



STRATEGY
ACHIEVING
OUR MISSION

Strategic Planning





The Seven Strategic Priorities

Strategic Priority 1

Youth Involvement - revitalising the Scout Method

This strategic priority aims at assisting NSOs in revitalising this fundamental element of our Movement, which is crucial to its effectiveness and its ability to achieve its mission





The Seven Strategic Priorities

Strategic Priority 2

Adolescents - supporting their transition to adulthood

This strategic priority aims at supporting NSOs in responding effectively to the needs and expectations of adolescents. This will result in an increase in membership in this age-range and enhance Scouting's reputation as an organisation which helps young people in their transition to adulthood.





The Seven Strategic Priorities

Strategic Priority 3

Girls and Boys, Women and Men - respecting differences, promoting equality and sharing responsibility

The aim of this priority is to identify the support and tools required to help NSOs offer equality of opportunity to girls and boys, women and men at all levels in Scouting. This should offer new opportunities for everyone and, through an increase in youth membership and adult leadership, result in a more even balance in the male: female ratio in associations.





The Seven Strategic Priorities

Strategic Priority 4

Reaching Out - breaking down barriers and working with broader segments of society.

The aim of this strategic priority is to support NSOs in identifying and responding to the needs of young people, adults and society where Scouting is currently not having an impact. This should result in an increase in membership and increase Scouting's impact in the world today.





The Seven Strategic Priorities

Strategic Priority 5

Volunteers in Scouting - developing new approaches to broaden the base of adult support.

This strategic priority aims at redefining the concept of volunteering as applied to Scouting and reviewing policies and practices to help NSOs recruit and retain a new group of adults in Scouting.



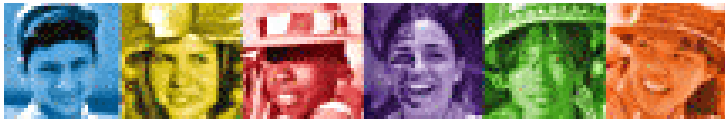


The Seven Strategic Priorities

Strategic Priority 6

An Organisation for the 21st Century - becoming flexible, lean, innovative, and participatory.

This strategic priority aims at assisting NSOs as well as WOSM itself at world and regional levels, to adopt a strategic approach, reviewing their structures, systems and management to enable them to be sensitive to the changing needs of society and to respond quickly and effectively.



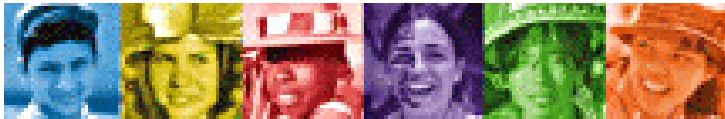


The Seven Strategic Priorities

Strategic Priority 7

Scouting's Profile - strengthening communications, partnerships and resources.

This strategic priority aims at strengthening Scouting's communications, partnerships and resources at all levels as these are vital in supporting the work to achieve the mission.



Systems thinking:

- is a framework for seeing the interrelationships rather than things or linear cause-effect change
- refocuses the mind from seeing the parts to seeing the whole
- allows a clearer way to see, understand and assess what is happening in the organisation or in any system where the interrelationships among the parts can be analysed to determine the multiple causes and effects
- provides the framework to think critically
- makes complex problems easier to understand



Strategic planning is:


- a continuous interactive process aimed at keeping an organisation appropriately matched to its environment
- a management tool to help an organisation perform better.
- a process by which the guiding members of an organisation envision its future and develop the necessary procedures and operations to achieve that future
- about analysis, breaking down a goal into steps
- an ongoing process requiring:
 - gathering of information,
 - discussion of the present and future state of the organisation
 - determining a plan of action which becomes the strategic plan.




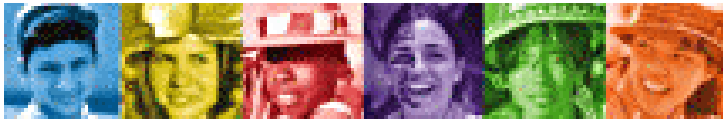
Values

Values are principles, standards or qualities which represent the belief systems and convictions of the individuals and the organisations. They may not be visible or they maybe stated openly, such as the fundamental principles of Scouting

Examples:

-  Scouting's Principles
 - Duty to God
 - Duty to self
 - Duty to others

-  Trust, honesty, etc.



The Mission Statement

The mission statement describes the purpose of the organisation's existence.

An effective mission statement answers three questions:

- ③ What is the business of the organisation?
- ③ Whom is the organisation in business for?
- ③ How does the organisation fulfil its function?



The Mission Statement

"To contribute to the education of young people, through a value system based on the Scout Promise and Law, to help build a better world where people are self-fulfilled as individuals and play a constructive role in society."



Strategic Planning

The Vision

- Is based on the fundamental values and principles as expressed in the mission statement.
- describes the desirable, preferred future state of an organisation. It answers the question “What do we really want?”



The Vision cont'd

"As a global Movement, making a real contribution to creating a better world...

We see Scouting entering its second century as an **influential, value-based, educational Movement** focussed on achieving its mission, involving young people working together to develop their full potential, supported by adults who are willing and able to carry out their educational role.as

We see Scouting world-wide as **attracting and retaining more and more young people** (especially adolescents) of both genders and coming from broader segments of society.



Strategic Planning

The Vision cont'd

We see Scouting as **attractive to adults, women and men** in all cultures – a Movement through which they can make a significant contribution to society by working with young people.

We see Scouting as a **dynamic, innovative Movement** with adequate resources, simple structures and democratic decision making processes where organisation, management and communication are effective at all levels.”





Strategic Planning

Characteristics of a powerful Vision Statement

- Presents where we want to go
- Is easy to read and understand
- Captures the desired spirit of the organisation
- Is dynamically incomplete so that people can fill in the pieces
- Is compact – can be used to guide decision making
- Gets people's attention
- Describes a preferred, meaningful better and future state





Strategic Planning

Characteristics of a powerful Vision Statement cont'd

- Can be felt / experienced and gives people goose bumps when they hear it
- Gives people a better understanding of how their individual purpose could be realised in the group or organisation
- Provides a motivating force, even in hard times
- Is perceived as achievable
- Is challenging and compelling, stretching beyond what is comfortable





Strategic Planning

SWOT Analysis: Strengths, Weakness, Opportunities and Threats.
a management tool for analysing the organisation's overall situation.
e.g. Financial resources

NOW

Strengths (S)

**Annual Government Grant
Good income from sale of scout supplies**

Weaknesses (W)

**Too much reliance on government funding
No clear guideline or procedure on approving authority,
may lead to financial abuse**

FUTURE

Opportunities (O)

Corporate sponsorship

Threats (T)

**Political instability that might result in new government
not supportive of scouting**



Strategic Priorities

Strategic priorities are broad statements, which define attainable accomplishments. These bridge the gap between the present and the preferred future of the organisation. Each priority may have one or several objectives.

Example: To broaden the base for the recruitment and retention of Volunteers in Scouting



Objectives

Objectives should be stated in such a way that their performance can be clearly measured. They should include both the quantitative (how much?) and qualitative (how well?) aspects.

Objectives therefore express the optimistic goals of the organisation that are, **S**pecific, **M**easurable, **A**chievable, **R**ealistic and within the given **T**ime frame (SMART).

Example: By the year 2005, a document on the definition of Volunteers in Scouting **will be produced.**

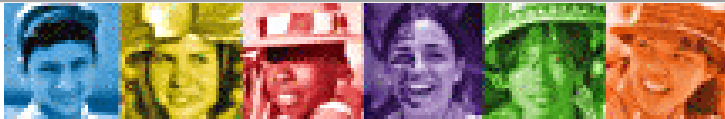


Action Plans: are written lists of concrete steps for each objective

Example of an action plan

STRATEGIC PRIORITY: Involving young people in decision making process for their development so that they can play a constructive role in society.

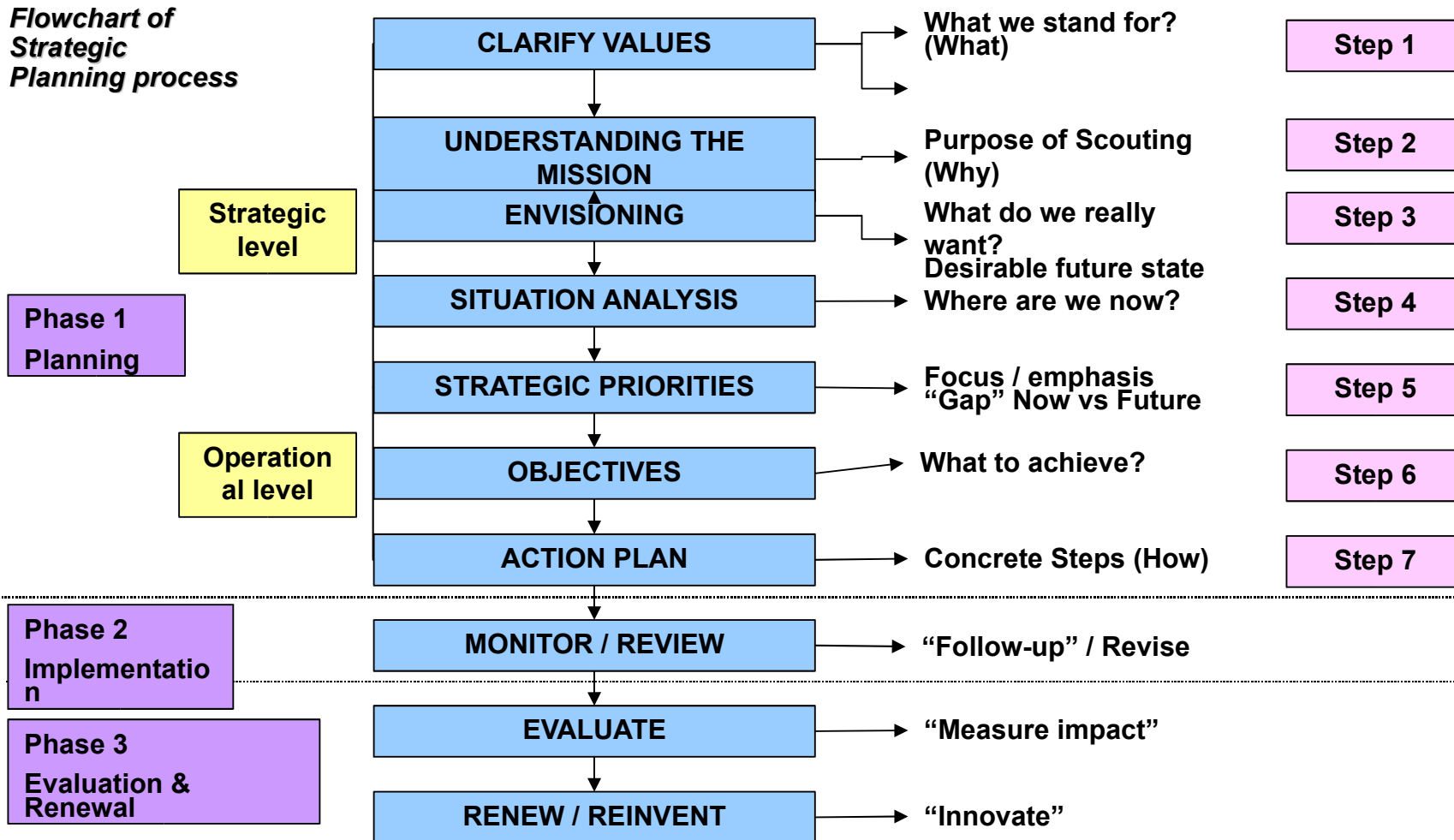
Objective 1	WHAT (TASK) & by WHEN	WHO	RESOURCES
To review the existing youth programme so as to be in line with the relevant WOSM policies on youth involvement by 4 th quarter of 2004 and implementation by 2 nd quarter of 2005.	1) Form a task force at National level by 1 st quarter of 2003 to review the programme. Membership to include representatives of young people	Chief Commissioner (CC)	Relevant Policies, literature, Expertise, etc
	2) Organise National Youth Forum by end of 2003 to get feedback on ways and means of involving young people in decision making process	National Programme Commissioner (NPC)	Funds, Expertise, etc.
	3) Adoption of the revised programme by the National Council by 3 rd quarter 2004	CC & NPC	
	4) Organise seminars at local levels by 1 st quarter of 2005 to explain and disseminate the revised programme	NPC & local Commissioners	Funds, printed literature, expertise, etc





Strategic Planning

Flowchart of Strategic Planning process





Why do people resist change ?

Kotter and Schlesinger (1979) identified four main reasons as follows:

1. Parochial self-interest
2. Misunderstanding and lack of trust
3. Low tolerance for change
4. Different assessments of the need for the change



Strategies for dealing with resistance to change (Kotter and Schlesinger, 1979)

Approaches	Advantages	Disadvantages
Education and Communication	<ul style="list-style-type: none"> • once persuaded, people will often help implement the change. 	<ul style="list-style-type: none"> • can be time-consuming if many people are involved.
Participation and Involvement	<ul style="list-style-type: none"> • people who participate will be committed to implementing the change • any relevant information they have will be integrated into the plan. 	<ul style="list-style-type: none"> • can be time consuming if participators design an inappropriate change.
Facilitation and Support	<ul style="list-style-type: none"> • no other approach works as well with adjustment problems. 	<ul style="list-style-type: none"> • can be time consuming.
Negotiation and agreement	<ul style="list-style-type: none"> • sometime it is a relatively easy way to avoid major resistance. 	<ul style="list-style-type: none"> • can be too expensive if it alerts others to negotiate for compliance.
Manipulation and co-option	<ul style="list-style-type: none"> • can be a relatively quick and inexpensive solution to resist problems. 	<ul style="list-style-type: none"> • can lead to future problems if people feel manipulated.
Explicit and Implicit coercion	<ul style="list-style-type: none"> • it is fast and can overcome any kind of resistance. 	<ul style="list-style-type: none"> • can be risky if it leaves people angry with the initiators and the change.

