

Strategic Planning for the Board and the Chief Executive

Strategic Planning Healthcheck

The attached questions are designed to help reflection and preparation prior to attending the workshop 'Strategic planning for the Board and Chief Executive' <http://www.acevo.org.uk/Page.aspx?pid=1771> .

With regard to strategy development and implementation, who does what? Are the right people involved in the right way?

Role clarity and engagement approaches

<p>What are the board's responsibilities for strategy development and implementation?</p> <ul style="list-style-type: none">• How clear is the board about its responsibilities for strategy development?• What is the Board's role in the implementation of strategy?• How does this involvement work in practice?	
<p>Is the ce/smt clear about how they share responsibility for strategy development with the board?</p> <ul style="list-style-type: none">• What are the responsibilities of staff vis a vis board?• How does this work in practice?	
<p>Stakeholder relationships:</p> <ul style="list-style-type: none">• Who are the key internal and external stakeholders (those who have an interest in the organisation and its strategy)?• How are these key stakeholders involved and engaged in both strategy development and implementation?	
<p>How does the board stay up to date in its understanding of:</p> <ul style="list-style-type: none">• Key organisation issues?• Key vulnerabilities?• Beneficiary needs?• Other player activity and strategy?• The organisation's business model?• Gaps in the portfolio?	

What happens, when, and does the process ensure a high quality strategy?	
<i>Strategy development process</i>	
<p>What proportion of time (and how often per year) do the board and with the ce/smt <i>together</i> spend on</p> <ul style="list-style-type: none"> i) strategic thinking? ii) Strategic decision making? <p>And is this enough? What could be done to make this strategic contribution more effective?</p>	
<p>How often do the board and ce/smt rigorously challenge their assumptions, the need for the organisation, and the difference it makes?</p>	
<p>How involved is the board and ce/smt in considering strategic drivers and options?</p>	
<p>How well does the board exercise its strategic stewardship role, and how could this be improved?</p>	
<p>How well does the board learn from what has gone on in the past?</p> <ul style="list-style-type: none"> • What is the most important success in the recent past? • What is the biggest failure from which lessons can be learnt? • Is there an explicit process enabling board and ce/smt to learn from what has happened in the past? 	
<p>How effectively does the board and ce/smt lead and manage strategic change?</p> <p>How does the board review its effectiveness in leading change?</p>	

Doing the right things and doing them right <i>Strategy – content and value added</i>	
How do the board and ce/smt know the organisation is fulfilling its Mission? Is the Mission relevant for the next 5 years? Is the organisation making the difference it could i.e. doing the right things?	
Can the board evidence the value the organisation delivers to beneficiaries? Is the evidence robust? Describe the methods used.	
Who are the other players in the organisation's marketplace, and how do you differentiate yourselves?	
What is missing from the portfolio of offerings the organisation makes, and what is needed to make the portfolio complete?	
What are the organisation's key vulnerabilities and how do the board and ce address these?	
What are the board's strategic decision making criteria?	
For how long will the organisation's business model remain viable? And what evidence is your view based on?	