

## 2. Developing Strategic Thinking

- Resilient leadership
- Developing strategic thinking
- Partnership management

Robert Foster, [robert@redochre.org.uk](mailto:robert@redochre.org.uk)

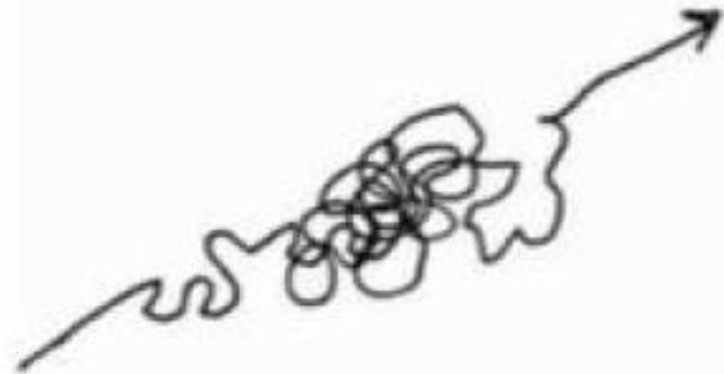
# A quick reminder

Success



what people think  
it looks like

Success



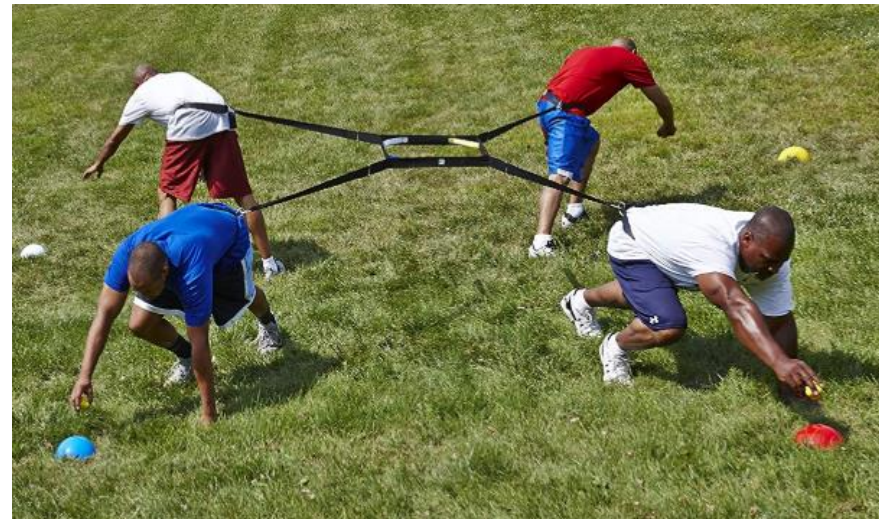
what it really  
looks like

# Content of this session

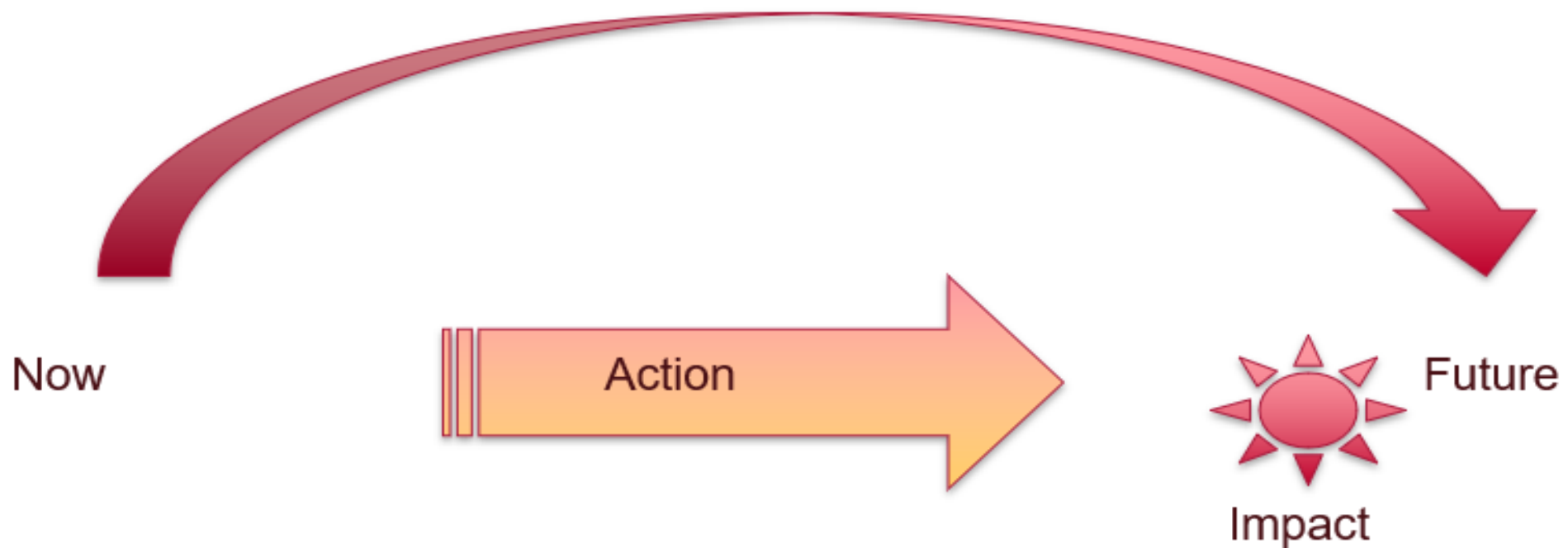
- Safe space
- An introduction to strategy
- Strategy and its relationship with impact
- Practical tools and approaches
- Implementing a strategy

# Approach to the session

- Safe, open and frank
- Concise and practical
- I'm here for follow-up if needed



# An introduction to strategy



Top tip: 50% of strategy is deciding what NOT to do

# Steps to develop & implement a strategy

Framework	Implication
<b>Aspire</b> Where do we want to go	Vision Strategic objectives/ targets
<b>Assess</b> How ready are we to go there	Capability platform Identify/diagnose ability to achieve vision
<b>Architect</b> What do we need to do to get there	Portfolio of initiatives Beneficiary deliverables & performance improvers
<b>Act</b> How do we manage the journey	Delivery model Execution and correct approach
<b>Advance</b> How do we keep moving forward	Continuous improvement infrastructure



# What does this mean in practice?

- Thinking / planning
  - What is the vision of the charity?
  - What are the charitable objects?
  - What are the values of the charity?
- Doing / supporting others to implement
  - How to communicate them
  - How to monitor them
  - How to evolve them
  - Pratfall: Do NOT get involved in operations or delivery



# Strategy and impact

- Theory of Change 101

- Planning, measuring and monitoring (social) change

Problem

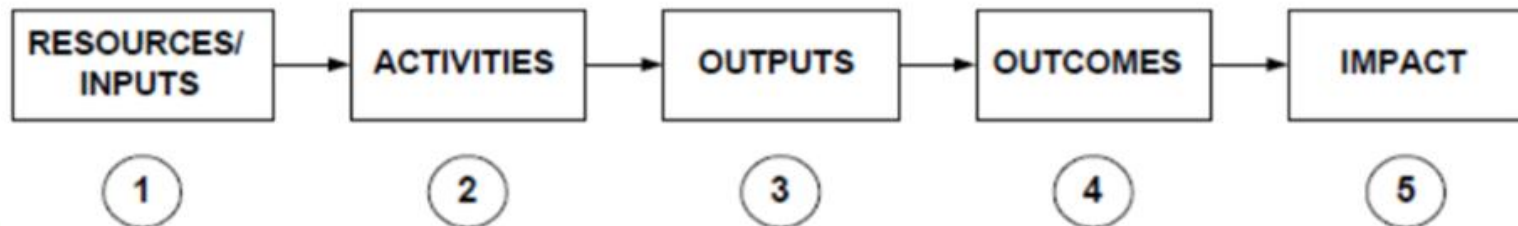
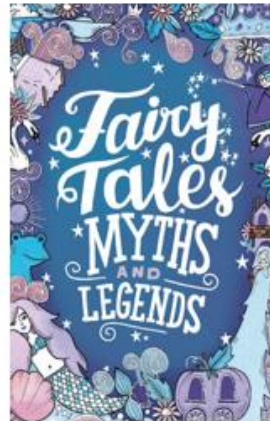


Activity



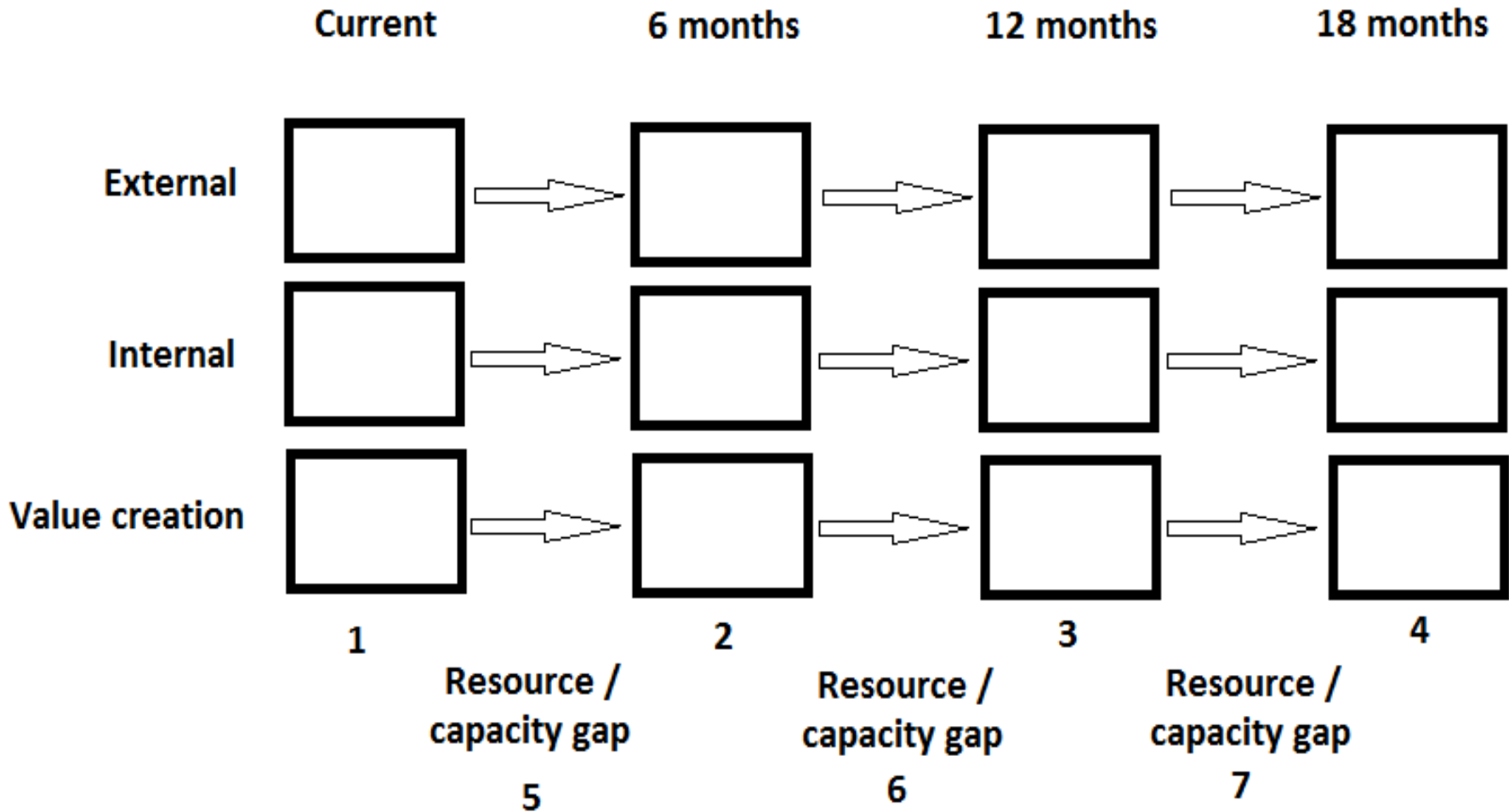
Solution

but ...

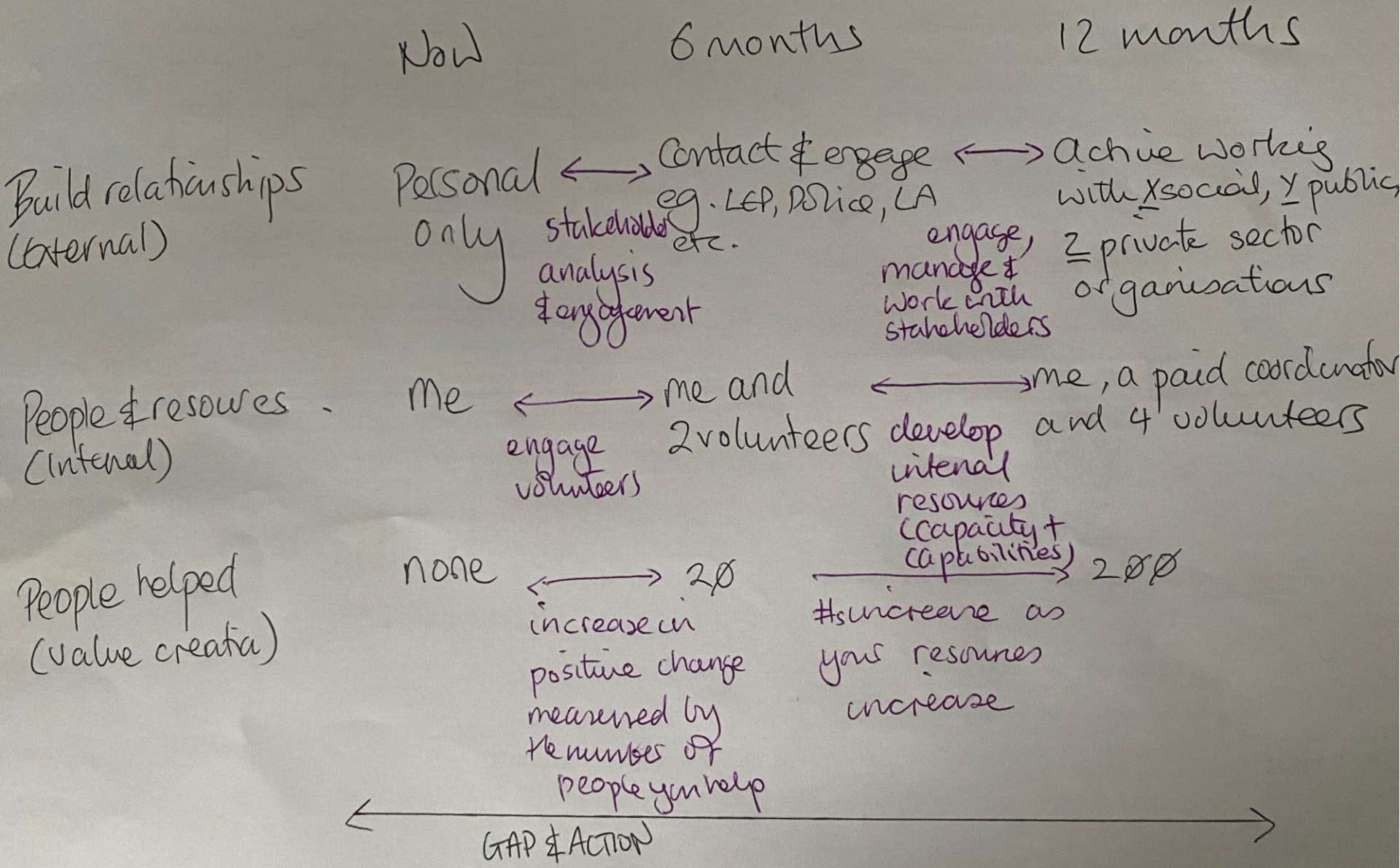




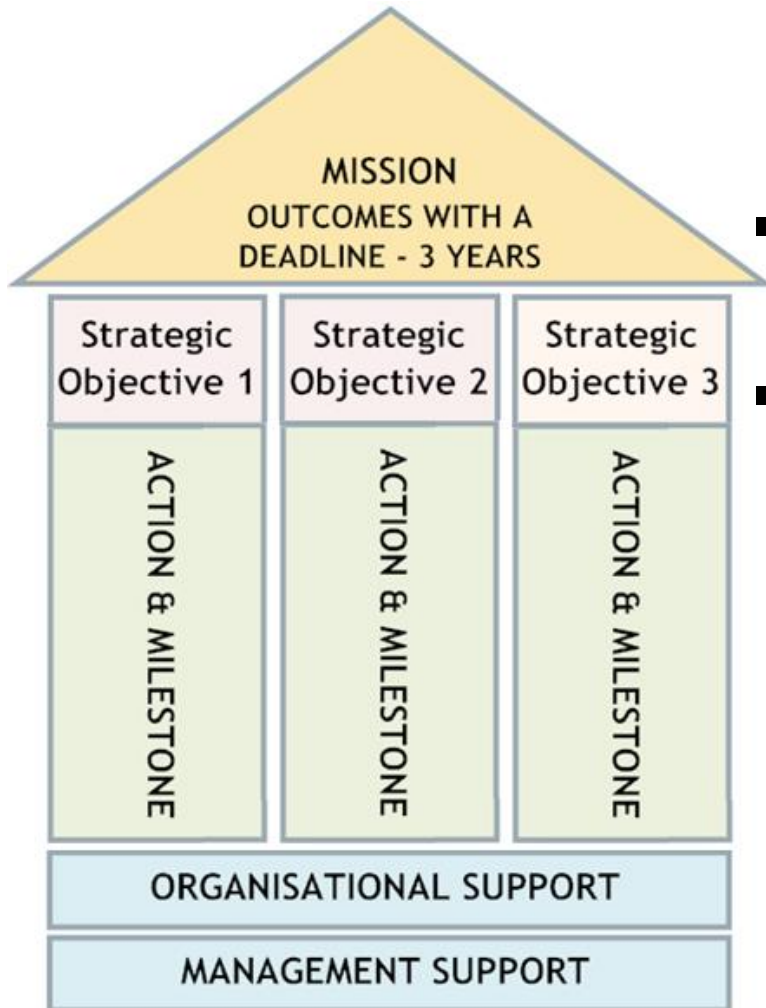
# A practical approach



# A (very simple) worked example



# Moving from planning to doing ...



- ~80% of strategies fail (in some form) due to poor implementation
- So, how do we support implementation?
  1. Most important
  2. Next most important ...
  3. Next most important ...
  4. Next most important ...
  5. Next most important ...





ANY  
QUESTIONS  
?

**Your speakers today were  
Robert Foster, Paul Brollo and Cathy Shimmin**

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