



Adaptive Strategies and Scenario Planning for Managers

Presented by: Debra Thompson, President
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www.getstrategy.com



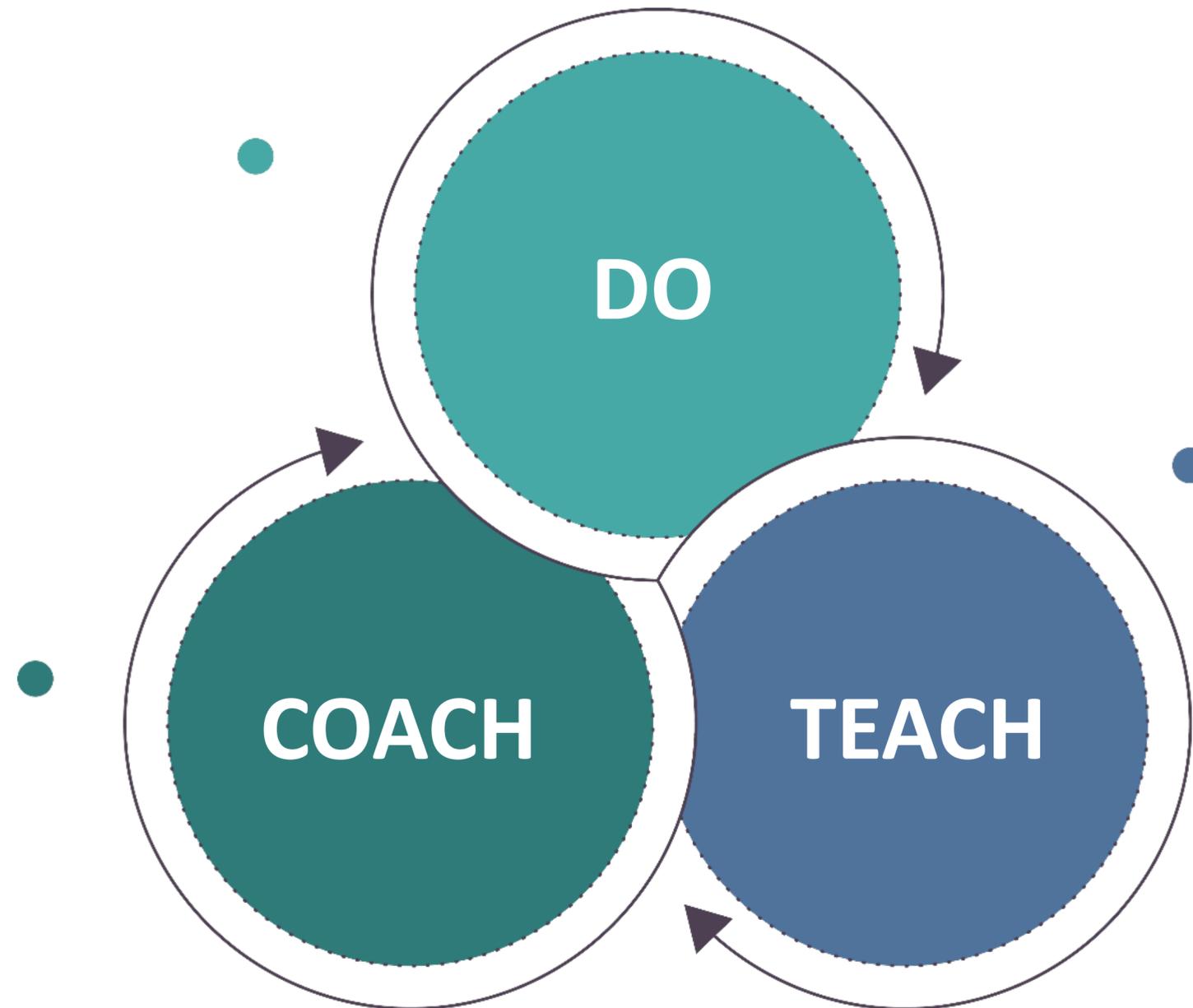
Creating healthier communities

Strategy Solutions works within and across sectors. Healthy communities are created when organizations are strong within each sector and are equipped to maximize the impact of their mission(s).

We provide market research, strategic planning and organization development services to support healthy organizations and strong sectors.

Our Approach

About Strategy Solutions



1. Assess the gap between where you are and where you want to be
2. Fill gaps immediately through best practice role modeling using a “do-teach-coach” model
3. Align the organization from “top to bottom”

Our Approach

**Connect Vision
to “Results”**



Our Presenter

Experienced Leader



**Debra Thompson, CEO and
Founder**

25+ years' experience in strategic organizational development including research, planning, program development and evaluation.



A

Understand how the current environment is impacting conservation districts and how to identify opportunities despite current challenges

.

B

Understand tools to develop and support strategic and contingency planning

C

Discuss potential future scenarios that could impact conservation districts in the future

D

Identify key next steps to help you update your strategic and operating plans

Objectives



How much of a challenge has the pandemic been to your business operations?

- Significant challenge
- Substantial challenge
- Somewhat of a challenge
- Not much of a challenge

Group Poll



Introductions, Challenges and Lessons Learned from the 2020 Pandemic



- Name
- Day Job
- What issues have you been dealing with?
- What have you learned from the experience?



**Our Reality:
The world has changed.**

It's not the strongest
or the special that
survives, nor the most
intelligent, but the one
most responsive to
change.

- Charles Darwin

Welcome to Permanent “White Water”



Remember your
accomplishments

7 truths about change

Cultivate
"Both/And"
Thinking

1. Change is the one thing you can count on
2. It's not personal
3. Your thinking is not always your friend
4. Change isn't the enemy, fear is
5. There's a predictable emotional cycle to change
6. You're more resilient than you think
7. Your future is built on a bedrock that is unchanging



The Power of AdaptAbility





2020 Top Business Trends

1. Consumers still spending
2. Streaming wars
3. Tech under attack
4. Tariffs to be continued?
5. AI protects the universe
6. Battle of the cloud titans
7. #MeToo circa 2000
8. Man in space
9. Here come the IPOs
10. Business' role in social change
11. Changes in Latin America
12. European woes





Nonprofit Trends

- (1) limited resources;
- (2) increased demands on nonprofits, stemming from increased needs in communities; and
- (3) the growing awareness that every nonprofit and board member needs to be an active, vocal advocate for her/his nonprofit's mission to affect policies in the community, and at a national level.



Source: National Council on Nonprofits



2020 Nonprofit Trends

1. Nonprofit Networking Platforms
2. Earned Income
3. Private Sector Interaction
4. Greater Focus on Mission and Priorities
5. Artificial Intelligence
6. The Growing 'Attention Economy'
7. Innovative Sustainability
8. Easier, More Personalized Giving
9. Nonprofits as Catalysts for Private-Public Partnership
10. Use of Cutting-Edge Technology
11. Donations Via Text
12. More Women of Color in Leadership Positions



Our New Reality

- Covid-19 has created “social distancing” and isolation
- There is “no going back” to business as usual
- While numerous emergency funds are being established, many companies don't have the resources to be sustainable



75% of nonprofits said they would run out of cash in less than six months.
19% percent said they had only enough funds to last, at the most, for a month.

Nonprofits live on the edge, pouring everything they have into their mission.

Source: National Finance Fund



How well equipped is your organization to adapt to current trends technologically and virtually?

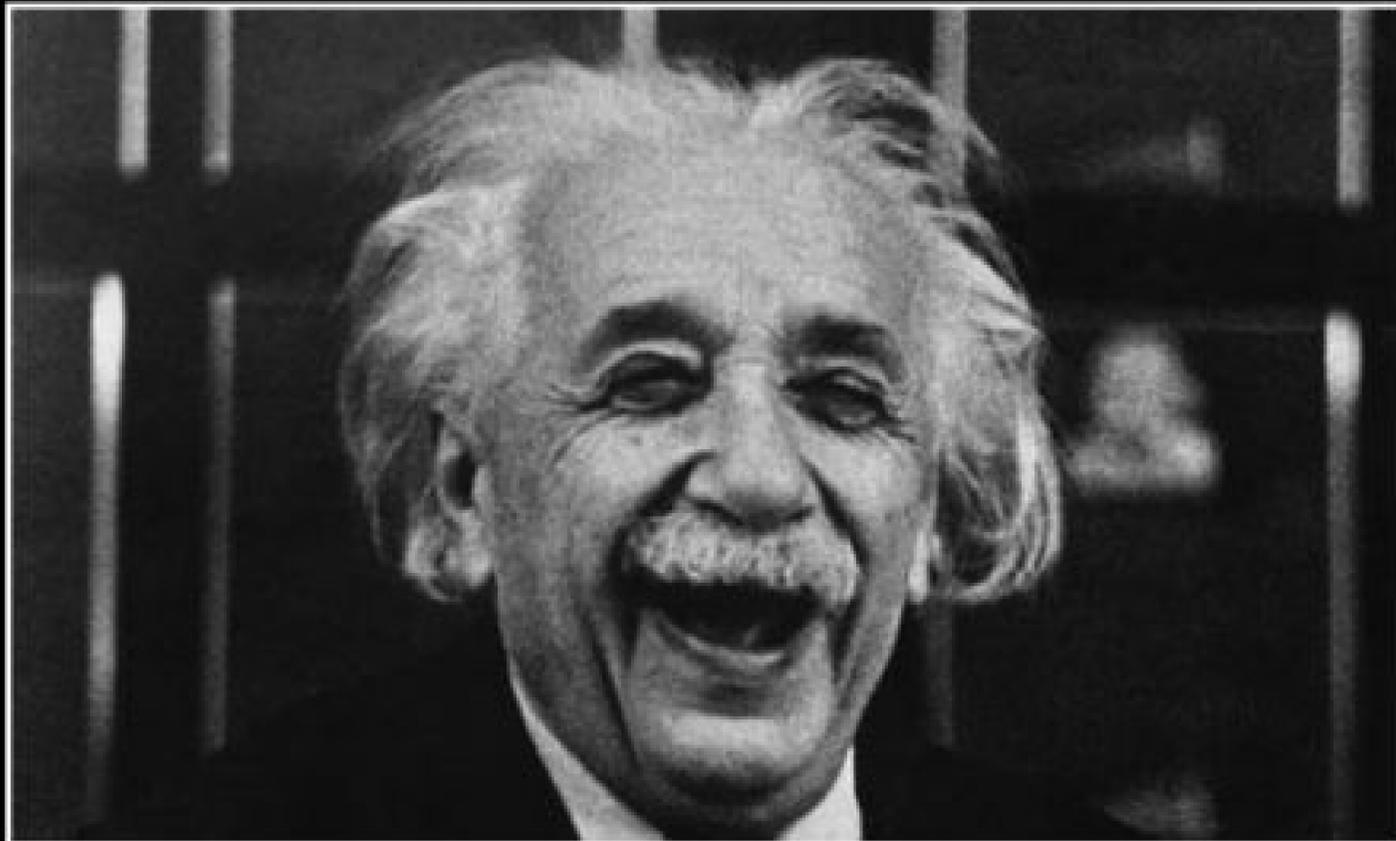
- Very equipped
- Somewhat equipped
- Not so much

Group Poll



TRUTH

If you want your organization to be sustainable, you have to “rethink” your product/service/market positioning, production and delivery, and maybe even your entire business model.



INSANITY

Doing the same thing over and over again expecting different results.



How equipped is your board to support your organization through this crisis and beyond?

- Very equipped
- Somewhat equipped
- Not so much

What could/should the board be focusing on to be most helpful and supportive?

Group Poll



Revisiting Strategic & Operating Plans



Step 1

Discuss and identify different possible future “scenarios” and examine how they impact business functions

Step 2

Analyze your core competencies and identify new product and/or market niches.

Step 3

Develop new “production systems” utilizing technology tools and resources to support “virtual” production and/or delivery where/when possible



Step 1: Develop Scenarios

Scenario	Scenario A Best Case	Scenario B Most Likely Future	Scenario C Worst Case
Planning Elements	•	•	•

Scenario planning starts by identifying the various “sets” of environmental conditions or factors that could describe “one potential future” set of circumstances.



Step 1: Identify the environmental conditions



- Best case scenario: set of events and/or conditions that are the most positive and provide the best potential benefit to you
- Most likely future: set of events and/or conditions that are most likely to happen over the next 1-3 years
- Worst case scenario: set of events and/or conditions that are the most negative and provide the worst possible outcome to you



Step 1: Develop Scenarios

Scenario	Scenario A Best Case	Scenario B Most Likely Future	Scenario C Worst Case
Planning Elements	•	•	•

Let's spend a few minutes talking through what future scenarios might look like for the conservation districts in Pennsylvania.



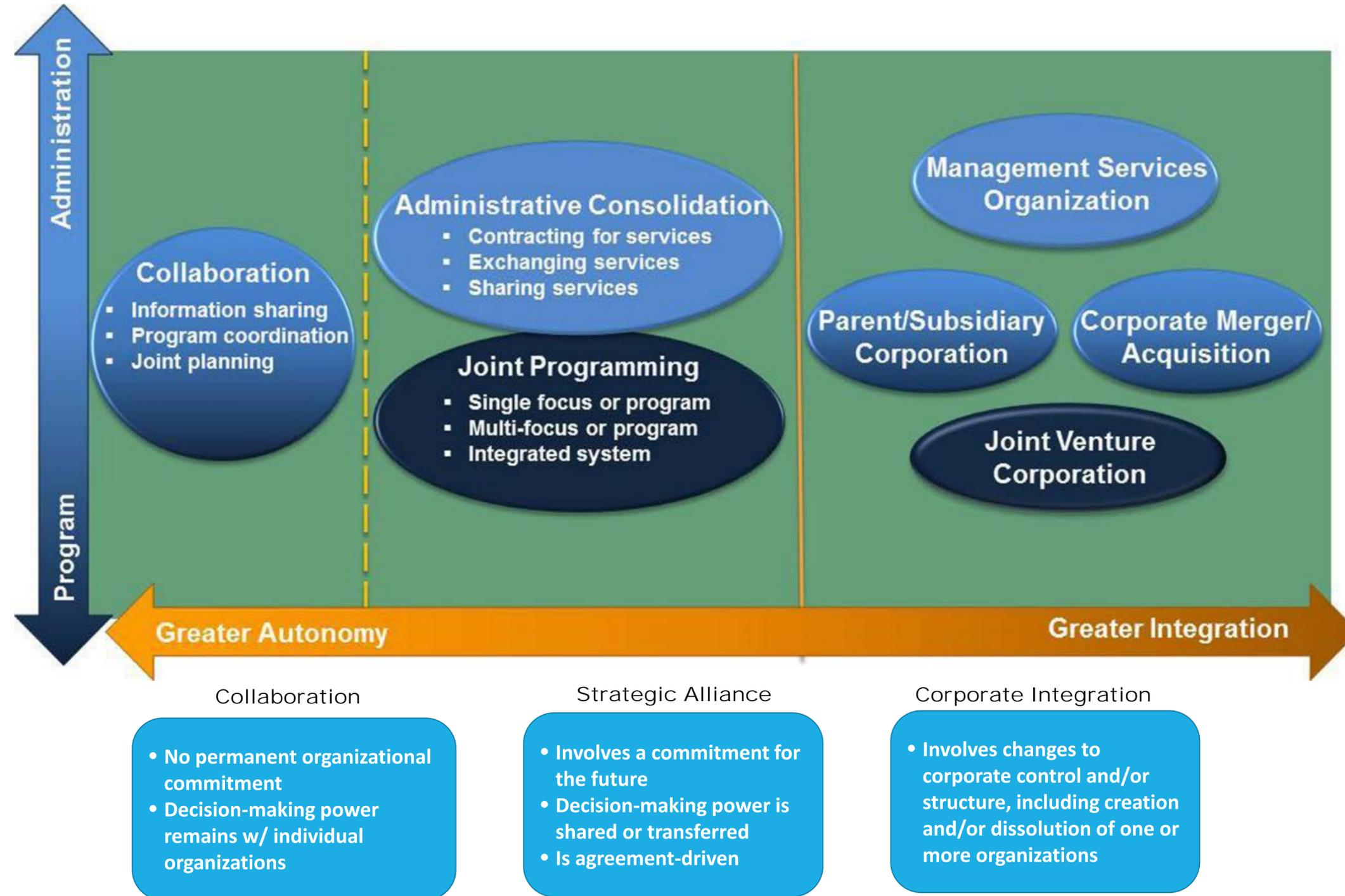
Step 1B: Analyze Planning Elements



- ✓ Program Operations
- ✓ Management Structure/Staffing Needs
- ✓ Employee Engagement
- ✓ Fundraising
- ✓ Governance
- ✓ Government Relations/Advocacy
- ✓ Relationships with Funders & Key Stakeholders
- ✓ Collaboration



Step 1C: Look at Potential Collaboration as a Strategy



Strategic Restructuring



Strategic Restructuring Process





Step 2: Analyze Core Competencies & Look for Opportunities

Take this time to reflect on your mission, vision and values.

What new or emerging opportunities exist that will enable you to fulfill these in a different way?





Analyze Core Competencies



- What do we do better than anyone?
- What CAN we do operationally and strategically?
- What can we PIVOT to do that is most needed?

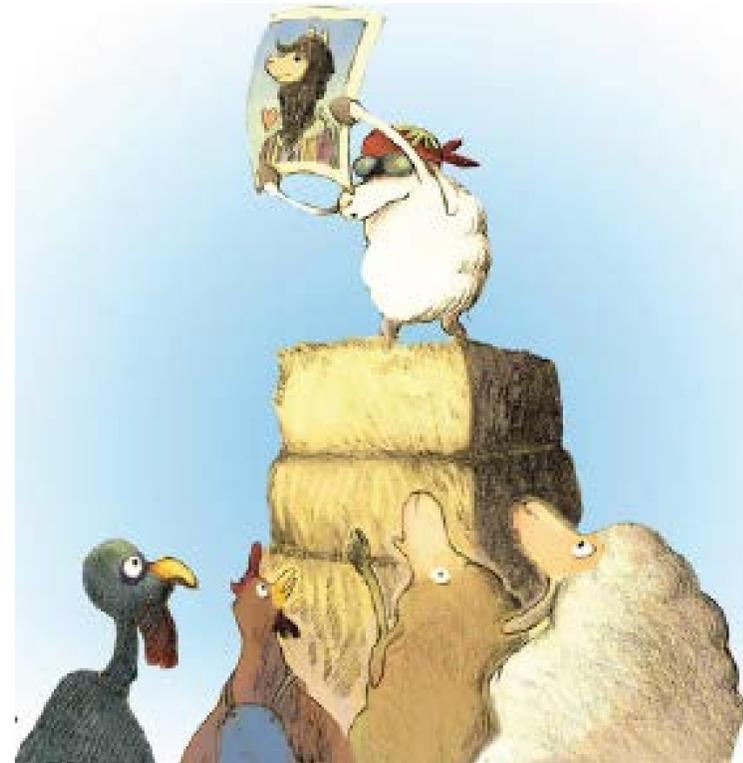


Step 3: Develop new production and/or delivery systems (and market what you are doing)

HOW STELLA SAVED THE FARM *A Tale About Making Innovation Happen*

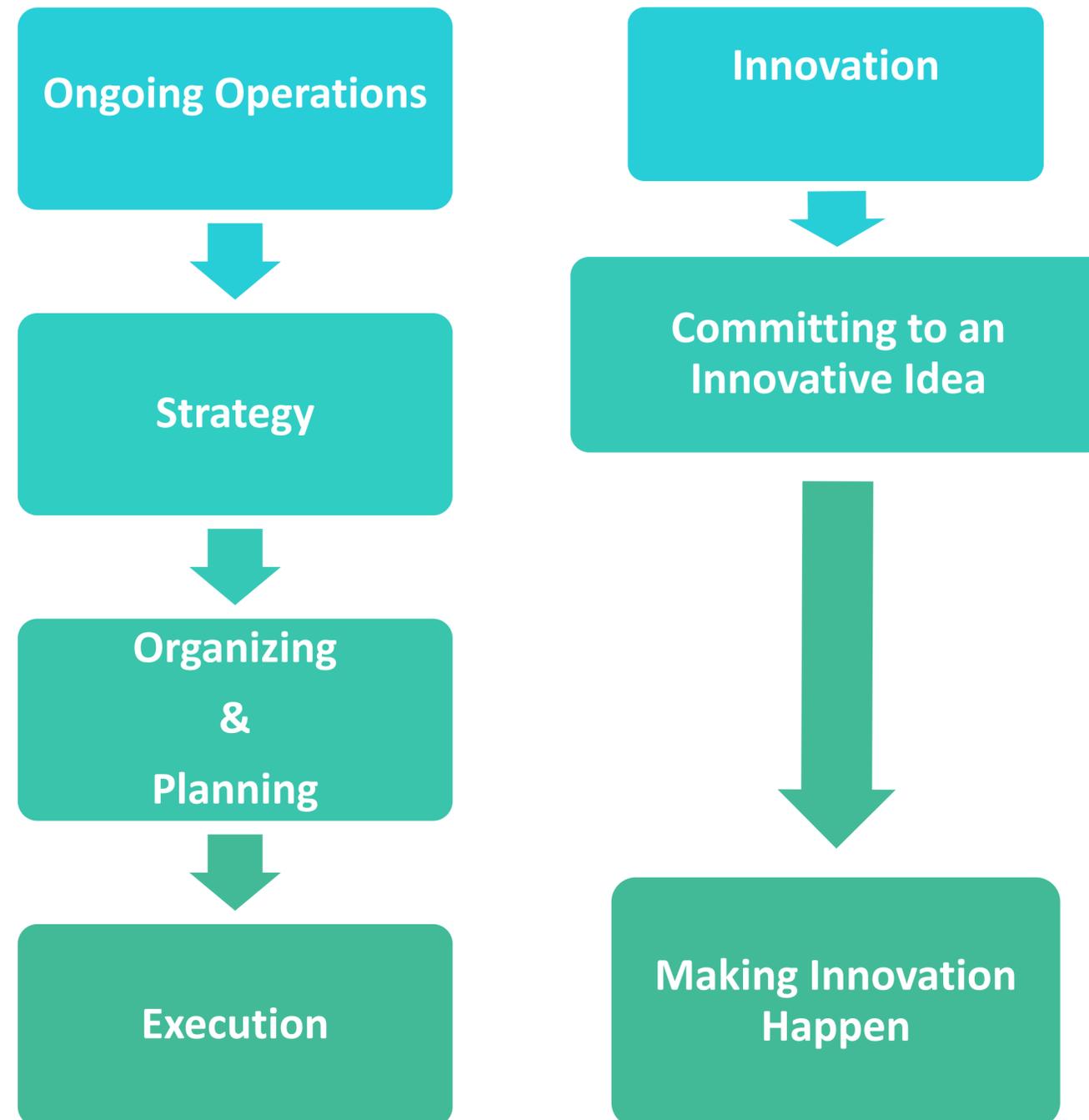
© 2013 Vijay Govindarajan and Chris Trimble.

Facilitate Innovation





*Reorganize to
“fast track”
new programs
and services*

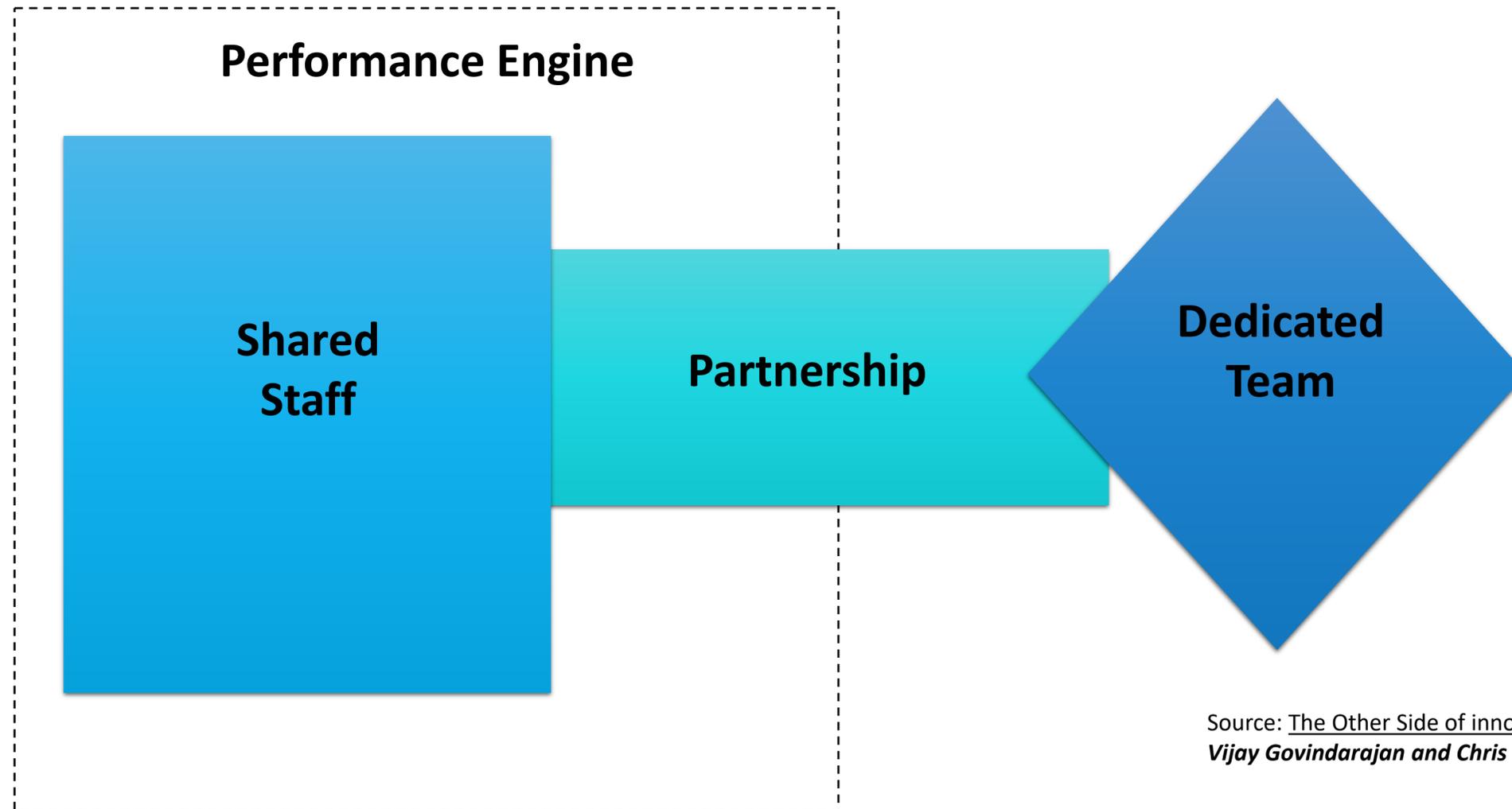


The need to reassess organizing and planning is often overlooked

You can't ask the group that is in charge of today to also be in charge of tomorrow, because the urgent always squeezes out the important.



Organizing an innovation initiative

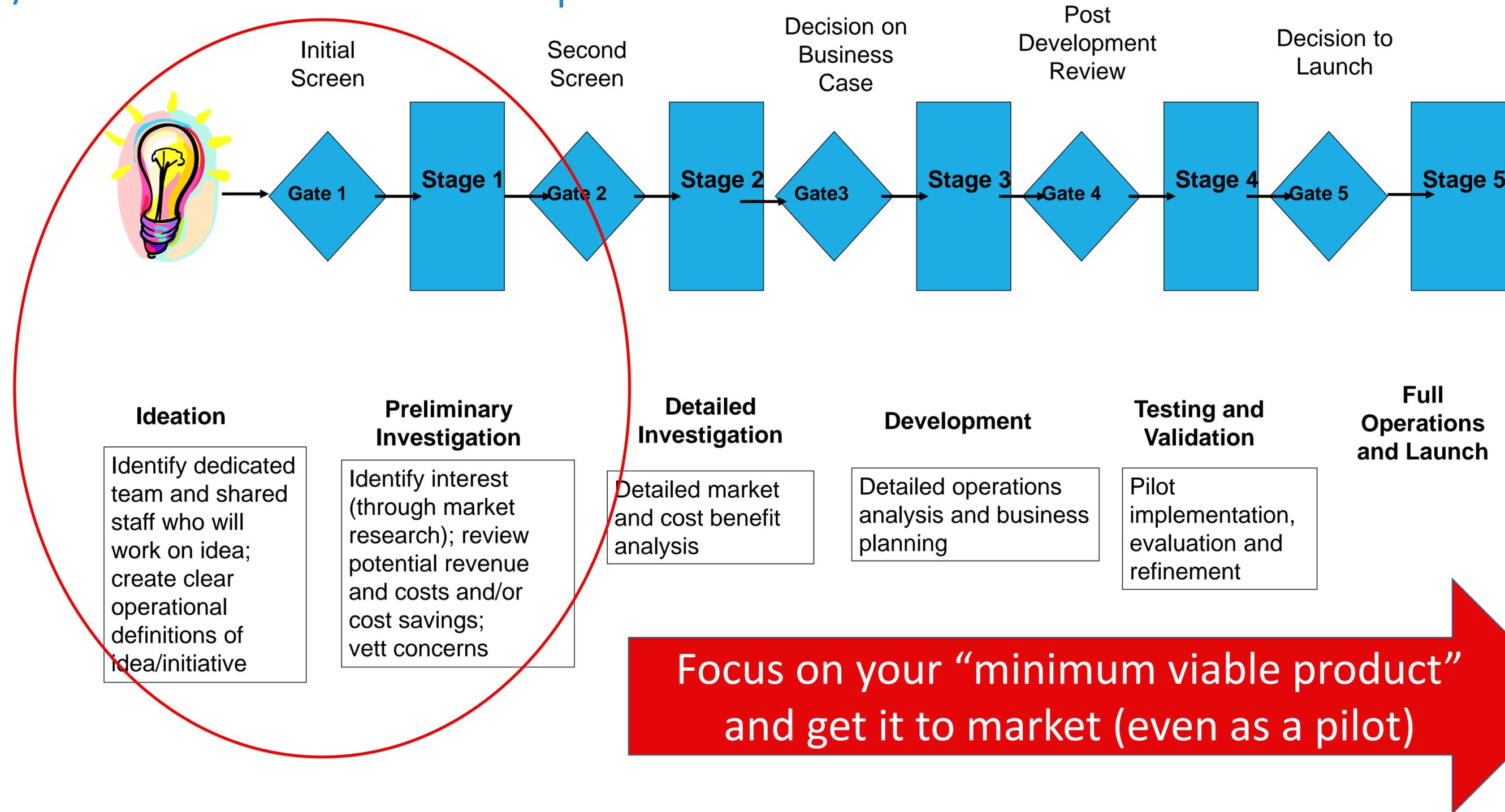


Source: The Other Side of innovation by:
Vijay Govindarajan and Chris Trimble

Project team = Dedicated Team + Shared Staff
The Dedicated Team is custom-built for the initiative.
The shared Staff retains its existing responsibilities and support the initiative.



Stage/Gate Product Development Process





Going Virtual

In the very short run, it could be as easy as using “Zoom” or some other web-based communications technology



Over the long run, it's a bit more complicated than that

Developing Virtual Programming



Step 1

Revisit your logic model, desired outcomes and impacts.

Step 2

Analyze the program work process flow and update for virtual delivery.

Step 3

Utilize technology tools and resources to support virtual programming.

See Strategy Solutions' webinar from Friday April 3 for more information



**Strategic Plan
Goals & Objectives
(FY)
Vision
*Mission***

Update Your Strategic Plan

GOAL 1:

This Year: A.

GOAL 2:

This Year: A.

GOAL 3:

This Year: A. .

GOAL 4:

A.

GOAL 5:

A.



Update Your Action Plan

Goal 1:				
OBJECTIVE	ACTION STEPS	ACCOUNTABILITY	BUDGET	TIMEFRAME
A.	•			
B.	•			
C.	•			



Conclusions

The success of any organization is based on the ability to adapt to the needs of a changing environment!

1. Analyze scenarios
2. Identify opportunities
3. Innovate to meet immediate needs and/or transition to virtual and update your plan(s) to reflect the change(s)



How are you feeling right now ?

- A little overwhelmed with all the information, but there are some things that we can implement with some focus!
- Feeling confident that we are doing the right stuff!
- Ready to get going on the homework and updating our plan
- Something else

Group Poll



Scenario Planning Exercise “Homework” for Session 3

1. Update/customize “scenarios” to the needs of your individual organization
2. Think through the answers to each of the “key questions” within each of the scenario topic areas and complete the matrix chart
3. Think about any other adaptive strategies that your organization might need to incorporate into an update to your strategic plan and add them to the matrix chart
4. Think about the support that you need from your board members to accomplish the outcomes you want/need



Implications for board members:

What are the key concepts that we should discuss/focus on during the board version of this presentation?

-
-
-
-
-
-





Thank you for your participation today.

If you feel that you would like some assistance, please don't hesitate to reach out to us:

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**Adaptive Strategies and Scenario
Planning for Managers**



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