MASSP Strategic Planning 10-17-18

Targets to accomplish during this strategic planning session

1. Review MASSP Core Ideology
2. Develop MASSP Envisioned Future
3. Develop MASSP Environmental Scan
MASSP Core Ideology

• At the strategic planning session on 6-15-18 the MASSP Core Ideology was developed.

• Review the Core Ideology on the MASSP Strategic Plan Development DRAFT Document.
Building an Envisioned Future

- Building the envisioned future requires both a **Big Audacious Goal**, providing an overall description of the intended description of the world as changed by MASSP’s efforts and **vivid descriptions of success**.

- The envisioned future needs to be bold, yet believable and reachable, but only as a tough stretch, requiring an immense amount of effort and a good dose of good luck.

- Think of taking the resources you have at hand, consistent with your Core Purpose and Core Values, and applying those resources to the best of your collective abilities to improve the provision of services to members of MASSP over the next 10-15 years.
A Big Audacious Goal

Five criteria of a good Big Audacious Goal:

1. Are set with an understanding of how we will apply our limited resources to better the world in which we function.

2. Fit squarely in the three circles of our Hedgehog Concept.

3. Have a long time frame—10 to 15 years.

4. Should be clear, compelling and easy to grasp.

5. Directly reflect our core values and core purpose.
MASSP’s Hedgehog Concept – The Focus of our Envisioned Future

What We Are the Best At

What Drives our Resource Engine

What We Are Passionate About

MASSP program Here
Envisioned Future Exercise

Estimated Time: 20 minutes for drafting, 10 minutes for group discussion and gaining consensus.

- Each group drafts a proposed big audacious goal for MASSP using the criteria discussed. Using a 10-15 year planning horizon, identify the changes in the association, the membership, education in Montana, even the world, that you want to see as a result of MASSP’s programs and services. Record your work on the MASSP Envisioned Future Worksheet.
  - The Big Audacious Goal must be consistent with the Core Purpose and Core Values previously identified.
  - The Big Audacious Goal should be supported by vivid descriptions of what it will be like to experience the success sought.

- Note: The more specific the descriptions are, the easier it will be for the public and our members to understand where MASSP is attempting to go with its programs and services and to provide meaningful feedback on the intended direction before finalized.
Envisioned Future Exercise

• Review the focus on the next page.
• Each group record their agreed upon Big Audacious Goal on one sheet and list the vivid descriptions. Record your work on the MASSP Envisioned Future Worksheet.
• Group discusses as a whole to determine consensus on the Big Audacious Goal and also the vivid descriptions.
Envisioned Future Focus

To help inform and provide focus to your exercise, consider using the following scenario:

• The date is 2025. You have now served MASSP as a member on the MASSP board for the last 10+ years. Tonight is your last board meeting and the local newspaper is running a story describing MASSP as you hope it to be as a result of the investment of the next 10 years of your life in improving it. Draft the best possible description of the association if everyone works together in pursuit of continuous improvement in service, effectively, consistently and efficiently, focused on the interests of children through the association, enjoying the benefit of some good luck along the way.

• Examples of areas to address in your description include:
  o First and Foremost, the impact association has on children
  o The Most valued Benefits, Products and Services
  o Delivery Systems
  o Governance Structure
  o Culture
  o Recognition and Esteem Among Colleagues and the Public
Scanning the Horizon

1. Identification of Strategic Assumptions Regarding the Future
2. SWOT Analysis
3. Mega Issues
SAM Environmental Scan

Tools to Anticipate Change…

*Environmental Scanning*

- Tracking Trends
- SWOT Analysis
MCASE Macro Environmental Scan

1. **Current Conditions**
2. **Trends**
3. **Assumptions About the Future**

Five Key Factors to Consider:
1. Demographics
2. Business / Economic Climate
3. Legislation / Regulation
4. Technology / Science
5. Politics / Social Values
MASSP SWOT Analysis

Baseline

Strengths
Weaknesses

Opportunities
Threats
Exercise on Conditions, Trends and Assumptions

<table>
<thead>
<tr>
<th>Key Factor: _____________</th>
</tr>
</thead>
<tbody>
<tr>
<td>15 minutes</td>
</tr>
<tr>
<td>Current State</td>
</tr>
<tr>
<td>Driving Factors (+)</td>
</tr>
</tbody>
</table>

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**45 minute exercise**

**Step 1**

After discussing and documenting the current state, trends and assumptions regarding the future, use key factor analysis to identify two to three significant barriers to “success”.

**Step 2**

Frame each issue as a question you cannot answer “yes” or “no”.

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**Question 1:** ________________

**Question 2:** ________________

**Question 3:** ________________
Exercise on Conditions, Trends and Assumptions - Example

See the SAMPLE Exercise on Current Conditions, Trends and Assumptions about the Future Document
Exercise on Conditions, Trends and Assumptions

*Estimated Time: 45 minutes*

Each of the 2 Groups will record the following:

• Choose 2 or 3 Key Factor to consider
• Describe Current Conditions
• Describe Trends
• Make Assumptions about the Future
• Write Mega Issue Questions that respond to significant barriers to success
• Use the [MASSP Environmental Scan Worksheet 7-30-18](#) to record your work
• A quick group report will be given
This work will be prepared for your review and progress!

Thank you MASSP Strategic Plan Participants for your work to strengthen our association through Strategic Planning!