takes a team to deeper and more value-based discussions than day-to-day organisational work. As a result, RYEurope's team took strategic work as an opportunity to improve our teamwork and skills for dialogue.

### Setting goals for strategic work

Give points from 0-5 (0=not important, 5= a very important goal for us)

- ☐ To find our "unique selling point"
- ☐ To better serve the needs of our members
- ☐ To be proactive in the changing operational environment
- ☐ A clear vision for the whole team
- ☐ See if our purpose is still relevant
- ☐ To have the team on the same page and pulling to the same direction
- ☐ Producing a strategic document
- ☐ Developing processes for continuous strategic work
- ☐ To use our knowledge and skills better
- ☐ To learn to think more strategically
- ☐ To bring strategy to the level of actions
- ☐ .....
- ☐ .....
- ☐ .....

### Our goals for teamwork

- |  |  |
|--|--|
| <input type="checkbox"/> Talking with each other, not at each other          | <input type="checkbox"/> Recognising each others' strenghts and know-how             |
| <input type="checkbox"/> Thinking together                                   | <input type="checkbox"/> Believing in our team's ability to develop the organisation |
| <input type="checkbox"/> Embracing diversity                                 | <input type="checkbox"/> Improving focus and mindfulness                             |
| <input type="checkbox"/> Seeing the bigger picture                           | <input type="checkbox"/> .....   |
| <input type="checkbox"/> Taking responsibility                               | <input type="checkbox"/> .....   |
| <input type="checkbox"/> Getting to know each others' motivations and dreams | <input type="checkbox"/> .....   |

These goals will be reviewed .....

# PLAN

## Tick the boxes:

Concrete outcomes, documents needed as a result of our strategic work

- ☐ Mission
- ☐ Vision
- ☐ Values
- ☐ Analysis on operational environment
- ☐ Analysis on the organisation's strengths and weaknesses
- ☐ Scenarios
- ☐ How to improve our capacity
- ☐ A continuous strategic work model with reviews
- ☐ .....
- ☐ .....
- ☐ .....

## REFLECT

- What do we want to create?
- How do we benefit from reaching our goals?
- Where do we want to be in a year from now?
- What kind of options do we have to reach our goals?
- Where are we now? What separates now and our goals?
- What kind of outcomes could these options have?
- Who should be supporting our plan?
- If we had the time and resources and knew we couldn't fail, what would we do?
- What should change first? What should change next?
- Which option would give us the best chances to put our strengths into practise?
- Which option do we find the most meaningful/exciting/suitable/motivational?

WHO?.....

- Who is affected by what our organisation does? Who are our “customers”?
- Who should feel ownership over this strategy?
- Who has an interest in what we do?
- Who will be implementing this strategy? How will they participate?

Who should be involved in our strategic work?	What is their motivation to participate?	How can we involve them?

# PLAN

HOW?.....

## Resources

How much time can our team dedicate for strategic work now and in the future?

How long can we use to create strategic choices & text? What is our schedule like?

Who is taking responsibility for taking the process forward?

## Methods

Think of what kind of methods work with your team and help you to reach your goals. You can mix and match methods from different strategic “schools”.

What kind of methods support reaching our goals?

What kind of methods can be used with the resources we have?

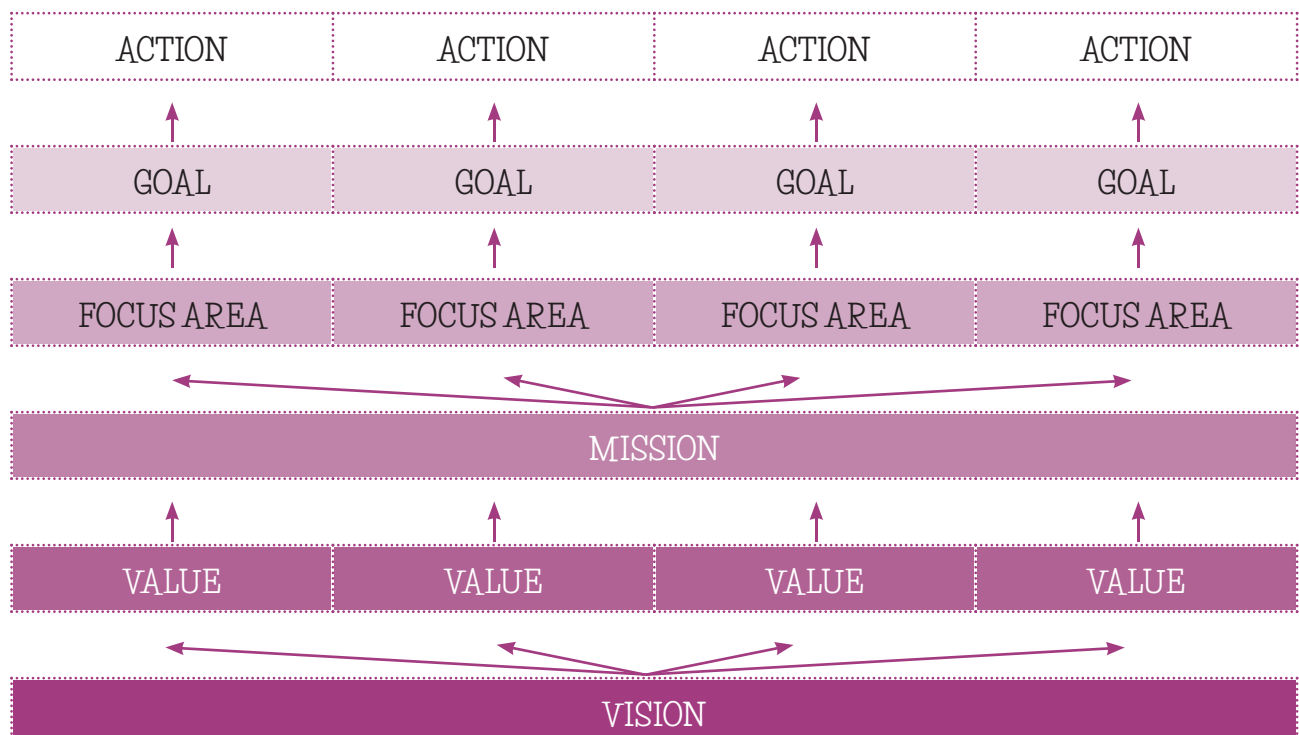
What kind of methods will inspire and motivate the people involved? (formal, youthful, creative...)

What kind of materials/texts do we want to produce?  
Which methods help us to create them?

### Steps of strategic work

RYEurope's team worked from mission upwards; towards our values and vision. After that we specified the areas we want to focus on and more goals for each focus area. Then we created steps of action we need to take to reach our goals.

### Strategy Flow Chart



(applied from Strategic planning 101)

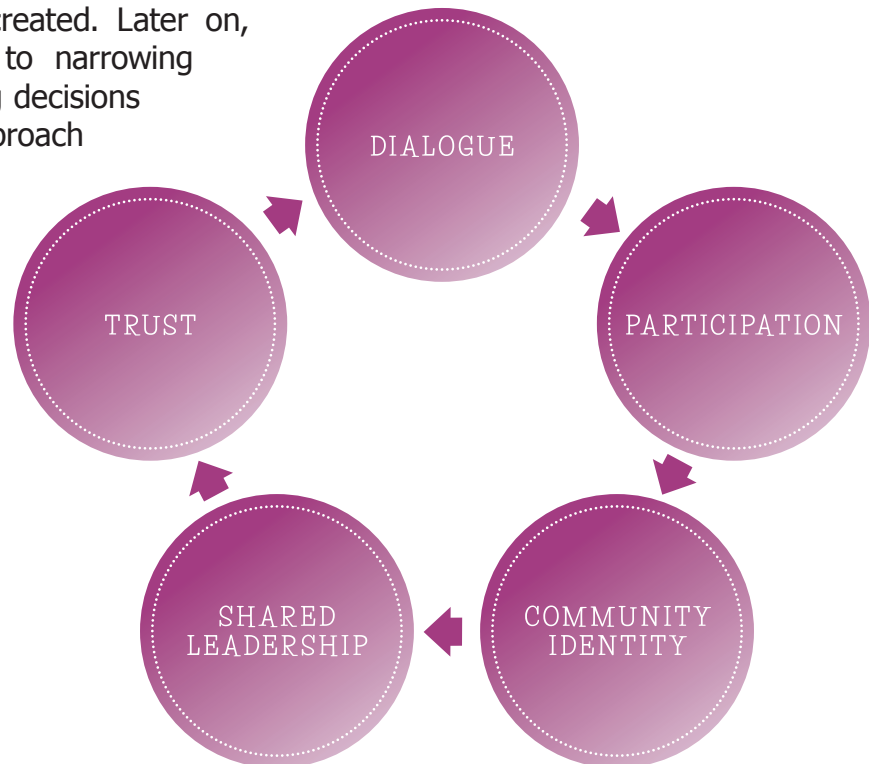
## DIALOGUE = THINKING TOGETHER....

Strategic work is about sharing and learning together. They say that most of the knowledge in organisations is tacit i.e. not visible and through dialogue we can make a bigger part of this knowledge visible. Dialogue means speaking with people, not at them. Instead of trying to convince other people of your opinion it is important to have curiosity and really listen to what others are saying. This way we can create new ideas and knowledge together.



Dialogue and strategic work require patience; we should learn not to jump into conclusions too fast or form strong opinions too early. Keeping our minds more open will give us the chance to make the most out of the knowledge we have in the team. Dialogue is especially useful at the first phase of strategic work, when options are discussed and created. Later on, when strategy work moves to narrowing down the options and making decisions a more straight forward approach can be applied.

Skills for open dialogue build a good base for any teamwork you will do in the future. A team that works and thinks effectively together might be an NGO's best advantage.



## MINDFULNESS FOR GOOD TEAM WORK.....

To make the most out of the time your team has together, here are a few tips we have found useful for a better focus & mindfulness.

- Have separate meetings for fast and slow thinking. E.g. have a meeting with a strict agenda and a meeting/workshop for development work that requires more time for discussion and deeper thinking together.
- Clear off the table anything that could distract you; laptops, mobile phones and any other items. Agree on when and where it is okay to use your gadgets. It's easier to focus on what the others are saying when the table is clear. Also, this will clear space for making posters or notes so that everyone can see them. Does it feel different to talk when there are no obstacles like laptops in between? Is it more rewarding and productive to talk with a team that is not preoccupied with their mobile phones?
- Do a grounding breathing and/or stretching exercise before starting. This will bring the team to the here and now and help to focus when you have a busy mind or are tired.
- Do a quick round of questions etc to have everyone "arrive" in the space and to be present together.

## DIVERSITY OF THINKING IN STRATEGIC WORK .....

Understanding each other's point of view isn't always easy. Diversity should be seen as strength in a team as disagreeing can be a dynamic force making us think and explain our own point of view. When stepping out of our comfort zone into adventure zone we learn as individuals, as a team and on organisational level. Discuss how different ways of thinking are present and visible in your organisation's strategic work (see table below). Add your team's observations of diversity of thinking in strategic work.

### REFLECT

- How diverse is our team?
- How are different ways of thinking visible in our team?
- What kind of an impact have they had in the dynamics of strategic work?
- How can we make the most of diversity in our team?

Realism	↔	Idealism, visionary thinking
Uncertainty, creativity	↔	Control
Impact	↔	Efficiency
Recognising the complexity of reality	↔	Simplifying for better understanding
Preserving	↔	Reforming
Feelings Intuition	↔	Rationality Analytical thinking
Multiplicity/diversity Different views	↔	Agreeing Same-mindedness
Common good	↔	Personal passions and values
There is no right answer	↔	Hard facts, scientific
Curiosity, experiential learning, playfulness	↔	Plans and rules, formal processes
Keeping the process open, dialogue	↔	Closing, decision making
	↔	
	↔	
	↔	



DOES OUR TEAM APPRECIATE  
AND SUPPORT DIVERSITY? .....

**Discuss with the team and tick the boxes that apply to your teamwork.**

- ☐ We feel safe in our team
- ☐ We make sure everyone has a chance to voice their opinion
- ☐ We see that different point of views help us to reach the best possible outcomes
- ☐ Questioning and critical thinking only makes our team stronger
- ☐ The diversity of our team makes it smarter

"It was interesting that I actually got to enjoy working with everybody and even people who are quite opposite from me."

## STRATEGY WORKSHOPS..... FOR CREATING A VISION, MISSION, VALUES AND ANALYSIS OF THE OPERATIONAL ENVIRONMENT

**After setting the goals and deciding on what your strategic work should be like, discuss which methods would bring you the most benefits. The first part of strategic workshops will be more creative and divergent, producing options for your team to work on. The convergent part is about making choices to create the strategy texts. At this point you might also want to create you own, handcrafted model for strategic work. How will you keep your strategy document(s) alive? How will you take the plans to the level of action?**



“You need to tolerate some frustration; it’s an uncertain process.  
if you close too early you miss important discussions.”

## REFLECT

- How do we want to proceed?
- How committed are we to reach our goals in a scale from 1 to 10?
- What do we do first?
- How do we know we have reached our goal?

## NEXT STEPS.....

**Building a strategic work model**

What kind of strategic work suits our organisation and team?

How do we keep the strategic work continuous?

How do we support strategic thinking in daily work?

When will we review our strategy?

“Appreciate what is good in your organisation -  
there is no need to fix what is not broken.”

## A hand-crafted strategy

Many of the tools that are used for strategic work are created for business use. As an NGO we had to consider which of these tools are suitable for NGO use and how we can modify them for our own use. We are aiming towards a hand-crafted strategic work model for RYEurope – something that fits our organisation and can be adjusted when needed. We will experiment with one model, our strategic Compass and see what works. It's a process of trial and error for our team -we try and learn from the experience.



### REFLECT

- Has something changed?
- What have we learnt?
- How have we worked together?
- Have our goals changed?
- What are the next steps?

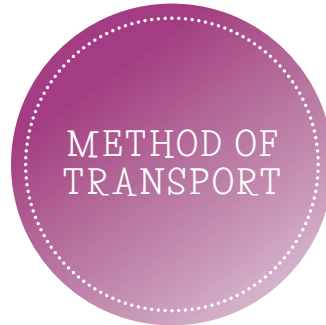
METHODS .....

## METAPHORS

**Metaphors can help us to share and discuss how each team member really sees our organisation and the organisational culture. So let's get playful and imagine!**

If our organisation was a ....., it would be .....

Because .....



### Example

- If Rural Youth Europe was a person, who would it be and why?

- A wizard character like in stories. They walk alongside you through the journey, add a little magic and help you grow as a person.

- A cool grandma. The kind of person that has experience, but who shares this knowledge with others in an exciting way.

- Some kind of a spokesperson, because then it's possible to be a link between different people and connect them.

## CHANGES IN THE OPERATIONAL ENVIRONMENT

### Method: PESTE analysis

PESTE is an acronym for Political, Economical, Social, Technological and Environmental factors, which are used to assess the operational environment of your organisation. Map the changes & trends in the operational environment and discuss what these mean for your members and organisation. Use flipcharts for creating the table.

	Trend, phenomenon, signal, change	Impact on members	Impact on the organisation	What does this mean for our work?
Political				
Economical				
Social, cultural				
Technological				
Environmental				

## SCENARIOS

### Method: group work

Divide into smaller groups and create three scenarios for the future of your organisation. Present to the whole team and discuss.

Imagine & describe a world where:

- Everything goes badly – a disaster!
- No significant changes happen.
- Everything goes well – a great future!

(Vuorinen 2013)

## MAPPING STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

### Method: SWOT & advanced SWOT analysis

#### SWOT

Write down your thoughts. Share and discuss with the team.

Strengths	Weaknesses
Opportunities	Threats

#### SWOT – advanced analysis

Discuss & write down in pairs: The outer opportunities and threats (operational environment) and the inner strengths and weaknesses of your organisation. Share with the whole team.

inner	Strengths	Weaknesses
outer		
Opportunities	How can we make the best use of our strengths in the environment that provides these opportunities?	How can we change our weaknesses so that we can make better use of our opportunities?
Threats	How do we keep the threats under control by using our strengths?	How are we prepared for a possible crisis situation caused by our weaknesses and outer threats?

(Vuorinen 2013)

## BLUE OCEAN STRATEGY

**The aim of Blue Ocean Strategy is to show organisations how to develop by creating new spaces that have little or no competition. This simple Blue Ocean matrix tool drives organisations to focus simultaneously on giving up and reducing, as well as strengthening and creating while unlocking a new blue ocean open for innovation. The tool is based on the Eliminate-Reduce-Raise-Create (ERRC) grid that was developed by W. Chan Kim and Renée Mauborgne.**

<b>Reduce</b> - which activities should be reduced?	<b>Give up</b> - what can we let go of?
<b>Strengthen</b> - what existing areas should be strengthened?	<b>Create</b> - what new do we need to create?

(Vuorinen 2013)



## VISION

**1. Creating our own visions**

Create your own vision and present it:

- What does your dream organisation look like?
- What would you like your organisation to look like in year xxxx?
- What kind of a vision/future inspires you?
- What kind of a future will your members have if everything goes perfectly?
- What kind of a future will your organisation have if everything goes perfectly?
- Use slogans, pictures, mind maps, text...

**Fill in sentences (this is to support building a vision)**

- We are known for .....
- We change from ..... to .....
- We are our own field's .....  
(Think of famous brands, for example BMW, Apple, Lego, Starbucks, Disneyland etc.)

**2. Discussion:**

- What do the visions we created have in common?
- What do you want to take from others' visions?
- How would our vision look like if there were no restrictions?
- What would the members say now if they were present?

**3. Vision statements**

Create vision statements (in pairs). You can benchmark other NGO's vision statements. Present to the team and discuss. Use the outcomes to create a shared vision statement.

## VALUES

### Personal values

Deep laying personal values can be hard to recognise & to make visible. A discussion on organisational values will bring our own values to the forefront and affect our preferences. It is good to be aware of what is important for us personally and why.

We need to be able to commit to our organisation's values. If there is a big contrast between personal and organisational values it will be hard to commit to the organisation and it's goals. Nevertheless, if an organisation's and individual values were the same there would be no development. Differences in our individual values create innovations and new perspective. An organisation that respects diversity in personal values and is open to a respectful value discussion creates an open, trusting atmosphere and is more willing to develop.

1. Fill in your own table of values (see pages 27-29)

### Personal values

Question	Free description	Why? Why is this important? ->value/norm/belief
What do you spend a lot of time on?	I work a lot	Livelihood ->family's well being ->family
	I read	I want to learn new things ->learning
What do you spend a lot of money on?	On sports	I want to be fit & relaxed ->better accomplishments ->success

2. After filling in the table, write a number after each value:

- 5= non-negotiable
- 4= very important
- 3= important
- 2= fairly important
- 1= could do without if I had to

Aim to use all of the numbers between 1-5.

3. Pick five core values that are the most important to you and circle them.

4. Discuss: How do you put these values into practice? How are they connected to your volunteering/work?

	Question	Free description	Why? Why is this important? value/norm/belief
1	What do you spend a lot of time on?		
2	What do you spend a lot of money on?		
3	What would you do if you had the time?		
4	What makes you upset?		
5	What would you be ready to pay a large sum of money for?		
6	Describe a dream of yours.		

	Question	Free description	Why? Why is this important? » value/norm/belief
7	What kind of behaviour do you appreciate?		
8	What kind of behaviour you can't accept?		
9	What do you believe in?		
10	When are you happy & at balance?		
11	What are you willing to commit to?		
12	Think of your life – what could you do without?		

	Question	Free description	Why? Why is this important? »value/norm/belief
13	What is a good leader like?		
14	What is a good job like?		
15	What bothers you at the moment?		
16	How do you want future generations to remember you?		
17	What does success mean to you?		

(Applied from Aaltonen, Heiskanen & Innanen 2003)

## Values for vision

- What values are needed to put our vision into practise?
- What values are we missing if we want to make this happen?
- What kind of thinking should be strengthened for our visions to become reality?
- What values does our history reflect?

## Town of values

Groupwork: Looking at the list of values collected in values for vision, pick and list values under these titles. Present to the team.

<p><b>Market place - Efficiency</b></p> <p>Helps us to work with good results</p> <p>Values put to practice:</p>	<p><b>Tower - Principles</b></p> <p>Helps us to fulfill role in society &amp; to be fair/just</p> <p>Values put to practise:</p>
<p><b>Playground - Individualism</b></p> <p>Helps us to enjoy work &amp; volunteering Makes us feel its meaningful &amp; challenging</p> <p>Values put to practice:</p>	<p><b>Temple - Idealism</b></p> <p>Helps us to do good through volunteering, supports culture of caring</p> <p>Values put to practice:</p>

Discuss: Which of the values are the most important ones in each category?

## VALUE EXPECTATIONS

**List the values you assume your stakeholders/shareholders expect your organisation to have. Also, mark how important these stakeholders/shareholders are for your organisation.**

Shareholder/stakeholder	Importance 1-5 (5=very important)	Assumed value expectations
Board		
Staff		
Members		
Funders		
Partners/alliances		
European society		

Discuss:

- If you went against a value – Which would be the most harmful value expectation to go against? (for your organisation's future)
- Which value would bring the most benefit & development when put into practise?
- List the values that have appeared the most throughout the value-related tasks

(Aaltonen, Heiskanen & Innanen 2003)

## MISSION

Mission statement describes the organisation's purpose. It can be described as slogan or a longer text. It includes a description of what the organisation does, why and for whom the organisation exists. The mission statement provides the organisation direction and it is used for communicating the organisation's purpose. It works as a motivational tool for the team and keeps the organisation's purpose clear in our minds when developing the organisation and communicating about our activities.

RYEurope's mission work was developed around workshops with the representatives of our member organisations. The results of these workshops were discussed further with the RYEurope's team and formulated into a mission statement. The key aim was to have a mission to benefit the members and rural youth in general.

### What is our purpose?

What are the problems we exist to solve?	What are the needs we answer to?

## APPENDIX 1 - COMPASS -BALANCED SCORECARD.....

### How we use our strategic Compass

A balanced score card is a strategy performance management tool that is used to translate an organisation's vision into operational goals. Rural Youth Europe's own balanced scorecard is called strategic Compass. It describes four perspectives that we work to develop and to keep in balance:

- Finances
- External (member organisations, funders, partners)
- Internal processes
- Organisational learning & development (growth)

Under each area we have listed goals, what action needs to be taken, when, how we see progress has been made (key process indicators) and who is responsible. These goals are reviewed on a regular basis and help to keep our team on track with developing & leading the organisation.

### Strategic Compass - Rural Youth Europe 2018-2020

External					
	Goal	Action	When	KPI	Responsible
1					
2					
3					
4					
5					

Finances					
	Goal	Action	When	KPI	Responsible
1					
2					
3					
4					

VISION					
MISSION					

Internal Processes					
	Goal	Action	When	KPI	Responsible
1					
2					
3					
4					
5					

Organisational Learning & Development (Growth)					
	Goal	Action	When	KPI	Responsible
1					
2					
3					
4					
5					



## APPENDIX 2 -QUESTIONS TO FACILITATE DIALOGUE IN STRATEGIC WORK.....

### Goal

- What do we want to create?
- How do we benefit from reaching our goals?
- Where do we want to be in a year from now?

### Reality

- What have we already done about this?
- What is exciting? What is frustrating?
- What is easy? What is hard?
- What do we need to solve?
- What is especially important?
- What is happening right now?
- What is our role?

### Options

- What kind of options do we have to reach our goals?
- Where are we now? What separates now and our goals?
- What kind of outcomes could these options have?
- Who should be supporting our plan?
- If we had the time and resources and knew we couldn't fail, what would we do?
- What should change first? What should change next?
- Which option would give us the best chances to put our strengths into practise?
- Which option we find the most meaningful/exciting/suitable/motivational?

## **Will**

- How do we want to proceed?
- How committed are we to reach our goals in a scale from 1 to 10?
- What do we do first?
- What are our midway goals?
- How do we know we have reached our goal?

## **Other good questions**

- What is not being said out loud now?
- What is the most important thing we need to remember? Why?
- What are we proud of?
- What else?

(Applied from GROW –model by John Whitmore, in Heinonen, Klingberg & Pentti 2013)

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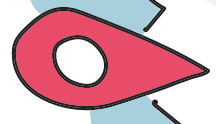
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NGO WORK  
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asking good  
QUESTIONS  
?



WHERE NEEDED  
ARE WE  
in this world?

DIALOGUE  
= thinking together

Diversity

realism

Learning



building a  
COMMUNITY

values

shared  
LEADERSHIP

