



# The Strategic Planning Kit

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For Scouting to increase its impact on the world today, all of its component parts, the National Scout Organisations (NSOs), must grow and develop. To do this it is essential that NSOs have a strategy and implement it. This kit is designed to help with this process.



World Organization of the Scout Movement  
Organisation Mondiale du Mouvement Scout

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# Introduction

The growth and impact of Scouting world-wide has been a success over the past 95 years and Scouting continues to have an impact on the world today. As Scouting prepares to celebrate its centenary in 2007, it is important that the Movement develops a strategy to meet the rapidly changing needs of the 21<sup>st</sup> century, so that it can maintain its impact and remain attractive to young people, particularly adolescents. A Strategy for Scouting was adopted at the World Scout Conference in Thessaloniki in July 2002.

The Strategy for Scouting starts from the Mission of Scouting. The mission is a statement of what Scouting seeks to achieve and provides a common starting point for the adoption and implementation of the strategy. A vision has been agreed, and from this shared vision seven strategic priorities have been identified. It is through Scouting responding to these seven priorities that the vision will be realised.

Adopting a strategy at world level is very important but it is only when NSOs develop their own strategic plans and take action to implement these plans that sustained development and growth will take place. NSOs will have their own priorities and it is important that each association is helped to clearly identify its own strategy, as growth is only possible through the development and implementation of a strategic plan.



This kit is designed to help associations with the process of strategic planning.

**Part 1: The Strategy for Scouting** - provides information on the framework and the content of the Strategy for Scouting and sets out the process for the implementation of the strategy.

**Part 2: The Strategic Planning Process** – sets out definitions of strategic planning terms, a flowchart of the strategic planning process and sets out the three phases of strategic planning: -

- Phase 1 – Planning
- Phase 2 – Implementation
- Phase 3 - Evaluation

**Part 3: A Modular Workshop on Strategic Planning** - provides a framework and the content of training modules on strategic planning. This training is modular and can therefore be provided over 4 consecutive days or as individual modules over a longer period of time.

**Part 4: Worksheets** – these are practical tools to support the workshop modules.

**Part 5: Handouts** – each handout provides information on theories and concepts used in strategic planning and includes references to the sources of information. The facilitator's inputs to the workshop sessions should be based on this information and the participants can receive the information as 'handouts'.



**Part 6: Presentations** – some material is included to facilitate the presentation of the various topics during the workshop modules.

In addition to running the series of modules on strategic planning for a specific target audience, it is important to gain the commitment of key players and decision-makers in an association. It is also necessary to involve people at all levels of the association in the strategic planning process. Advice on these topics is also included in the kit in the section on the commitment process (2.4).

The format and content of this kit has been kept as simple as possible. There are a number of resources available to associations to support the introduction and implementation of the strategic process. These include videos, PowerPoint presentations, CD-ROMs and paper resources; all of which are available on the WOSM web site <http://www.scout.org>

With the sharing of good practice between associations and with support available from the World Scout Bureau and the Regional Offices, strategies can be developed across the Movement, enabling Scouting to thrive as it moves towards its centenary in 2007.



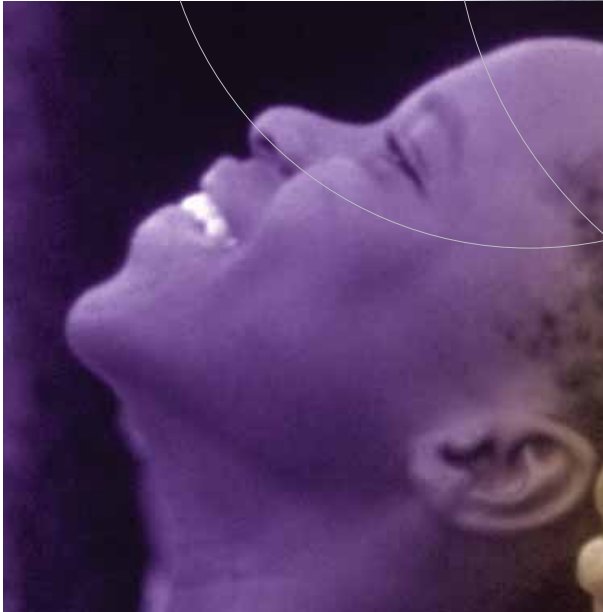
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## The Strategy for Scouting



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# The Strategy for Scouting

The Strategy for Scouting, adopted in 2002, recognises that each NSO has its own needs and consequently has its own starting point. The Strategy for Scouting therefore is not a rigid plan of action to be followed step by step. It is a framework for action, based on our mission and a shared vision of how we want Scouting to be in the future. The adoption of the strategy is the result of the work done at all levels of WOSM in recent years, with the starting point the adoption of the Mission Statement in Durban 1999.

## 1.1 THE BACKGROUND

The development of a strategy for Scouting started in 1988, when the key challenge of helping young people to respond to the rapid changes taking place in society was identified. In response to this challenge, work was undertaken in four areas: Youth Programme, Adult Leadership, the Management of Associations and WOSM's own financial resources. Growth was added as an additional area of work in 1990 and discussions on '*Scouting for What?*' and '*Scouting for Whom?*', which were to lead to the development of a mission statement, were a key element of the World Scout Conference in Oslo in 1996.

The mission statement, which re-affirms Scouting's role in today's world and was adopted in 1999 at the World Scout Conference in Durban, provides a common starting point for the implementation of the strategy in national associations.



## 1.2 THE STRATEGIC PLANNING PROCESS FOR THE WOSM STRATEGY

The process for developing the Strategy for Scouting follows the general strategic planning process set out on page 21.

The values of Scouting are clearly stated in WOSM's Constitution in the Definition, Purpose and Principles of Scouting (step 1). The Mission Statement was adopted in 1999 and materials to support the understanding of the mission have been developed (step 2). A vision statement was drafted and amended, following consultation with different groups of people at world, regional and national levels (step 3). Over a period of time a situation analysis took place, involving volunteers and staff at various levels of the Movement (step 4). From this analysis and the vision for the future, a number of priorities were identified and proposed as the strategic priorities. These are the topics which need to be a focus for action for Scouting to achieve its mission and realise its vision (step 5).

Following the adoption of the Strategy for Scouting at the World Scout Conference in Thessaloniki, the operational level was put in place and objectives and action plans have been identified and agreed for each of the strategic priorities (steps 6 & 7).

The Strategy for Scouting is now in the implementation phase. Part of the preparations for the next World Scout Conference in Tunisia in 2005 will be to review progress and to determine how the strategy will be evaluated and the impact measured. These are important areas because it is only by identifying and measuring the impact that we will know we are achieving the mission of Scouting.



### 1.3 SETTING OUT A FRAMEWORK FOR THE STRATEGY

To facilitate an understanding of the process undertaken to develop the strategy, a framework for the Strategy for Scouting was developed. This is important to help people locate the work in a timeframe, particularly as it may take a number of years to complete the development of a strategy. The framework for the strategy contains information on:

**The Mission** – a common starting point, agreed in Durban in 1999.

**The Key Challenges** – identified in Durban as on-going challenges for NSOs.

**The Strategic Areas** – a new dimension to ensure that there is an integrated approach to work in the strategic priorities. Activities in each of the three strategic areas should be considered: young people, adults, and structures and systems.

**The Vision** – sets out what we want Scouting to be like in the future.

**The Strategic Priorities** – meet the needs identified in the gap between the 'current situation' and the 'vision for the future'. Further information on the seven strategic priorities is set out below.

**Expected Results** – the tangible outcomes at world, regional and national levels, which, when achieved will help Scouting to realise its vision.

**WOSM's Support** – the support that will be provided by WOSM, the World Scout Committee, the World Scout Bureau and the Regional Committees and Offices, to help associations achieve the expected results.

### 1.4 THE SEVEN STRATEGIC PRIORITIES

The strategic priorities have emerged from the successes and challenges in NSOs and Regions in recent years. They represent the key topics to be addressed in Scouting world-wide, although their relevance at national level obviously varies and will therefore be taken into account differently in national and regional strategies and plans. The seven strategic priorities are:

**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.

**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.



**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.

**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.

**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.

**Strategic Priority 6:** An Organisation for the 21<sup>st</sup> 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.

**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.

At the 36<sup>th</sup> World Scout Conference in 2002 in Greece, three strategic priorities were selected for WOSM to focus on over the next triennium. They are:

- SP1: Youth Involvement - revitalising the Scout Method.
- SP5: Volunteers in Scouting - developing new approaches to broaden the base of adult support.
- SP7: Scouting's Profile - strengthening communication, partnerships and resources.

At WOSM level, these three strategic priorities will be given added emphasis until the next World Scout Conference in Tunisia in 2005. However, all the seven priorities remain equally important and valid for the overall purpose of achieving our Mission. Some NSOs may wish to consider other priorities, which are deemed more important than the above three, given their current situations and circumstances.





## 1.5 THE CONSULTATION PROCESS

For a strategy to be successful it has to become 'everybody's business'. It is important therefore to involve people at all levels in the Movement in the preparation and planning of the strategy. There has been wide consultation in the development and adoption of the Strategy for Scouting and there is a commitment to continue and develop this involvement as the strategy moves to the implementation and evaluation phases. The specific actions to support this are:

- The mission statement was developed following discussions at two World Scout Conferences (Oslo and Durban).
- There was consultation at all levels in the Movement in the situation analysis and drafting the vision statement.
- The draft framework of the strategy was shared with National Scout Organisations for comment, six months before the World Scout Conference in Thessaloniki.
- The outcomes of the discussion groups at the World Scout Conference in Thessaloniki provided a key input to the content of the 'expected results' and 'WOSM's support'.
- Information and tools have been developed and shared with associations and to facilitate the sharing of information and progress in all areas of the Strategy for Scouting. All the information and tools are available through the strategy pages of the WOSM web-site <http://www.scout.org/strat/indexen.shtml>
- Presentations on the Strategy for Scouting have been integrated into workshops and training events in the Regions.
- Information on the Strategy for Scouting is included, in an appropriate format of all WOSM events.

**The work undertaken to monitor, review and evaluate the strategy will be a fully participative process.**

The Strategy for Scouting has been developed and is being implemented using the strategic planning process which is outlined in this kit and set out in detail in the following sections.





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