

# Induction Workshops for NGO Directors

## The Steering Function of NGO Board regarding Strategic Planning

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23 February 2019

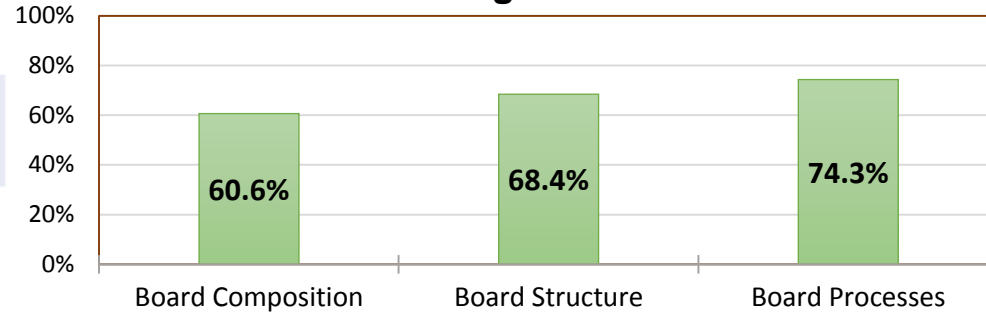
# NGO Governance Health Survey 2018 (HKCSS – HKU ExCEL3 – GAME)

Good practices of strategic planning

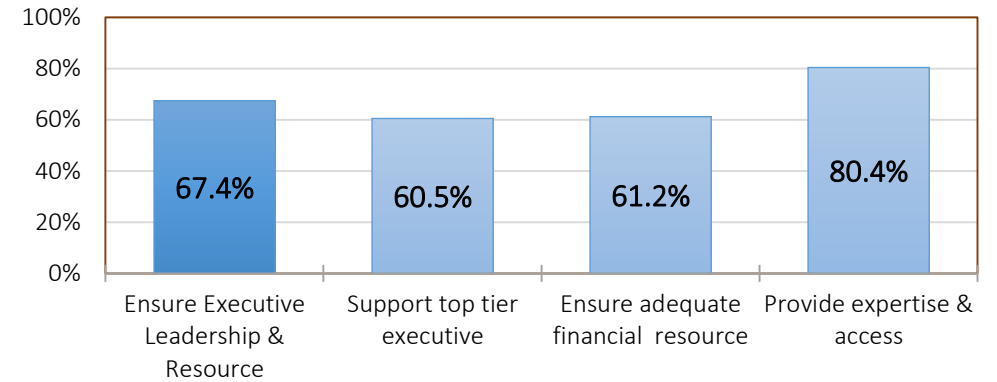
- Board works with management to design and participate in strategic planning process
- Board works with management to review strategic plan to ensure program outcomes are tightly linked to your organisation's mission and vision
- Board translates strategic plan into oversight responsibilities for the board/ committee(s) to follow through

# Adoption of Good Practices (% of Always and Often)

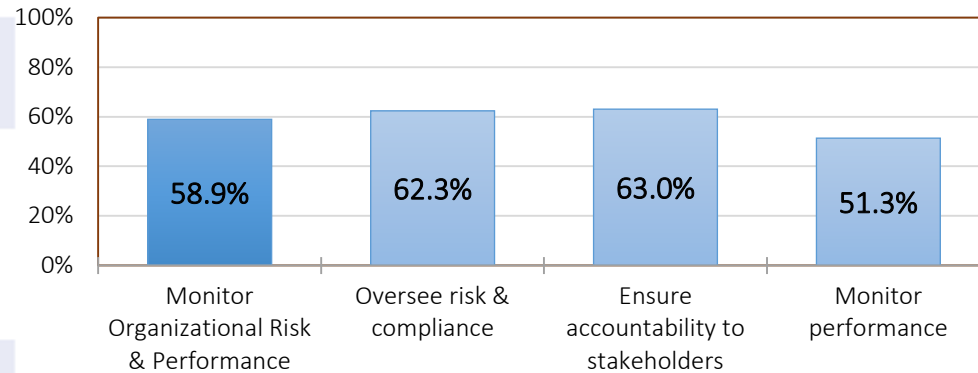
## Board Design & Processes



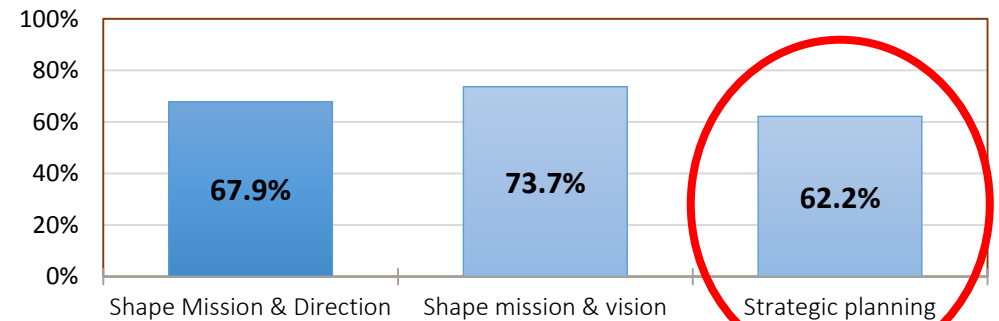
## Ensure Executive Leadership & Resource



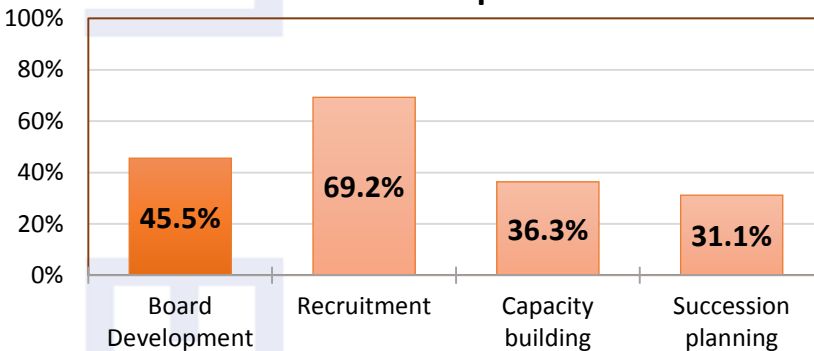
## Monitor Organizational Risk & Performance



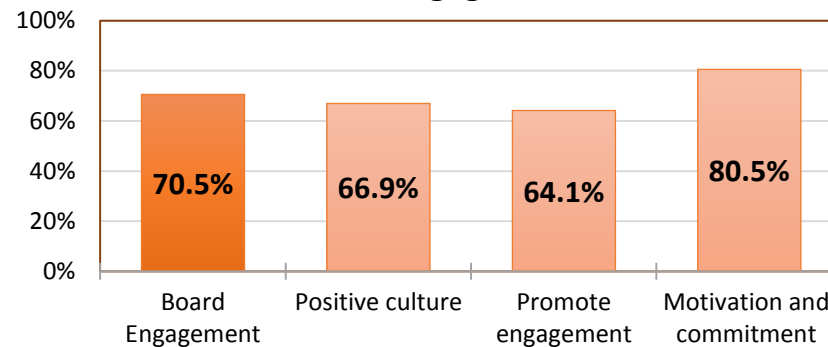
## Steer Mission & Direction



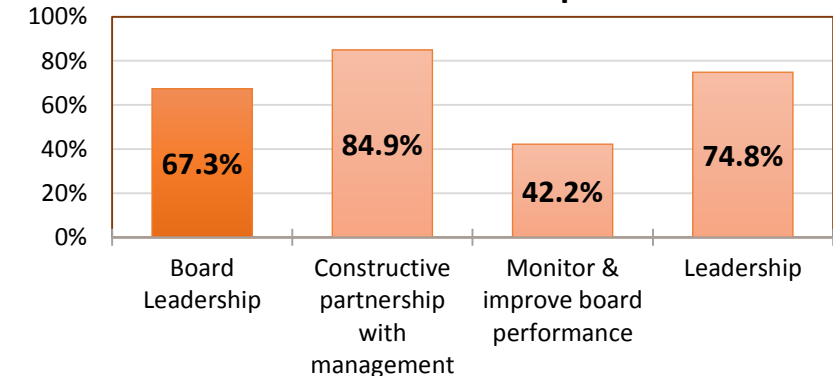
## Board Development



## Board Engagement



## Board Leadership



# To What Extent should the Board Participate in Strategic Planning?

- Approve the final version?
- Steer the process?
- Manage the process?
- Set the directions?
- Set the goal?
- Advise the contents?
- Edit/ fine tune the plan?
- Write the plan?

## Factors of Considering the Level of Involvement

- Culture and tradition
- Relative experience and capabilities of Board and Management
- Major changes desired or required?
- Trust, or lack of it?

# A Comprehensive Approach to Strategic Planning

Step	Main Activities
1	Who we are – Revisit the <b>Mission Statement</b>
2	Where we are – Conduct a <b>Situation Analysis</b>
3	Identify <b>Core Challenges or Issues</b>
4	What do we want to be (a) Derive <b>Strategic Options</b> (b) Consensus on a <b>Strategic Direction</b>
5	Develop <b>Major Action Areas/Strategy Mapping</b>
6	Work out <b>Programme Schedule</b> , phases, and review mechanism
7	Design the <b>Operating Structure</b> for accountability


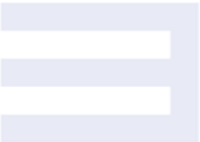
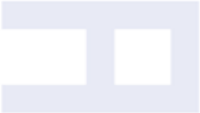
## Key Parameters of Strategic Planning

- Create/ formulate the means to achieve desired social impact
- As defined by user expectations and stakeholders engagement
- With considerations of the agency's mission and competitive strengths



## External Drivers

- Changing social needs
- Public expectations
- Stakeholder views



How do we measure  
social impact?



# Internal Reality Check

- Organisational health

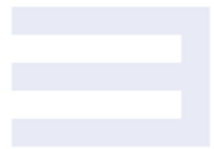
Source: HKCSS institute Vol.14 課程手冊

機構健康表現範疇	管理實際行為
方向 Direction 1	1. 共同的理念 (shared vision) 2. 清晰的策略 (strategic clarity) 3. 員工參與 (employee involvement)
領導力 Leadership 2	4. 諮詢式領導 (consultative leadership) 5. 權威式領導 (authoritative leadership) 6. 支持式領導 (supportive leadership) 7. 挑戰式領導 (challenging leadership)
文化與環境 Culture and Climate 3	8. 開明和信任 (open and trusting) 9. 有內部競爭 (internally competitive) 10. 有紀律的營運 (operationally disciplined) 11. 有創意及有企業家精神 (creative and entrepreneurial)
推動 Motivation 4	12. 開放和有意義的價值 (open and meaningful values) 13. 鼓舞人心的領導者 (inspirational leaders) 14. 職業發展機會 (career opportunities) 15. 財政獎勵 (financial incentives) 16. 獎勵和表彰 (rewards and recognition)
問責 Accountability 5	17. 角色清晰 (role clarity) 18. 績效合同 (performance contracts) 19. 後果管理 (consequence management) 20. 個人承擔感 (personal ownership)
協調與監控 Coordination and control 6	21. 人才績效檢討 (people performance review) 22. 營運管理 (operational management) 23. 財務管理 (financial management) 24. 專業標準 (professional standard) 25. 風險管理 (risk management)
能力 Capabilities 7	26. 羅致人才 (talent acquisition) 27. 發展人才 (talent development) 28. 流程主導 (process based) 29. 向外擷取專業 (outsourced expertise)
向外取向 External Orientation 8	30. 以顧客為焦點 (customer focus) 31. 具競爭力的識見 (competitive insights) 32. 業務夥伴 (business partnerships) 33. 政府與社區關係 (government and community relations)
創新 Innovation 9	34. 從上而下的創新 (Top-down innovation) 35. 從下而上的創新 (Bottom-up innovation) 36. 知識分享 (Knowledge sharing) 37. 引進外部新意念 (Capturing external ideas)



## Internal Reality Check: Vital Signs

- Finance
- People
- Systemic effectiveness & efficiency
- Brand



## Common Shortcomings of Strategic Plan

- Document too long; strategies too many
- Lots of aspiration; few specific, measurable and achievable goals
- Lots of activities and output; few well defined target outcome
- Lack of performance measurements
- Resource plan not part of the strategic plan
- Operational plan/ annual plan not clearly linked to the strategic plan

## Recap: Good Governance Practices regarding Strategic Planning

- Board works with management to design and participate in strategic planning process
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# Thank You!

## *Q&A*

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