



HEWAT STRATEGIC EDGE

ENABLING LEADERS

# STRATEGIC

Building Member Value

STRATEGIC  
FRAMEWORK  
PLANNING

ASSOCIATION  
PARTICIPANT  
GUIDE

© SESSION I

# WELCOME TO OUR STRATEGIC FRAMEWORK PLANNING SESSION

The purpose of the Strategic Framework Planning Session is to enable our Association to chart a path to success. The session will assist our Association to manage the complex, competing demands we face and to create an Association that will meet and exceed member expectations over the long-term.

Like other associations we must:

- Orchestrate complex internal and external relationships;
- Achieve excellence in programs and services; and
- Produce decisive results on the key issues affecting our members.

Moreover, our Association must manage all of these simultaneously, in order to generate the required member value.

## THIS STRATEGIC FRAMEWORK PLANNING SESSION IS ORGANIZED TO:

- Maximize our participation in focused discussions;
- Facilitate decision making; and
- Complete the process with clarity, consensus and conciseness.

## IN THESE SESSIONS WE WILL CREATE ANSWERS TO SOME FUNDAMENTAL QUESTIONS:

- Where are we going?
- How will we know when we have arrived?
- How are we going to get there?

## THIS IS A PROVEN PROGRAM

We have selected this program, developed by Hewat Strategic Edge Ltd. because of its proven track record.

Hewat specializes in providing resources to support Associations.

This program has been used successfully by hundreds of organizations in North America & Europe.

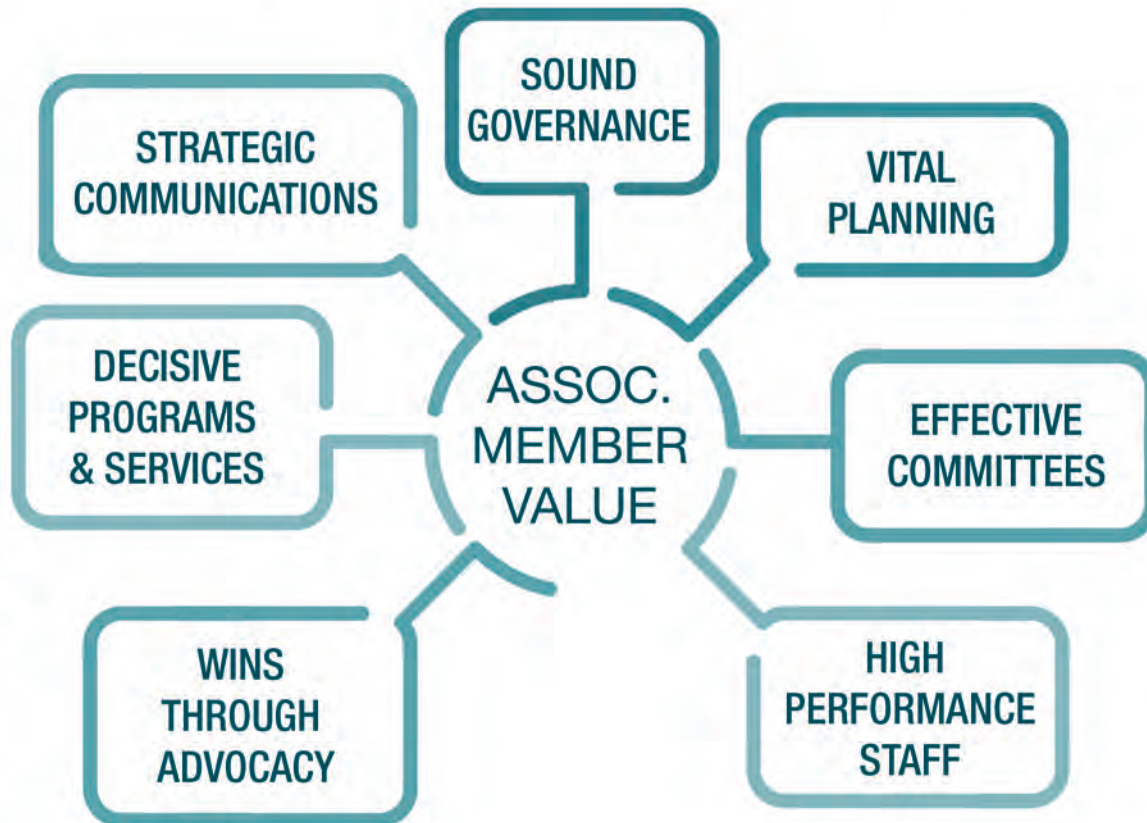




# MODEL FOR ASSOCIATIONS

It often helps to create a context for our discussions. While models are simplistic representations of a very complex world, they can help frame our discussions.

THE FOLLOWING ASSOCIATION MODEL HIGHLIGHTS SEVEN ELEMENTS OF ASSOCIATION SUCCESS:



Let's briefly examine each element to determine how they impact the success of Associations.

Handwriting practice area with 20 horizontal lines. The bottom right corner features a decorative border with icons such as a laptop, camera, speech bubble, magnifying glass, envelope, document, and target.

# MODEL FOR ASSOCIATIONS



## 1 SOUND GOVERNANCE

Strengthen the governance structures, bylaws, operating policies and annual governance cycle. Enable stronger leadership, timely decision-making and reduced frustrations.

## 2 VITAL PLANNING

Create a strategic focus on “where we’re heading” and “how we’re going to get there”. Get your board, staff and members to “sing from the same song sheet” and focus on results—the right results.

## 3 EFFECTIVE COMMITTEES

Adopt a standard approach to establish, operate and wind up all committees. This is a decisive factor in increasing member satisfaction and achieving progress.

## 4 HIGH PERFORMANCE STAFF

Strengthen our staff and increase capacity by providing more certainty around roles, responsibilities and ongoing professional development.

## 5 STRATEGIC COMMUNICATIONS

Focus on three audiences. Our members—to achieve greater buy in.  
Our stakeholders to generate more awareness and support for your priorities. The general public to promote our industry.

## 6 DECISIVE PROGRAMS & SERVICES

Improve programs and services to members so they are sustainable and deliver greater benefits to members.

## 7 WINS THROUGH ADVOCACY

Define the challenges facing our sector and triage our priorities. Build and implement advocacy strategies. At the end of the day it is about producing wins for our members.









# EXERCISE

## MOST ADMIRED / LEAST ADMIRED ORGANIZATIONS

Think about an organization that you most admire. What is one of the attributes that make it one of your most admired organizations?

MOST ADMIRED ORGANIZATION

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MOST ADMIRED ATTRIBUTE

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Think about another organization that you least admire. What is one of the attributes that make it one of your least admired organizations?

LEAST ADMIRED ORGANIZATION

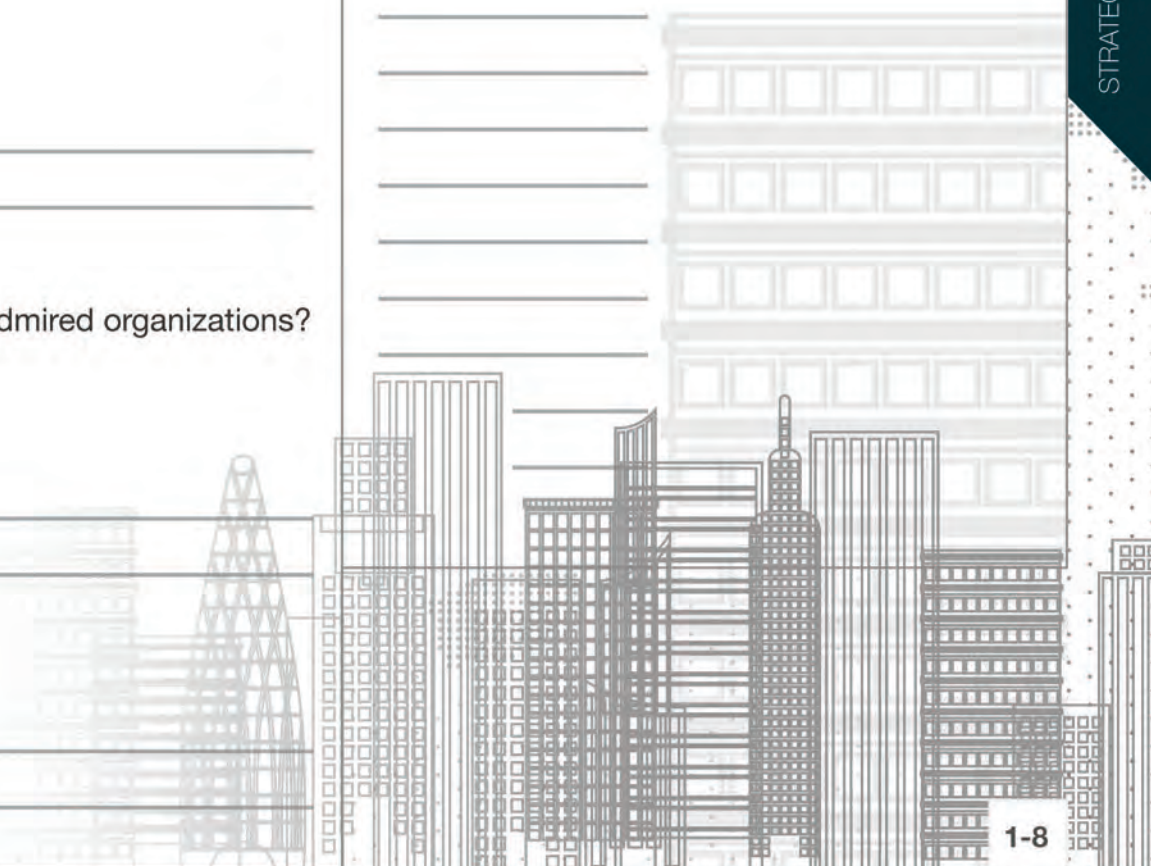
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LEAST ADMIRED ATTRIBUTE

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# STRATEGIC FRAMEWORK

## A STRATEGIC FRAMEWORK

The Strategic Framework is a critical touchstone to drive member value. It succinctly outlines where we are going, and how we are going to get there. It will help our Association's Board, staff and members to "sing from the same song sheet" and focus on results – the right results.

The Strategic Framework communicates to members that the Association values them and has plans to achieve and sustain their expected results.

**THE STRATEGIC FRAMEWORK INCLUDES FIVE KEY ELEMENTS** 



- 1. **Vision Statement:** a brief description of our Association of the future
- 2. **Pillars of Success:** the core areas of our Association's future success
- 3. **Strategic Intent:** clarifies the meaning of each Pillar of Success and is particularly helpful for those that were not involved in this planning process
- 4. **Strategic Objectives:** our Association's definition of success – outcomes we intend to achieve within specific timeframes
- 5. **Key Initiatives:** priority actions for the medium term

The Strategic Framework combines the utility of a balanced scorecard with the power of a vision, as a touchstone for decision-making. It facilitates the articulation of outcomes and the identification of required improvements. In short, it demonstrates leadership.

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# STRATEGIC FRAMEWORK

STRATEGIC FRAMEWORK	VISION _____ OUR VISION STATEMENT			
PILLARS OF SUCCESS	PILLAR #1	PILLAR #2	PILLAR #3	PILLAR #4
STRATEGIC INTENT				
STRATEGIC OBJECTIVES	By _____, we will:	By _____, we will:	By _____, we will:	By _____, we will:
KEY INITIATIVES	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>