

Cascade Strategy Workshop

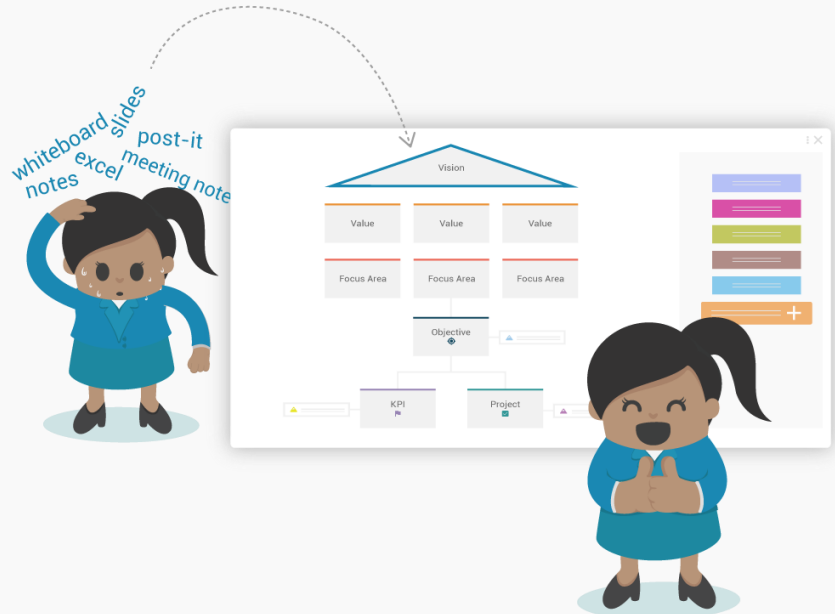
February 2021

CASCADE

GOALS FOR OUR SESSION

Today's Outcomes

- Understand the concept of the Strategy Model
- Basics of creating/managing your Plan
- Next steps



Strategy Model Basics

Benefits of a Good Strategy Model

SMART Goals Come Easily

The Objective -> Project -> KPI models forces SMART

Easy to Communicate & Cascade

Everyone in the organization understand the structure



Rich Reporting

Well-chosen frameworks give extra insight to your performance

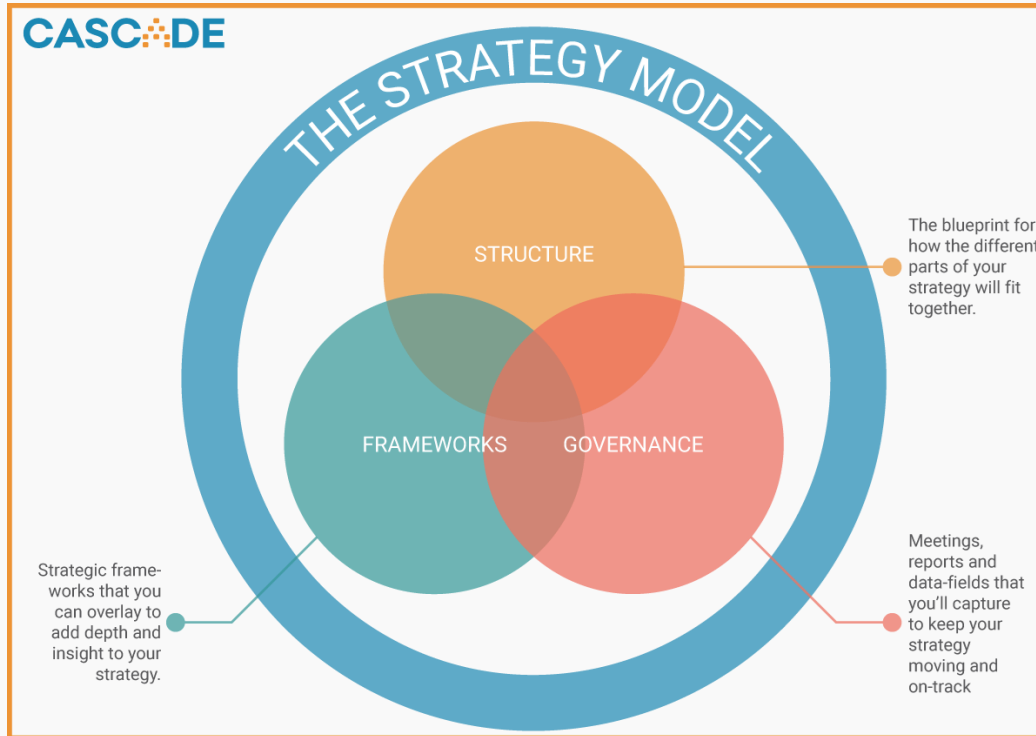
Strong Strategy Governance

Integrating strategy into existing meetings is more seamless



What is a Strategy Model?

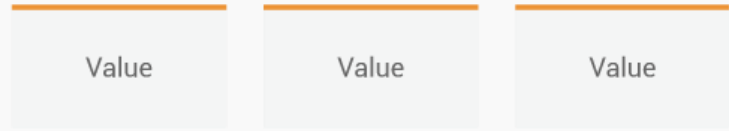
It's critical to have your Strategy Model in place before you start adding content to your strategic plan.



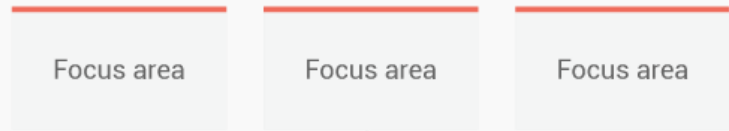
The Cascade Model



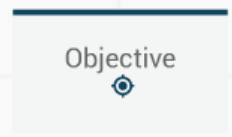
Every significant action in your organization going forward will ultimately be contributing towards this.



Values help unite your organization through a tight set of core beliefs that everyone shares & embraces.

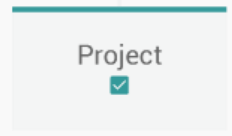
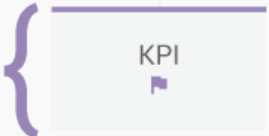


High-level categories that your organization will be focusing on as you strive towards your vision. They should not have a metric or deadline.



These define what your organization wants to achieve and are more specific than focus areas, in that they have a deadline.

How your organization will actually measure their progress towards their objectives. They should clearly indicate a metric, value, and timeline.

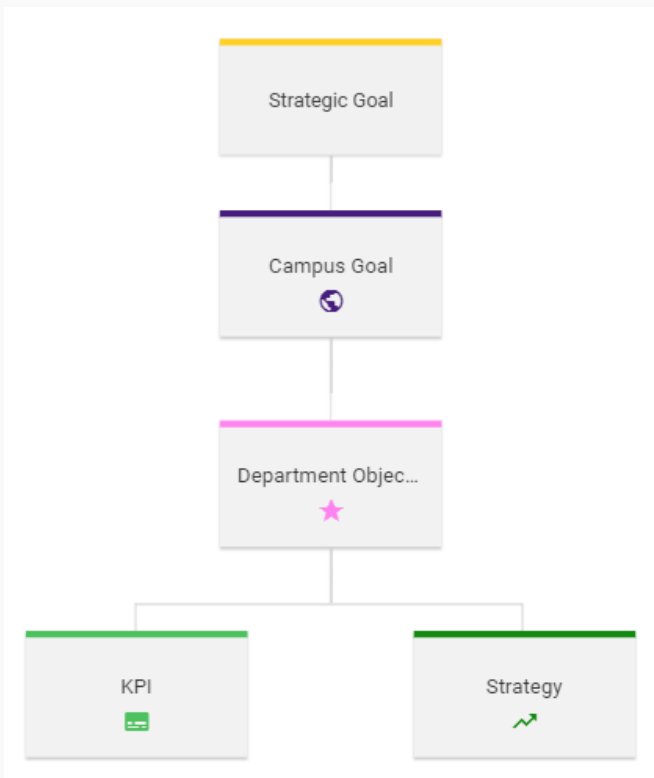


The actual plans for how your organization will achieve their objectives. The actions your organization will undertake to achieve what you've set out in your objective.



Strategy Model: Structure

The elements that make up your strategic plan



Template	Description
Strategic Goal	The 4 shared Goals across the entire university
Campus Goal	Shared Objectives across multiple departments
Dept Objective	Objective owned by a specific Department
KPI (Key Performance Indicator)	Measure for the Dept Objective
Strategy	Specific action you'll take to achieve this Objective



Model in Cascade

Strategic Goal

Strengthen Student Success

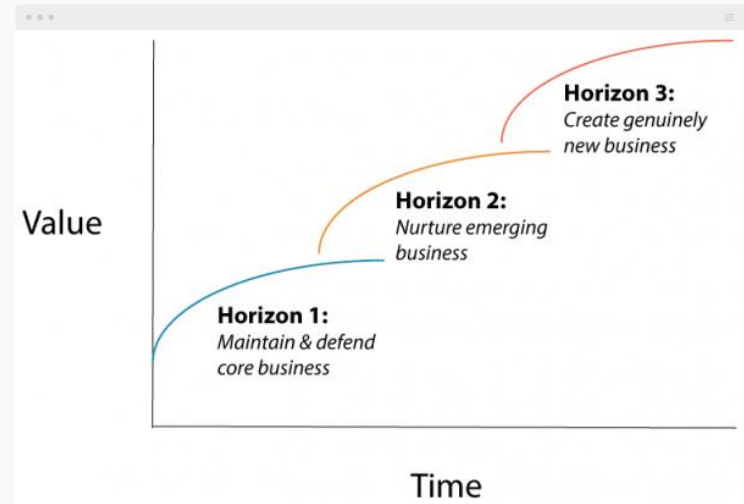
- ▼ Increase the number of Associate of Nursing graduates: 100 people to 155 people by 31st Dec 2021 CAMPUS GOAL ⋮
 - ▼ Health Sciences will initiate an Associate of Nursing program at Opelousas General Hospital (OGH): 30 peo... DEPARTMENT OBJEC... ⋮
 - ▶ Graduate an additional 12 students in spring 2025: 12 people by 31st May 2025 **Dotty McDonald** KPI ⋮
 - ▶ Negotiate partnership with OGH May 2021 through May 2022 by 31st May 2022 **Dotty McDonald** STRATEGY ⋮
 - ▶ SACCOC Compliance [OGH] by 31st Dec 2021 **Paul Fowler** STRATEGY ⋮
 - ▶ Board of Regence Compliance [OGH] by 31st Dec 2021 **John Hamlin** STRATEGY ⋮
 - + Add
 - ▼ Expand Nursing graduates at LG Ortho: 25 people to 50 people by 31st Dec 2021 **Dotty McDonald** DEPARTMENT OBJEC... ⋮
 - ▶ Facilitate construction by 31st Dec 2021 **Dotty McDonald** STRATEGY ⋮
 - ▶ Renegotiate contract by 31st Dec 2021 **Dotty McDonald** STRATEGY ⋮
 - + Add
 - ▶ Increase student retention of nursing students by 31st Dec 2021 **Kyle Smith** DEPARTMENT OBJEC... ⋮
 - ▶ Provide student support by 31st Dec 2021 **Jessica Jones** DEPARTMENT OBJEC... ⋮
 - + Add
- + Add



Strategy Model: Frameworks

Overlays to bring insight and reporting to your strategic plan

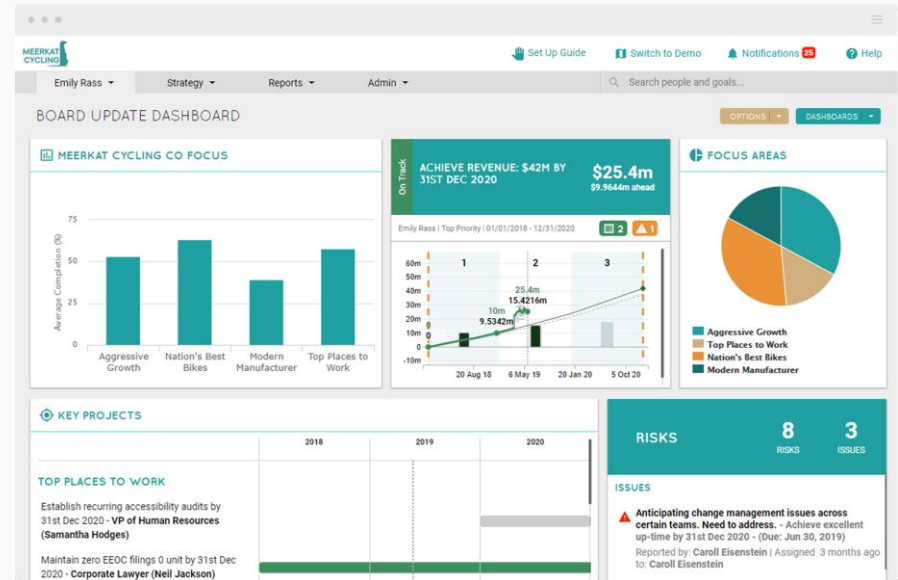
- You don't need a framework and we only suggest implementing frameworks in organizations who are strategically mature.
- Common strategic frameworks include:
 - The Balanced Scorecard
 - McKinsey's Horizons of Innovation
 - Ansoff's Matrix
- Our team will work with you to decide if you should implement a strategic framework.



Strategy Model: Governance

How you'll report on and keep your strategy on-track

- Strategy governance involves defining a few key things upfront:
 - How often will you meet to talk about the strategy?
 - Who will be involved?
 - What reports will you use?
 - How do you want your updates to be structured?



Structure

Objectives, Strategies, & KPIs

Writing Powerful Objectives

What makes a good strategic objective?

Definition:

An Objective is a positive future outcome that you want to achieve for the organization.

Outcome Based

Objectives aren't something you 'do' they're something you 'achieve'

Owned

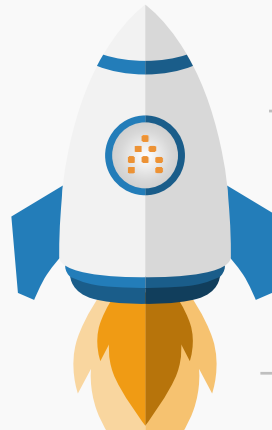
Many people will contribute to an Objective, but it's helpful to have a single owner to drive accountability

Ambitious

Objectives form part of the narrative of your strategy and should be ambitious but realistic

Time-Bounded

Objectives aren't Projects, but they should have clearly defined deadlines none-the-less! executestategy.net



Examples of Strategic Objectives

A few well-written examples to get your started...

1

Be recognized as the fastest growing University in our region by 31st Dec 2022

2

Diversify our offerings so that >50% of students have the option of online or mixed learning courses by 31st Dec 2022

3

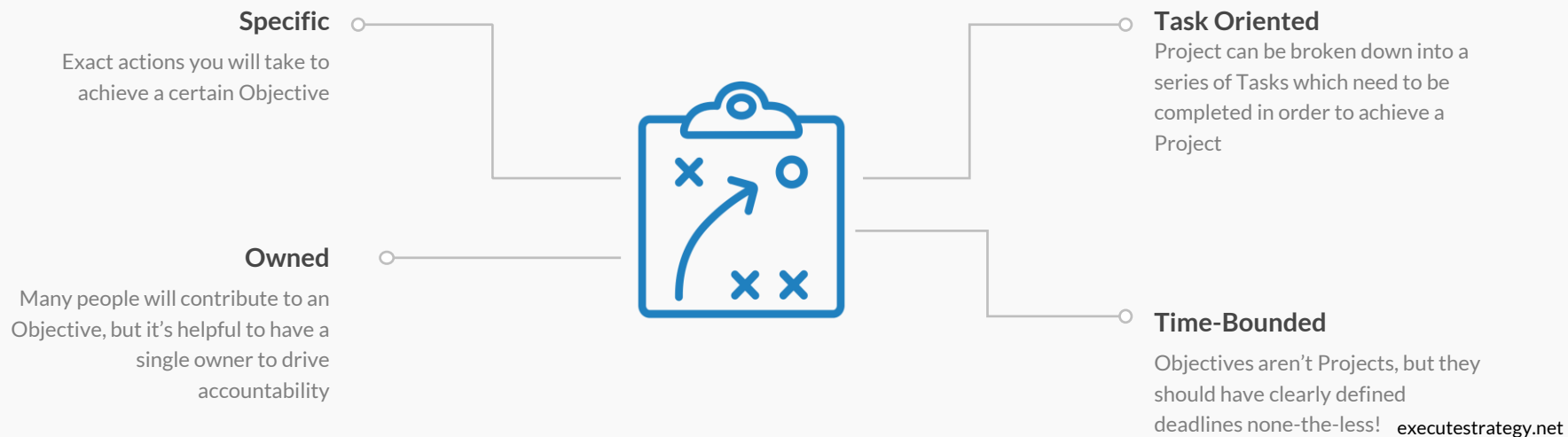
Increase community engagement to industry leading levels by 31st Dec 2022



Writing Powerful Strategies

What makes a good strategic objective?

Definition:
Strategies are used for specific things you want to do to reach your objective.



Examples of Strategies

A few well-written examples to get your started...

1

Establish a sustained and comprehensive entrepreneurship-based program to engage faculty, staff, and students.

- **Task** - Identify a space for creating a makerspace lab to enable students to work on their ideas/technologies/products.

2

Establish infrastructure and process for processing IP matters

- **Task** - Finalize the agreed upon \$50K budget

3

Conduct at least one entrepreneurship workshop

- **Task** - conduct a workshop on innovation and entrepreneurship with partner university

Milestones



Creating Effective KPIs

What do great KPIs look like?

Definition:

A measurable value that shows the organization's progress towards achieving the Objectives

Some 'Leading'

Leading KPIs give you an early indication of whether your strategy is working

Realistically Measurable

Don't create KPIs that are impossible or very hard to actually measure



Some 'Lagging'

Lagging KPIs are definitive measures of success that you can typically only measure fully towards the end of your strategy

Owned & Time-Bounded

Like Objectives, KPIs must be owned by a single person and have a realistic deadline



Creating Effective KPIs

What do great KPIs look like?

Leading indicator

Definition:

A predictive measurement used to anticipate a final outcome

Lagging indicator

Definition:

A measurement taken after-the-fact that indicates actual performance

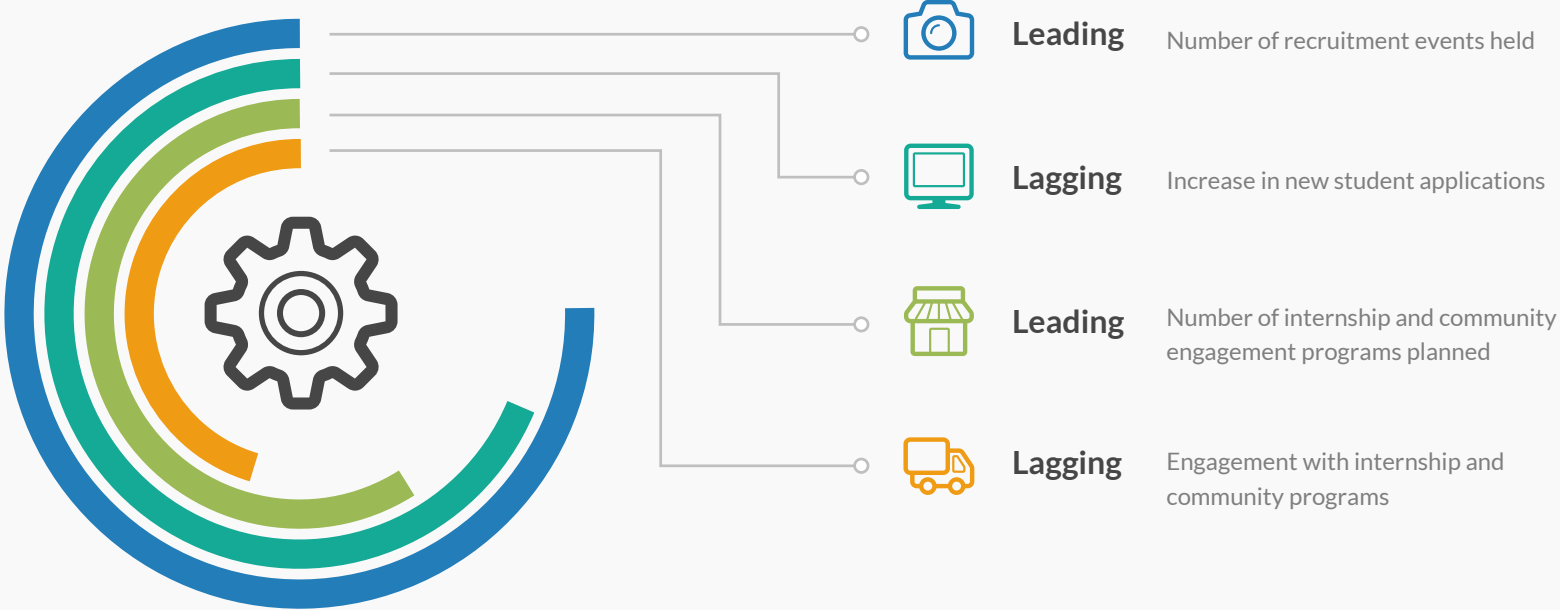
Lagging indicators are typically **output** oriented, which makes them **easy to measure** but **harder to influence**.

Leading indicators are typically **input** oriented, which makes them **harder to measure** and **easy to influence**.



Example of KPIs

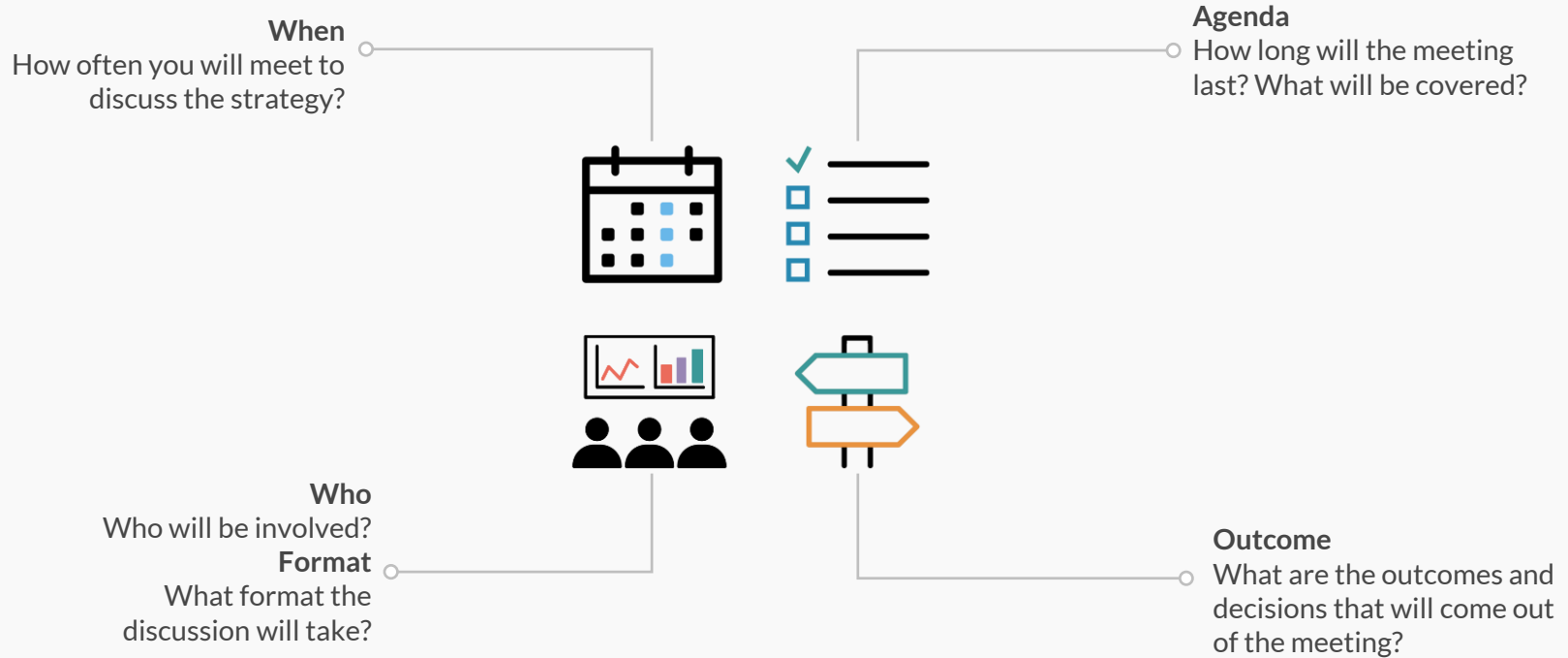
Just a few examples of well-written KPIs



Governance

Strategy Meetings

Establish a set of meetings to review and discuss different areas of the strategy



Strategy Rhythm Table

Meeting	Stakeholder	Frequency	Report
	Board		
	Students		
	Campus Board of Advisors		
	Campus community internal & external		



When
Weekly

Who
Strategy Team

Format
Presentation and discussion.
Review Summary Dashboard & Issues in Cascade.

Agenda

- Overview of Current Status **10 Min**
- Discuss and resolve behind, overdue & at-risk goals **40 min**
- Establish next steps **10 min**

Outcome

Leadership understands the current status of the strategic plan.

Any major issues and obstacles have been discussed and next steps are established.

Any follow up meetings or offline discussions are planned.



When
Quarterly

Who
CARF Accreditation Board

Format
Review progress on strategic initiatives last quarter and set new quarterly strategic initiatives



Agenda

- Overview of Objective Progress **10 Min**
- Discuss and resolve behind, overdue & at-risk goals **40 min**
- Establish next steps **10 min**



Outcome

CARF understands where Opportunity Enterprises is excelling and where they can provide guidance.

Guidance is provided and next steps are established.

Next Steps

Implementation Timeline	Attendees	Date
Kick off Call		1/12/2021
Complete Plan Training Session		Before 2/9/2021
Strategy Model Workshop		2/9/2021
Training Session(s)		
Digitized Plan [Draft] / Sign-off		4/30/2021
Governance Meeting		
End User Training(s)		
First Round of Updates / Review Reports		
First full reporting cycle		



Where to Start?

Find your Plan →

Either align directly to the parent plan or create your standalone plan

Invite your Team →

If everyone is moving forward together, then success takes care of itself.

Create your Goals →

Collaborate with your team and define your goals. Then align them to the Parent Plan.

Establish your rhythm →

Create tailored reports, make the right expectations, and set reminders.

Execute →

Achieve your goals like the superstars you are!

Appendix