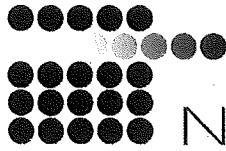


Strategic Planning for Nonprofits

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**NANCY DERING
MOCK**

MARCH 24, 2014



Nancy Dering Mock™

Nancy Dering Mock brings intellect, insight and savvy to her role as principal in her consulting practice, NANCY DERING, Inc., and as a leader in her profession and community. An accomplished executive, entrepreneur and consultant, she has broad experience in private, public and independent sectors. Nancy is recognized as an incisive strategist and trusted advisor in Strategy, Leadership, Change and Human Capital Management. She is highly sought after as an articulate, inspiring and powerful communicator and master facilitator of high-profile, high-stakes deliberations. Her clients include corporations, professional services firms, government agencies and nonprofit organizations. Additional information can be found at www.nancydering.com.

Prior to returning to the private sector in 2007, Nancy was Deputy Secretary for Human Resources and Management in the Governor's Executive Offices for the Commonwealth of Pennsylvania. She was appointed as Deputy Secretary by Governor Tom Ridge in 2000 and re-appointed by Governor Edward G. Rendell in 2003 at which time she was named Chief Human Resources Officer and added to Governor's senior staff. She led the Office of Human Resources and Management, responsible for managing Human Resources policy and programs for the Commonwealth, an employer of 80,000 employees. During this time, she also served as President-Elect of the National Association of State Personnel Executives and was the 2006 recipient of NASPE's Eugene Rooney Award for Leadership in Human Resources.

Ms. Dering Mock was founder and president of The Dering Consulting Group from 1986 – 1999. She successfully built the firm into one of the most respected teams of organization development professionals in Pennsylvania, with a client list that included Fortune 500 companies, educational and healthcare institutions, and nonprofit organizations. She worked extensively with government organizations at the federal, state and local levels and completed international assignments with Argentina and Zimbabwe. She sold the firm in 1999.

From 1986 through 2007, Nancy was adjunct faculty at the H. John Heinz School of Public Policy and Management at Carnegie Mellon University, designing and presenting seminars for Executive Development programs. Nancy received her Bachelor's degree from Elizabethtown College and her Master's, with highest honors, from Temple University. In July, 2001, Nancy was selected and participated in the prestigious Program for Senior Executives in State and Local Government at the John F. Kennedy School of Government at Harvard University. In June, 2013, she was a participant in the National Security Seminar at the U.S. Army War College.

She has been actively involved in professional associations and community organizations having served on the Boards of the Harrisburg Regional Chamber of Commerce, the YWCA of Greater Harrisburg, the Harrisburg Symphony and Leadership Harrisburg Area. Recent community involvement includes serving on the Board and Executive Committee of the United Way of the Capital Region, as Chair of the Cultural Enrichment Fund Board, as a member of the Board of The Foundation for Enhancing Communities and on the Board of Advisors for Harrisburg Young Professionals. Nancy was selected as one of the YWCA's *Tribute to Women of Excellence* honorees in 2004, named one of *Harrisburg Magazine's* 2006 Movers and Shapers, received the Harrisburg Chamber's 2006 Athena Award and was named one of Central Penn Business Journal's 2012 *Women of Influence*. She is the 2013 recipient of the ASPA Central PA Chapter's Lifetime Achievement Award and of the United Way of the Capital Region's 2013 Volunteer Leadership Award

She is married to Phil Mock, a retired U.S. Army Colonel and social activist for the "untouchables" of India. Their family includes five children and seven grandchildren. In August 2013, they relocated to Ponte Vedra, Florida where they are enjoying hiking, biking, kayaking, and walking on the beach.

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Roles of Boards: Hanlon Model

Provide continuity for the organization

Select and appoint a chief executive

Govern the organization by broad policies and objectives

Acquire sufficient resources for organization's operations

Account to the stockholders (or public) for the products and services of the organization and expenditures

Roles of Boards: BoardSource

- 1. Determine the Organization's mission**
- 2. Select the Executive**
- 3. Support the Executive & Review Performance**
- 4. Ensure Effective Organizational Planning**
- 5. Ensure Adequate Resources**
- 6. Manage Resources Effectively**
- 7. Determine and Monitor Products & Services**
- 8. Enhance the Organization's Public Image**
- 9. Serve as a Court of Appeal**
- 10. Assess Its Own Performance**

Food for Thought



“All too often, on the long road up, young leaders become servants of what is rather than shapers of what might be.”

– John Gardner

Strategic Planning Defined



Strategic Planning is a systematic, inclusive leadership and management process that results in a high-level framework for shaping the future of the organization. This framework serves as the basis for operational planning, aligning resources, making decisions and evaluating progress.

Benefits



- ❖ Develops and documents a shared understanding for the current situation and position of the organization.
- ❖ Engages key decision makers in charting strategic direction
- ❖ Strengthens congruence and relationships among planning team
- ❖ Pinpoints priorities and targets for change
- ❖ Focuses resources on change and priorities; distinguishes between the “vital few” and the “trivial many.”
- ❖ Provides tool for communicating with external and internal stakeholders
- ❖ Serves as basis for monitoring and reporting progress and making mid-course corrections.

The Process

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- ❖ **Planning to Plan**
- ❖ **Completing Environmental Scan, Situation Audit, Data Gathering**
- ❖ **Exploring Possibilities**
- ❖ **Affirming Mission, Vision & Guiding Principles**
- ❖ **Generating Strategy and Priorities**
- ❖ **Engaging Teams in Action Planning**
- ❖ **Completing and Communicating the Plan Document**
- ❖ **Establishing Monitoring and Reporting Mechanisms**

Critical Elements

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- ❖ **Full support of key board and staff**
- ❖ **Involvement of key internal and external stakeholders**
- ❖ **Focus on big picture**
- ❖ **Commitment to candor about current realities and changing external and internal forces**
- ❖ **Openness to change**
- ❖ **Reasonableness of goals and timelines**
- ❖ **Commitment to implementation and results**
- ❖ **Commitment to strong follow through and accountability**

Roles of Directors in Strategic Planning

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- 1. Understand the Current Context**
- 2. Understand the Current Business Model and Results**
- 3. Stay current on emerging competition, challenges and trends**
- 4. Contribute to exploring possibilities and crafting strategy**
- 5. Establish accountability and monitor results**
- 6. Advise regarding mid-course corrections**
- 7. Revisit strategic regularly**

Tips for being "shapers of what might be"

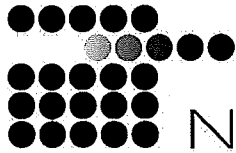
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- Set adequate time aside to discuss the big picture
- Ask good questions
- Explore possibilities and ideas
- Report Strategic progress at board meetings
- Discuss one strategic issue or best practice at each board meeting
- Distribute reading about strategic issues or best practices in advance of board meetings and planning sessions

Summary and Conclusion

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- Summary
- Questions and Answers
- Adjourn



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PLANNING TO PLAN CHECKLIST

- ___ Selection of Strategic Planning Steering Committee
- ___ Selection of Strategic Planning Consultant

___ Components of Environmental Scan

- ___ Literature Review
- ___ Industry and Association Research
- ___ Industry Expert/Advisor
- ___ Analysis of Market/Competitors
- ___ Interviews with selected key stakeholders
- ___ Other: _____
- ___ Other: _____

___ Components of Situation Audit

- ___ Focus Groups
- ___ Surveys of Key Stakeholders
- ___ Other: _____

___ Additional Input

- ___ Employee Satisfaction Survey and/or Focus Group(s)
- ___ Customer Satisfaction Survey and/or Focus Group(s)
- ___ Other: _____

___ Delivery, Deliberation and Discernment

- ___ Format: _____
- ___ Content: _____
- ___ Participants: _____
- ___ Location: _____
- ___ Date and Time: _____
- ___ Logistics: _____
- ___ Other: _____

___ Developing the Plan

- ___ Process for Drafting Objectives and Action Plans
- ___ Process for Compiling, Reviewing and Approving Plan Components
- ___ Other: _____

___ Completion, Adoption and Communication of the Plan

- ___ Board Adoption
- ___ Communication of the Plan

___ Monitoring and Reporting Progress

- ___ Progress Reports
- ___ Other: _____

___ Revisiting the Plan

- ___ Process and target date for revisiting and revising plan, if necessary