

Strategic Thinking Scenario

Introduction

A private Foundation wants to donate \$5 million to a research institute 'That can make a difference to society and the environment in the 21st Century'.

It has invited proposals from the following Research Institutes:

- Institute of Food Security and the Environment
- Institute on Global Health
- Institute for Water Scarcity
- Institute on Climate Change

Purpose of the Scenario

Each group must work through a strategic planning process to produce a successful proposal.

The working groups will present the most successful proposal to a funding panel to seek their support.

Approach

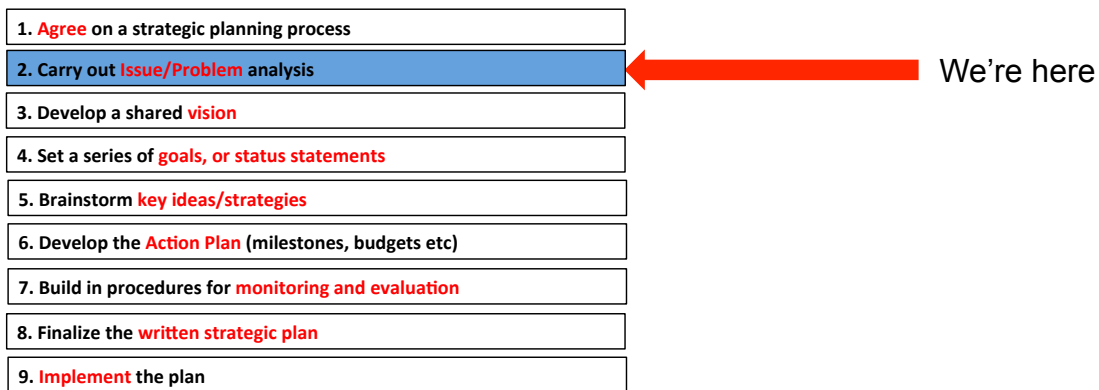
Your group must plan a strategy for securing the funding for your Research Institute area using a stepwise approach. The key steps in the process are:

Step 1

Consider the focus of your institute - global health, water scarcity, climate change, food security. Identify the major problems facing the environment, society and the economy over the coming decade. Prioritize the problems and select the top one.

Draft a problem statement.

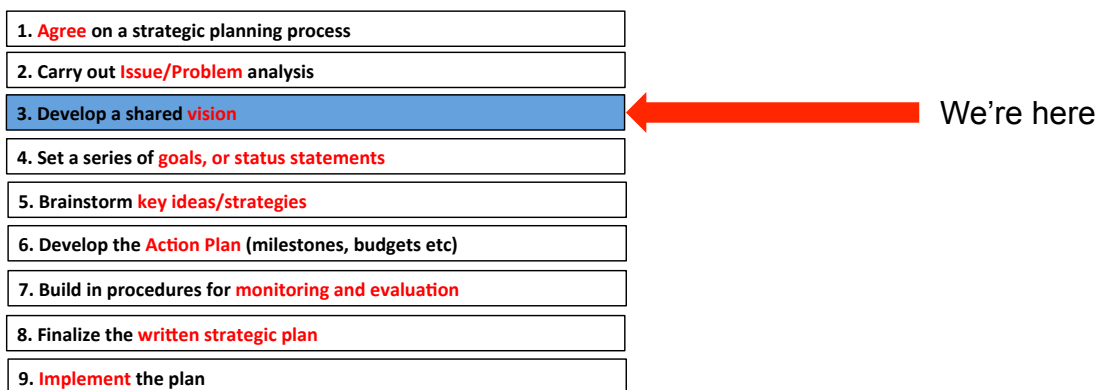
Stages in the Strategic Planning Model



Step 2

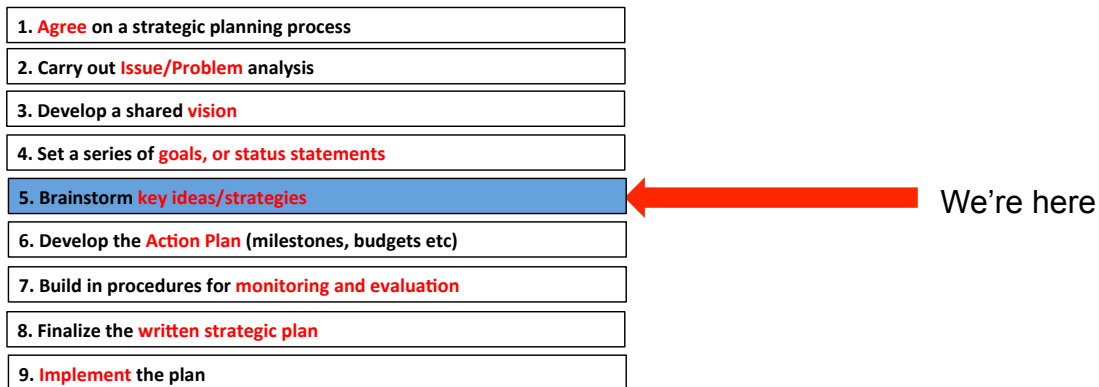
Again, consider the focus of your institute - global health, water scarcity, climate change, food security. With reference to the problem statement, what are your best hopes over the next decade? Prioritize your hopes and select the top one. Draft a simple vision statement.

Stages in the Strategic Planning Model



Step 3

Brainstorm potential research ideas/strategies that will help achieve the vision. Encourage ideas, think widely – Mind Map ideas. Remember the ‘golden rules of brainstorming’. Identify one idea/strategy that is the most promising and prepare to pitch to the panel.

Stages in the Strategic Planning Model**Step 4**

Design a 2-minute ‘Elevator Pitch’ and present it to the whole group

Step 5

Each pitch will be evaluated by external evaluators based the quality of the pitch *and* on a set of criteria

Points for consideration

- The members of each team will be defined prior to the activity
- However, each team will need to select a Team Leader and define rules/tasks within group (Reporter, scribe, time-keeper etc)
- Each activity will have a set time period – we will let you know when you have to move on to the next task
- Time keeping will be crucial
- Use the worksheets to record outputs
- Have fun!

WORKSHEET 1 - Problems facing the Environment, Society and the Economy

Tasks:

1. Consider the focus of your institute and identify the problems
2. Place the problems in priority order

No.	Problem	Priority
1		
2		
3		
4		
5		
6		

No.	Problem	Priority
7		
8		
9		
10		
11		
12		

WORKSHEET 2 - Problem Statement

Tasks:

1. Draft a problem statement

Problem Statement:

WORKSHEET 1 – Best Hopes over the next decade

Tasks:

1. Brainstorm the best hopes
2. Place the problems in priority order

No.	Best Hopes	Priority
1		
2		
3		
4		
5		
6		

No.	Best Hopes	Priority
7		
8		
9		
10		
11		
12		

WORKSHEET 2 - Vision Statement: Best Hopes

Tasks:

1. Draft a Vision statement

Vision Statement:

WORKSHEET 5 – Innovative Ideas and Opportunities

Tasks:

1. Brainstorming potential innovative ideas that will help achieve the Vision Statement
 - Encourage ideas
 - Think widely
 - Remember the ‘golden rules of brainstorming’
2. Identify 3 that is the most promising

No.	Innovative Idea	Priority
1		
2		
3		
4		
5		
6		

No.	Innovative Idea	Priority
7		
8		
9		
10		
11		
12		

WORKSHEET 6 –Presentation Scoring Criteria

Critical Characteristic
1. Quality of the science
3. Impact of the idea/innovation <ul style="list-style-type: none">• Improve policy• Direct impacts• Indirect impacts
4. Feasibility of the idea/innovation <ul style="list-style-type: none">• Technical, Cultural, Societal, Economic
5. Value for money
6. Time frame
7. People and organisations involved in the idea/innovation

Strategic Planning Model

Strategic planning is the process by which leaders of an organization determine *what* it intends to be in the future and *how* it will get there. To put it another way, they develop a *vision* for the organization's future and determine the necessary priorities, procedures, and operations (strategies) to achieve that vision. Included are measurable goals which are realistic and attainable, but also challenging; emphasis is on long-term goals and strategies, rather than short-term (such as annual) objectives.

Strategic planning assumes that certain aspects of the future can be created or influenced by the organization. Strategic planning is ongoing; it is often referred to as *the process of self-examination, the confrontation of difficult choices, and the establishment of priorities*.

"Strategic planning involves charting a course that you believe is wise, then adjusting that course as you gain more information and experience"

Bryan W. Barry (1998), Strategic Planning Workbook for Nonprofit Organizations.

There are many different models and action steps for strategic planning. One approach is summarized below. It assumes a cooperative effort between all stakeholders within an organization

1. **Agree** on a strategic planning process

2. Carry out an **environmental scan, issue/problem analysis** or **SWOT**

3. Develop a shared **vision** and **mission**

4. Develop a series of **goals or status statements** which describe the organization in a **specified** number of years

5. Agree upon **key strategies** to reach the goals and address key issues identified through the environmental scan

6. Develop an **action plan** that addresses goals and specifies objectives and work plans on an annual basis

7. Build in procedures for **monitoring**, and for **modifying strategies** based on changes in the external environment or the organization

8. Finalize a **written strategic plan** that summarizes the results and decisions of the strategic planning process

9. Implement the plan