

Governance & Strategy...

The Importance of Strategy as a Mechanism for Sound Governance



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Section One: Contextualising Strategy



Corporate Governance, Its Definition

Corporate governance is typically defined as:

1. *the system of rules, practices and processes by which an organisation is directed and controlled by the governing body...*
2. *the framework of rules, relationships, systems, practices and processes within which and by which the governing body's authority is exercised, thereby enabling it to govern and lead the organisation.*

Corporate Governance A Leadership Process?

- ◆ Directors should also understand their role, and corporate governance, as an individual and collective leadership process.
- ◆ Whilst Boards establish frameworks and rules (policy), and practices and processes (procedures) they are ultimately seeking to, eg:
 - * influence and empower others,
 - * to contribute and/or succeed; and
 - * therefore contribute to the success of organisational goals.
- ◆ That is, they are leaders and corporate governance provides the framework in which they operate.
- ◆ As leaders who are governing, directors also act as stewards or custodians of the organisation, on behalf of members (shareholders) and stakeholders; hopefully taking the organisation to a better place than where it was when they were appointed.

Corporate Governance A Leadership Process?

- ◆ Accepting a position as a director requires a serious commitment to:
 - * governance and leadership
 - * the allocation of time, and
 - * a willingness to personally grow and develop one's governance and leadership skills, experience and knowledge.
- ◆ Such an approach is critical if a meaningful and measurable contribution to the organisation is to be made.

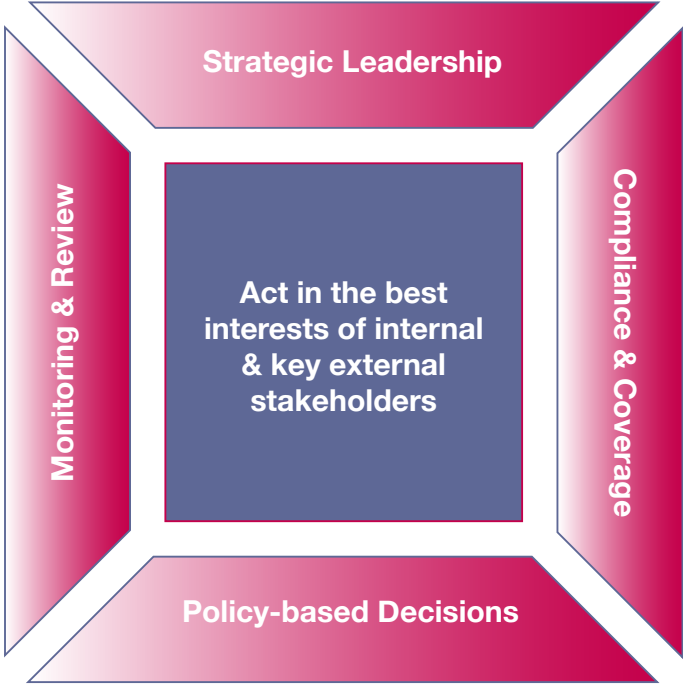


Corporate Governance Roles & Responsibilities

First & Foremost:



Secondly & Importantly:



What Are The Compliance & Coverage Functions?

- ◆ A board needs to ensure the organisation is compliant with (behaviour), and has documentation and resources (coverage) against the following key areas:

Key Compliance & Coverage Areas

Examples

Local, State & Commonwealth Legislation & Regulation	Aged Care Act, State Workplace Health & Safety Acts
Industry or Government Standards & Quality Systems	Aged Care Quality Standards, Food Handling & Safety Standards
Funding & Service Agreements, Memorandums of Understanding, Contracts & Other Agreements	Funding & Service Agreements or Contracts
Governance Principles or Standards	TAGS™, The Australian Governance System

What Are The Monitoring & Reviewing Functions?

- ◆ A board should ensure that it robustly monitors the organisation's performance on a monthly or quarterly basis against agreed performance categories of measurement such as finances, stakeholder satisfaction, quality, strategy and contractual outcomes.
- ◆ Within each category the various key performance indicators, targets, ratios or measures of success should be monitored.
- ◆ A board should undertake an annual performance appraisal of the chief executive officer.



What Are Policy Based Decisions?

- ◆ A board should ensure that the majority of decisions are made and actions are undertaken against relevant legislation and regulation, the Constitution, its agreed governance principles, policies and procedures and contracts/service agreements.
- ◆ This is most effective when the Board:
 - * is familiar with and can easily access relevant and up to date legislation and regulation
 - * is familiar with, regularly reviews and can easily access the latest Constitution
 - * establishes, uses and reviews (annually and ad hoc improvements as required) a governance system, therein governance principles, policies, procedures, and supporting tools and documents.
 - * requires/is provided with agenda items and accompanying reports that are specifically linked to the relevant item in the first dot and how so
- ◆ Typically review and improvement of the Constitution and governance system should be the responsibility of a governance committee of the board.

What Is Strategic Leadership?

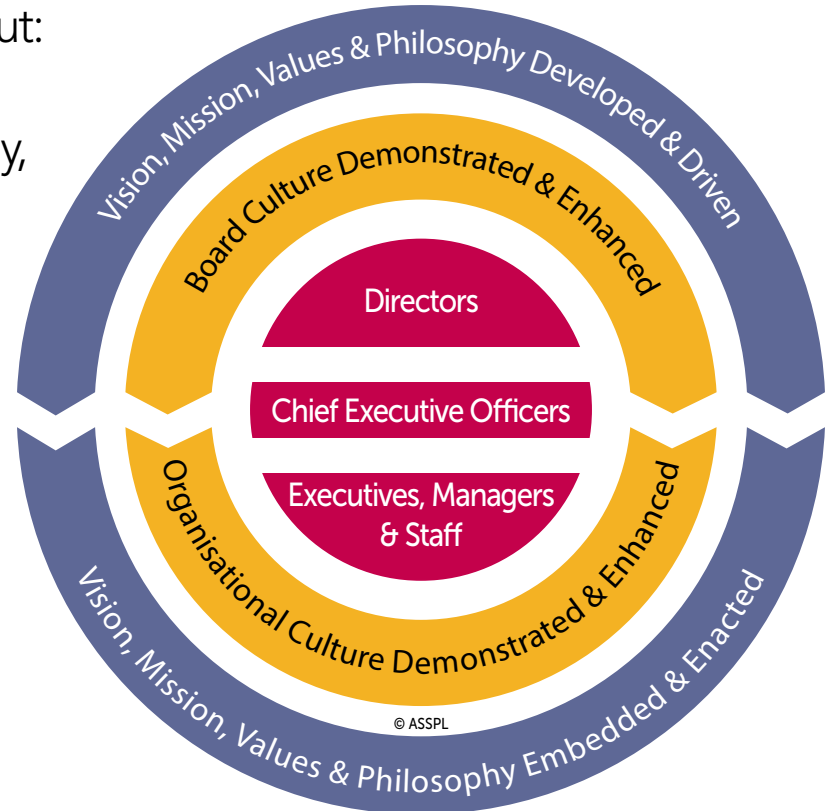
- ◆ Strategic...
 - * relating to identification of long term or overall aims/goals, and the means for achieving these.

- ◆ Leadership (in organisations)...
 - * influencing and empower others
 - * to contribute to and/or succeed; and
 - * therefore contribution to the success of organisational goals

- ◆ That is leadership pertaining to long term goals of the organisation and how those goals are achieved.

What Is Strategic Leadership?

- ◆ Other ways strategic leadership is spoken about:
 - * the board are the keepers of, and should drive the vision, mission, values, philosophy, core business, a desired future and strategies and projects to achieve this future
 - * the board should keep the organisation in mission mode (growing and developing) or for a limited time in maintenance mode; but does not let it fall into muddling mode.



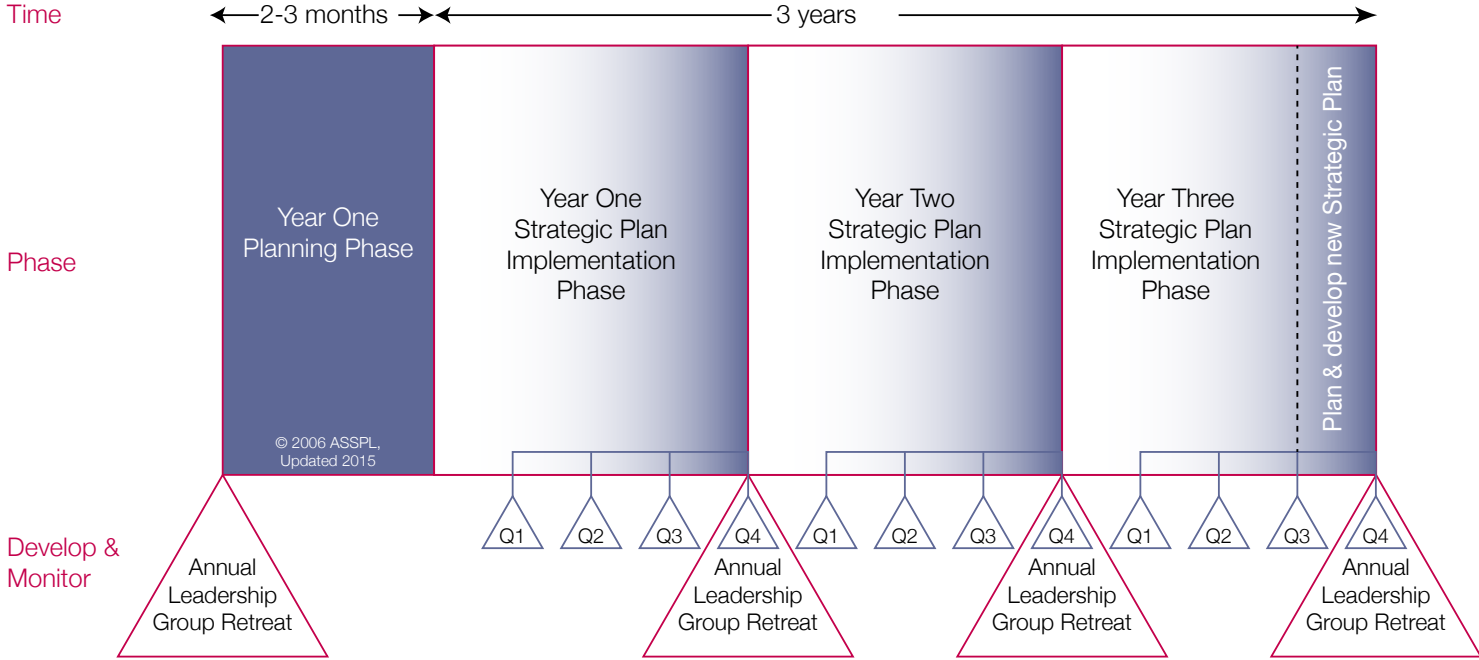
Section Two: Strategic Planning



Strategy As A Process

- ◆ Strategy should not just be a one-off event or discussion. It should be an ongoing process of strategic thinking, strategic discussions and strategic decisions.
- ◆ It is a key process by which the board, CEO and executives/senior managers work together as a leadership team on the strategic ideas, opportunities, challenges and risks facing the organisation.
- ◆ All directors, not just a board committee or executive board committee, should be involved in the process. Remember boards are collective decision making bodies, they exercise their powers and authority as a collective and strategy development is no different.
- ◆ Such a process is not just about the development of the strategic plan but also includes the strategic plan's implementation, monitoring (are we achieving strategy or project outcomes/KPIs) and review (have internal/external circumstances changed and is our strategy right?).

Strategy As A Process, A Journey of Planned Activities & Processes



Strategic Planning = A Major Part of Strategic Leadership



- ◆ There are some key elements which should form part of your strategic planning process (refer to model)
- ◆ Let's explore these key elements of strategic planning...

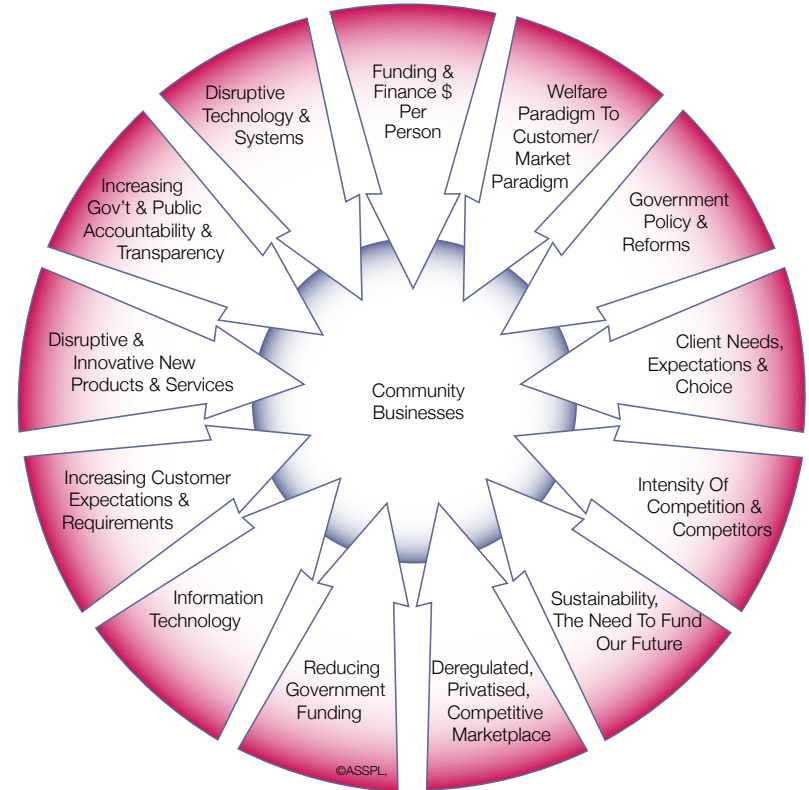
The Big Picture, The Industry Context

- ◆ Strategy must be grounded in the industry/sector's big picture and therein emerging and future challenges and opportunities, and what these mean for the organisation.
- ◆ This requires being externally focused, flying the helicopter and getting out of the boardroom.
- ◆ Directors, don't just rely on the chief executive officer or executive/senior team to provide industry updates and information on the big picture; you are seeing the world through another's eyes.



The Big Picture, The Industry Context

- ◆ Many human services are faced with:
 - * big societal shifts, eg: digital, bringing new business models and changing customer expectations,
 - * government reform, eg: corporatisation and commercialisation of services and increasing regulation.
- ◆ Many human services are experiencing turbulent times and organisation's won't survive without committed leadership who understand the big picture and its drivers, forces and trends.



The Aged Care/NDIS Big Picture & Industry Context Example

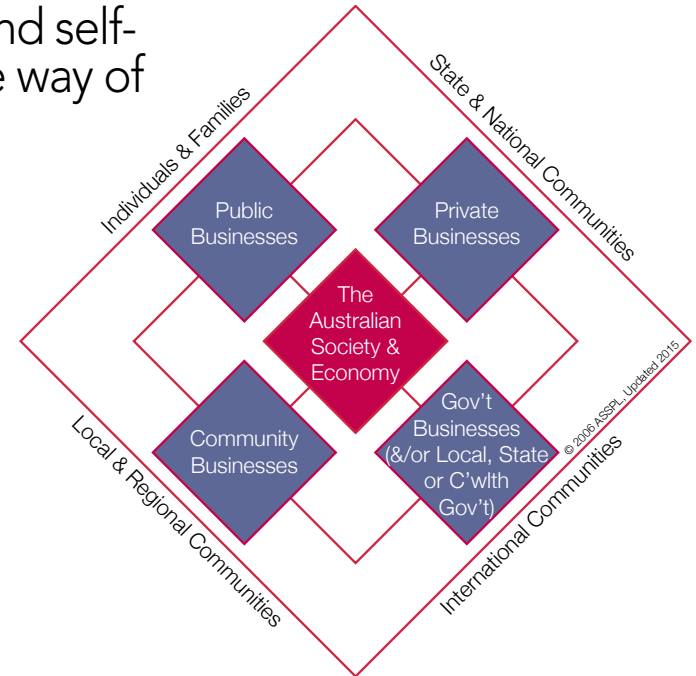
What are the key principles of government reform?

- ◆ The Australian Government uses (managed) marketplaces to drive quality, innovation and efficient service delivery.
- ◆ Many Australian and State Government funded human services have been regulated to be delivered in customer-driven competitive marketplaces, eg: aged care and NDIS.
- ◆ Key principles of a customer driven, competitive marketplace:
 - * services/a package are allocated to the customers assessed as eligible for in-home aged care services
 - * your organisation must attract and retain customers
 - * payment will be in arrears for work completed
 - * co-designing/customising in-home care services to a set quality, for a pre-determined price
 - * in essence a consulting model; billable hours vs non-billable hours.

What Does A Customer-driven Marketplace Mean For Your Organisation?

Customer driven, competitive marketplace = your organisation is a community business =

- ◆ The organisation is autonomous from government and self-directing; government-funded programs are just one way of achieving vision and mission.
- ◆ Balance your head and heart:
 - * social/service outcomes must be balanced with business outcomes, including financial sustainability.
- ◆ Your organisation is competing with:
 - * public/listed business, ie: on a stock exchange
 - * private businesses
 - * government businesses
 - * other community businesses (NFPs).



The Strategic Position Of Your Organisation

- ◆ The strategies and projects in your organisation must account for the realities of your organisation and its elements, being:



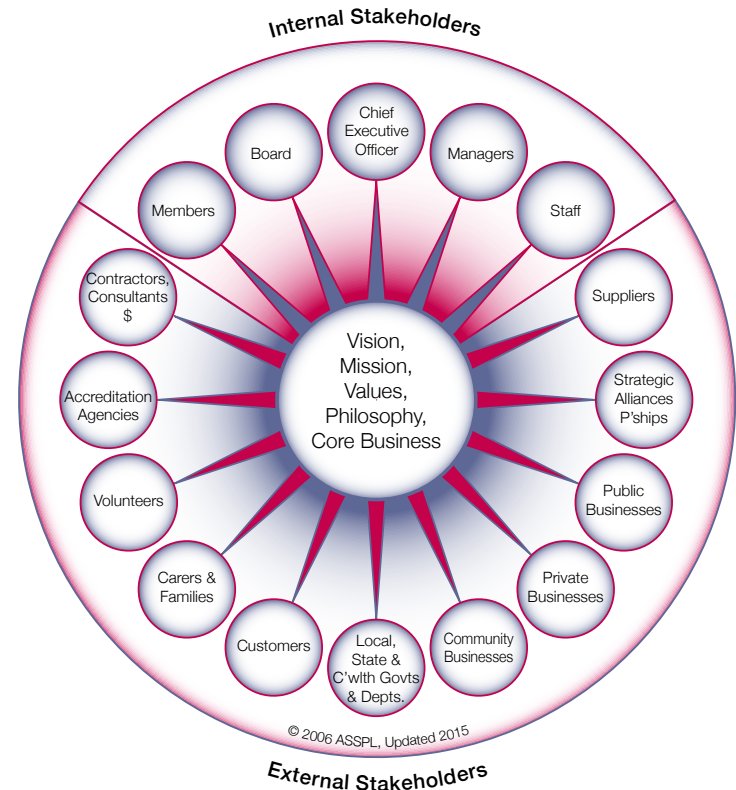
The Strategic Position Of Your Organisation

- ◆ What are the implications for your organisation, given the industry/sector's big picture and the reality of its elements (its strategic position)?
- ◆ Is the reality of your organisation that it requires its' elements to be strengthened or in the worst case significant 'fix up and clean up' is required? Enabling strategies are required.
- ◆ Perhaps your organisation is well positioned for growth and service development, has identified it needs scale or service depth or has identified unmet customer demand/innovative service or product options. Growth strategies are required.



Customers', Staff & Other Stakeholders' Engagement & Perspectives

- ◆ Stakeholders can bring a range of perspectives, ideas and approaches that may not otherwise come forward if only the Board, CEO and executives/senior team are involved in the strategy process.
- ◆ If your organisation has not already it should undertake an exercise to document, at the least, its various stakeholder groups, if not their interests, level of influence, and impact on the organisation's ability to achieve its strategic initiatives and therein its strategic intent.



Customers', Staff & Other Stakeholders' Engagement & Perspectives

- ◆ For each group or particular stakeholder the depth of engagement and how that engagement is undertaken will vary, eg: one off surveys, multiple face to face meetings/sessions covering both pre-strategic plan development and post-final draft feedback.
- ◆ Your organisation may already have in place a range of stakeholder engagement mechanisms that can provide perspectives and insights, eg: customer feedback, engagements with or reports from government departments and regulators.
- ◆ Ensure you provide stakeholders with information on why you are seeking their input, how it will be used and at the appropriate time how it has been reflected in the final Strategic Plan.
- ◆ There will also be a need for ongoing engagement and education on implementation of the strategies and projects in the Strategic Plan.

Strategic Thinking, Strategic Discussion, Strategic Decisions = Creation Of The Strategic Plan

- ◆ The strategy process should enable the necessary strategic thinking, strategic discussions and strategic decisions to occur; thereby enabling the development of a practical and realistic strategic plan.



Strategic Thinking, Strategic Discussion, Strategic Decisions = Creation Of The Strategic Plan

- ◆ The strategic thinking, discussions and decisions should:
 - * encapsulate the aforementioned big picture and strategic position of your organisation
 - * educate and engage participants and assist them to develop common understandings
 - * seek input from a range of sources
 - * seek to generate ideas, contributions and perspectives based on a series of conversations and dialogue between participants; with ideas, contributions and perspectives tested and fine-tuned throughout process
 - * allow for robust and respectful debate
 - * be based on board, chief executive officer and executives/senior managers work together as a leadership team on the strategic risks, challenges and opportunities facing the organisation.

Implementation Timeframes, Who & KPIs

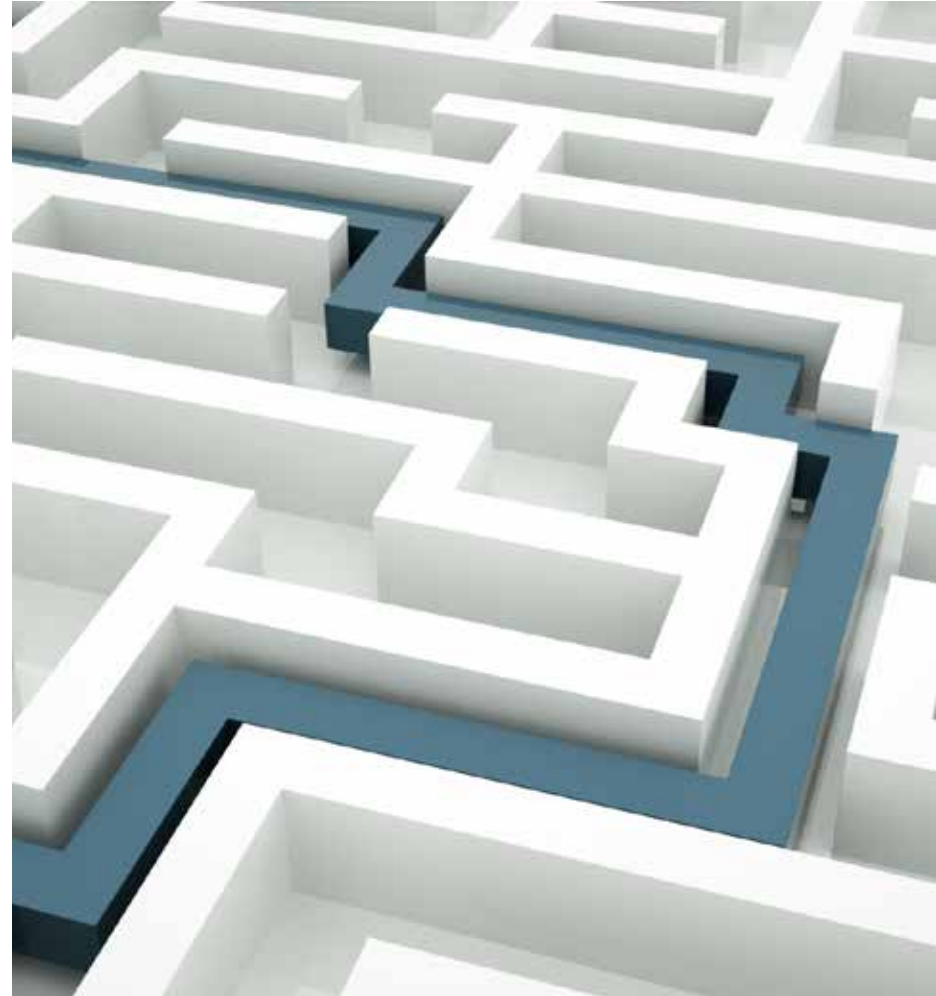
- ◆ The process of strategy does not stop once you have developed a strategic plan.
- ◆ The board should also be:
 - * accountable to members for the implementation/success of the strategy
 - * responsible for creating accountability in the chief executive officer and executive/senior team for implementation, this means developing:
 - clear and agreed timeframes (breaking the strategic plan down into annual actions plans can assist, which in turn flow into operational or business plans)
 - documenting who is responsible for specific strategies or projects
 - performance metrics/KPIs to monitor against.

Implement, Monitor, Review & Adjust

- ◆ Ensure the board annual program of work/cycle includes:
 - * monthly or quarterly monitoring of implementation
 - * yearly review and development of annual actions plans
 - * adjustment of strategies and projects based on the yearly review if required.



Section Three: Considerations, Tips, Tricks & Tools



1: Understand Vision, Mission, Values & Philosophy

Vision: Our light on the hill (sometimes expressed as a state where we would not need to exist)

Mission: How we get up the hill (how we seek to achieve the vision)

Values: A behavioural compass that provides principles or standards that set the expectation/benchmark for attitudes, behaviours and work practices of individuals, teams and the organisation; they establish how the board, chief executive officer, staff and volunteers are expected to do their work.

Philosophy: A less commonly used organisational statement, it often seeks to capture the spirit, ethos or deeply held beliefs that reflect the organisation's view of the world; it often incorporates or reflects the organisation's values.



2: Strengthen Your Vision, Mission, Values & Philosophy

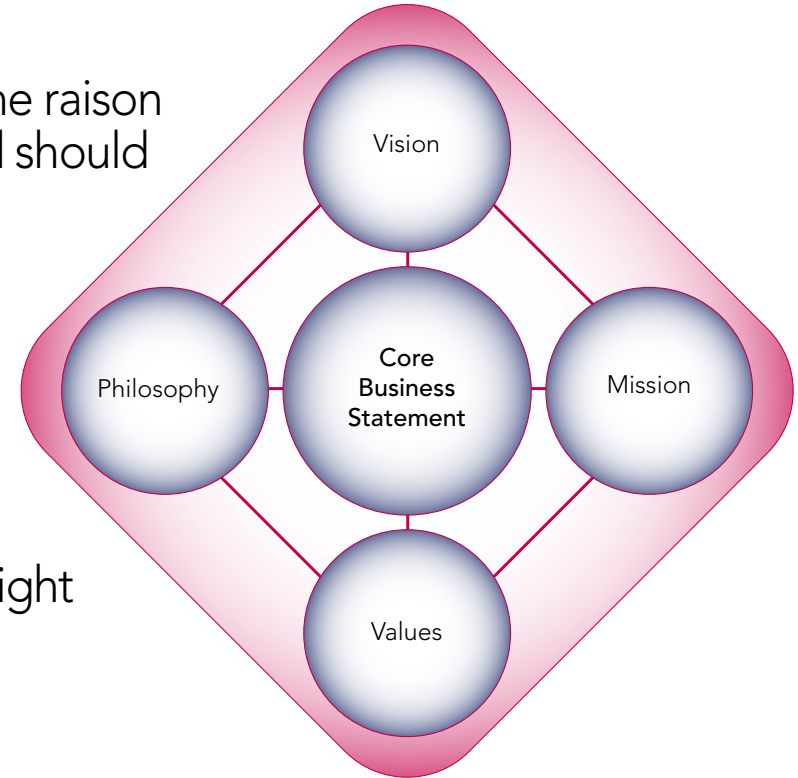
- ◆ The vision, mission, values, philosophy and core business statements are key elements a board and chief executive officer can utilise to communicate, internally and externally, an organisation's strategic trajectory, goals and purpose.
- ◆ These organisational elements are most powerful when:
 - * the Board understands and fulfils its role as the keepers and drivers of these statements, and acts in accordance with them, especially the values;
 - * the chief executive officer and executives fulfil their role in disseminating the statements and developing an organisational culture consistent with the statements; and
 - * there is a strong alignment between/integration of the vision, mission, values and core business.

3: Understand Your Core Business

◆ The core business:

- * is the organisation's reason for being or the raison d'être of the organisation; it does not and should not describe the products or services
- * when it is determined tells you what services you are doing and what services you are not doing
- * is the anchor point/heart/bullseye that vision, mission, values and philosophy sit around; all five sets of words need to be tight and conceptually integrated.

◆ Every business will be different.



3: Understand Your Core Business...An Aged Care Example



- ◆ Core business, once defined, can be used to identify the skills, knowledge and experience required around the board table

5: Integrate Financial Modelling & Strategies

- ◆ The investment required for each strategy or project should at an appropriate time be inputted/reflected into your organisation's financial modelling tool. This maybe initially be high-level estimates with further costs and revenue developed as individual strategies and projects are planned and implemented in detail.
- ◆ Whilst your financial management software reflects yesterday's money and today's money, your financial modelling tool should:
 - * reflect tomorrow's money by forecasting forward based on rigorous assumptions
 - * reflect the key inputs or drivers that impact your financials
 - * facilitate conversations by allowing participants to see the affect of changing the key inputs or drivers and then determining what is achievable in terms of change.

6: Utilise a One Page Strategic Gantt Chart

- ◆ There are a number of ways to create cut-down versions of a full strategic plan; in essence producing a typical 1–2 pager that so many individual directors and boards are keen to view, that is “a plan on a page”.
- ◆ Such an approach should only be adopted after a full strategic plan has been developed and signed off by the board.
- ◆ The following diagram provides a high level view of such an approach; acknowledging that these “plans on a page” are typically developed and printed as A3 documents.



7: Create Public Versions of the Strategic Plan

- ◆ Many community businesses/social enterprises/for purpose/purposeful organisations often referred to as not for profit organisations, now operate in highly competitive, customer-driven marketplaces.
- ◆ It is unwise to publicly release an organisation's full strategic plan; consider short, cut down public versions that provide very high level content and do not give away an organisation's current and future position, strategies and projects.



8: Utilise Implementation & Reporting Tools

- ◆ Obtain or develop then utilise implementation and reporting tools that are aligned to the configuration and content of the full strategic plan.
- ◆ The chief executive officer, aided by the executives/managers should utilise:
 - * an implementation tool/s when deploying the various strategies and projects
 - * a monitoring and reporting tool that enables them to present to the board on a quarterly basis, the implementation progress of various strategies and projects.

Glenview Community Services Strategic Plan July 2022 – June 2025 CEO & Executives Status & Implementation Reporting Tool													
Strategic Initiative One: Financial Repair, Financial Recovery, Financial Sustainability, Glenview Foundation													
Glenview will be a successful and financially sustainable organisation, able to fund its operations, fund its future strategies and projects and fund the unfundable additional services that customers or the community may require.				Initiative Measures of Success Refer to Strategic Plan			Initiative Timeframe Refer to Strategic Plan						
Document: Strategic Plan	Current Review Date:	Next Review Date:	Alternative Review Date:	Overall Planning & Implementation Status of Strategy 1.1									
	Who's Responsible:			Planning:	10%	20%	30%	40%	50%	60%	70%	80%	90%
				Implementation:	10%	20%	30%	40%	50%	60%	70%	80%	90%
Strategies to Implement the Strategic Initiative		Strategy Measures of Success		Outcomes or Results from Strategy/Project/s Implementation					Planning & Implementation S				
1.1 Financial Realities & Financial Model, Financial Repair & Financial Recovery Undertake a comprehensive financial review of the organisation and its services, assets and infrastructure with the aim of: <ul style="list-style-type: none"> developing and utilising a robust Financial Model and aligning this to the financial management system validating or refuting all Phase One and Phase Two strategies and projects ensuring all services become viable and profitable in their own right, able to contribute to the corporate costs and the success and sustainability of Glenview. 		Cumulative results and trends of balance sheet, profit and loss and cashflow statements against agreed targets, metrics and national benchmarks; contained within the Financial Model.		* * * *					Planning: <input type="checkbox"/> UWay <input type="checkbox"/> Done <input type="checkbox"/> Tr				
		Who & Timeframe Who: Chief Executive Officer, Chief Financial Officer & Consultant Timeframe: July 2022 – June 2025							Implementation: <input type="checkbox"/> UWay <input type="checkbox"/> Done <input type="checkbox"/> Tr Who: * Insert Timeframe: * Start Date: * Finish Date:				

9.1: Creativity, Innovation & Entrepreneurship

- ◆ Ensuring the future success and financial sustainability of your organisation is a mission critical activity.
- ◆ A contemporary strategic planning project and processes incorporates a high level of creativity, innovation and entrepreneurship, aided by individual directors and a board having a medium to high risk appetite to move from their existing vision and mission, service and business models to a new or renewed vision and mission and service and business models, validated by a robust financial model.



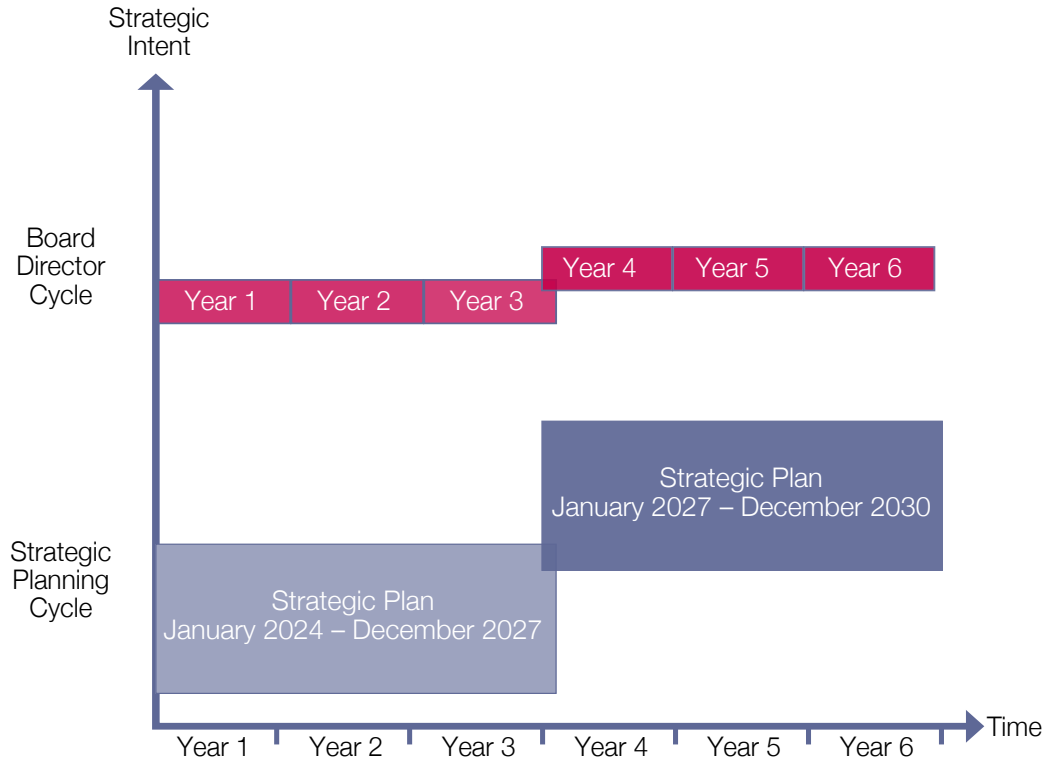
9.2: Utilise Location, People & Tools to Develop Creativity

- ◆ **Location:** get out of the boardroom, eg:
 - * conferences, tours, joint board meetings, events etc
 - * utilise a strategy retreat/get away.
- ◆ **People:** incorporate into your strategy process third parties who can push your thinking or bring new perspectives, eg:..
 - * series of guest speakers on topical subjects
 - * strategy facilitator, with strong understanding of the aged care industry/sector
 - * the customer voice.
- ◆ **Tools:** can assist to generate new ideas, draw out perspectives & capture input of all directors, chief executive officer and executives/senior team, eg:
 - * Strategic Assessment Tool
 - * Competitor Analysis Tool
 - * Achievements & Success, Disappointments & Concerns, Ideas & Opportunities
 - * Business Canvass Tool
- ◆ Further examples see <https://www.cascade.app/blog/best-strategy-tools>

10: Each Strategic Plan Should Be Sequential

- ◆ Each strategic plan should be logical and sequential, aligned to the next strategic plan.
- ◆ The benefits and value of such an approach are:
 - * each strategic plan's global set of strategies should set the scene, create the organisational platform for the next strategic plan
 - * some strategic initiatives, strategies or projects may be carried forward to the next strategic plan
 - * the vast majority of strategic plans are 3 years, with 3 x 1 year set of priority strategies and projects; given the various industry/sector, customer and market drivers forces and trends are so dynamic, fast moving and variable
 - * the alignment of a board's 3 year term with a 3 year strategic plan.

10: Each Strategic Plan Should Be Sequential



11: A Strategic Plan is a CEO's Only Mandate

- ◆ A chief executive officer's only mandate is to "sail their ship", via a strategic plan; that is to take their organisation forward in an agreed direction and destiny and keep it in or place it in mission mode.
- ◆ Their contract of engagement keeps them as the "captain of the ship" until they bail or the board bails them.
- ◆ Their position description only tells them their duties, functions and tasks.
- ◆ Their annual performance appraisal only tells them how they have been performing.



Our vision
Future generations value and improve our unique landscape.

Our mission
Igniting the passion for the Outback; conserving its natural wonders.

Our ethos
Working as a team, thinking as an organisation, acting as a community business.

Our values
Trust, honesty and integrity:
Trust, honesty and integrity in all we do and all we say.
Diversity and inclusivity:
Diversity and inclusivity in workplaces, organisations and communities.
Community engagement and contribution:
Valuing the engagement, connection and input from individuals, organisations and communities with which we work.

Strategy 2020-2023...our focus:
is squarely focused on ensuring DCG and its two op have the necessary capability and capacity to enoc aims and functions:

- advocating and influencing
- researching and planning
- resourcing and developing
- project managing and delivering
- engaging and educating stakeholders

The following strategies and pr assist us in achieving these aim

Our enabling and growth strategies and

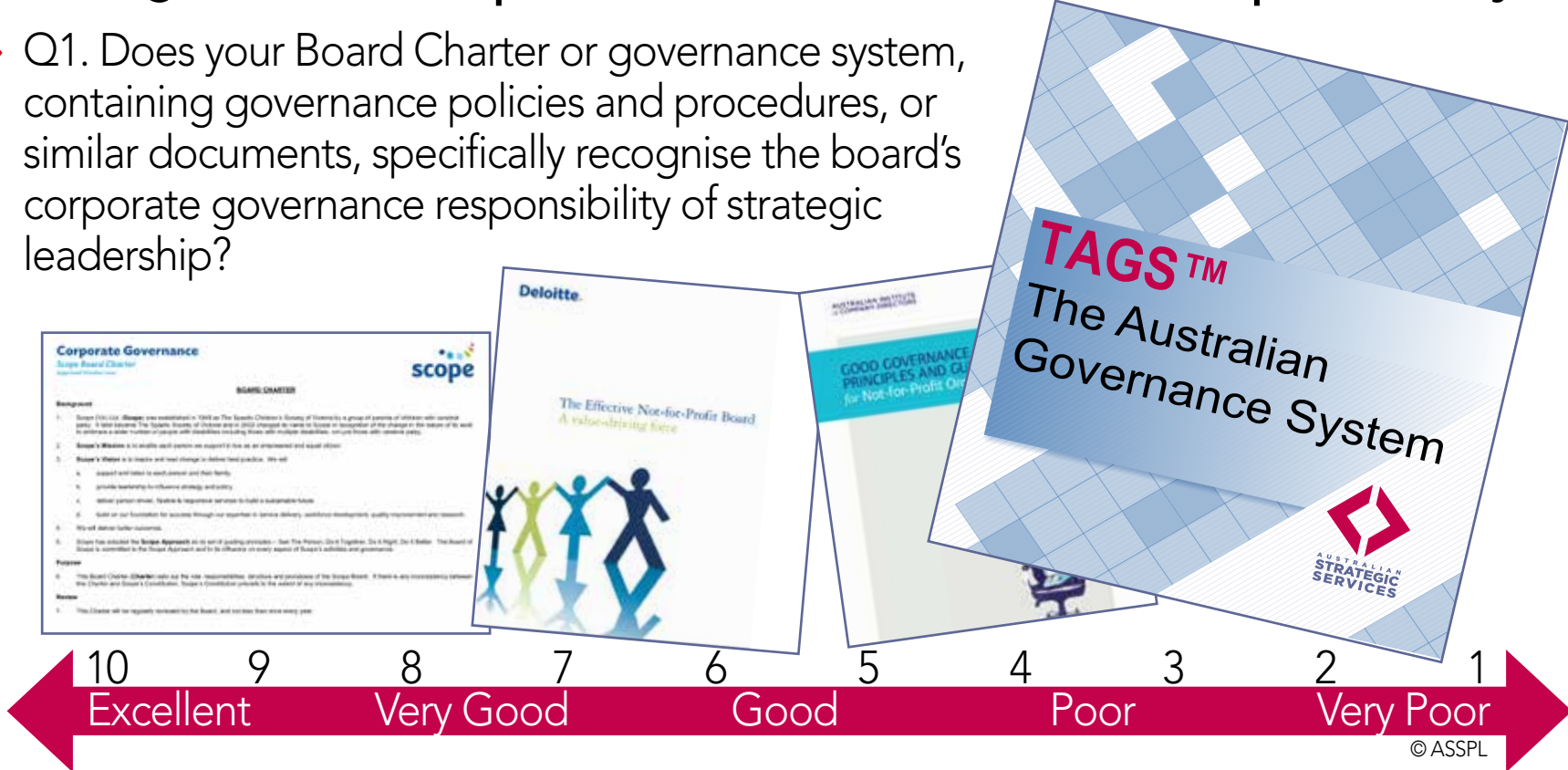
1. Contemporary governance, dynamic leader
2. Organisational capability, organisational cap
3. The DCG way, The DCG team
4. Stakeholder engagement, business develop

Section Four: Assessing Your Organisation's Strategic Planning



Strategic Leadership, a Board's Governance Responsibility

◆ Q1. Does your Board Charter or governance system, containing governance policies and procedures, or similar documents, specifically recognise the board's corporate governance responsibility of strategic leadership?



Enacting a Board's Strategic Leadership Responsibility

- ◆ Q2. Does your Board Charter or governance system, containing governance policies and procedures, or similar documents specifically state the requirement for the board to:
 - * work in partnership with the chief executive officer and executives/ managers to discuss and develop a strategic plan
 - * monitor and report on the implementation of the various strategies and projects contained in the strategic plan?



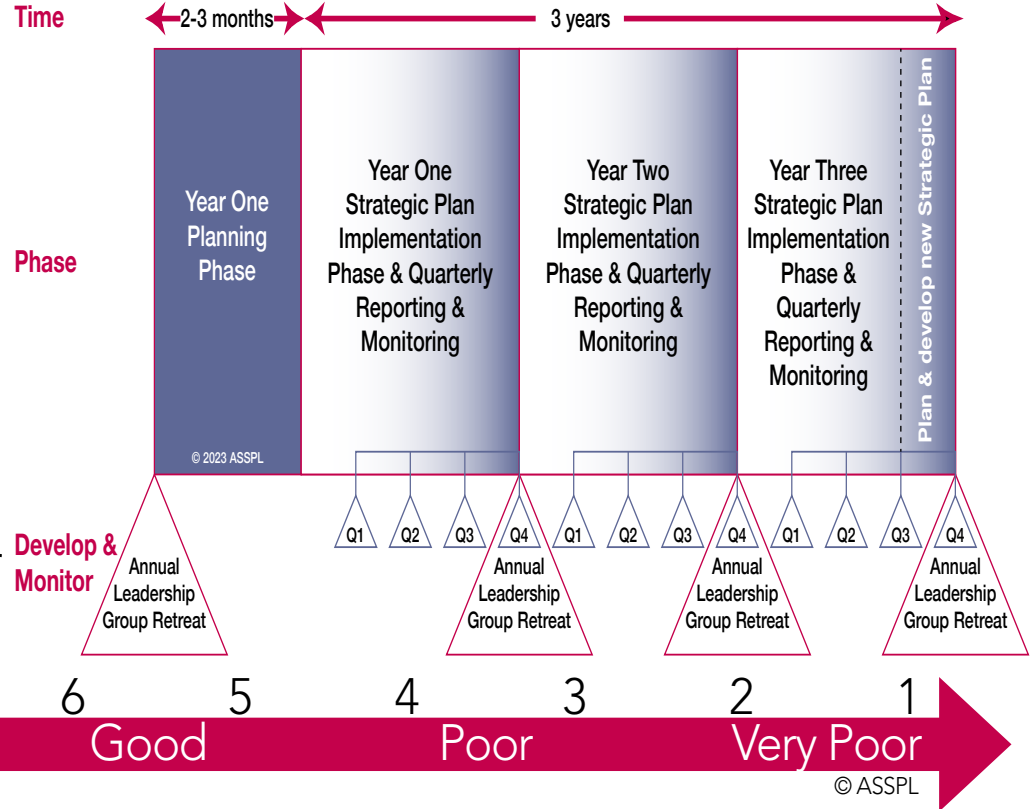
An 'Event' Versus a Strategic Planning Project & Process

- ◆ Q3. Is your strategic plan developed via a one-off strategic planning 'event' or is it a result of an agreed strategic planning project and process over time that provides for, eg:
 - * strategic thinking, discussion and determination of the industry/sector's current and emerging drivers, forces and trends
 - * an objective assessment of where the organisation is today and what the emerging big picture, industry/sector's impacts and implications mean for the organisation
 - * input from a range of sources such as customer insights and feedback, competitor and market research, industry intelligence and leaders' perspectives
 - * robust strategic thinking, strategic discussion and strategic decisions that create the new service model, business model and associated strategies and projects?



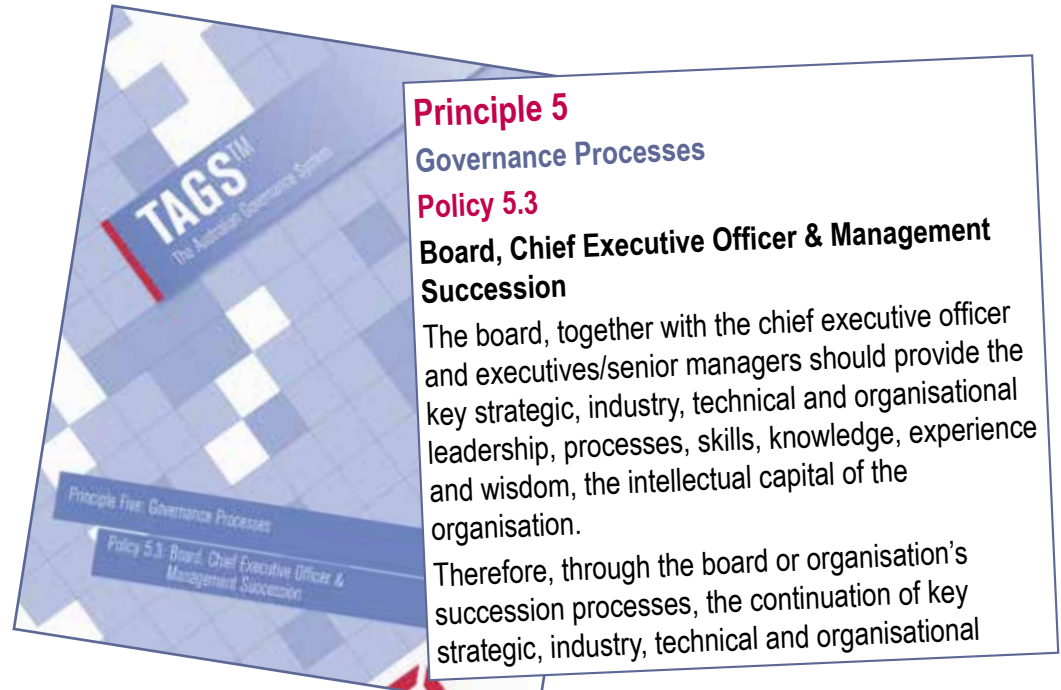
An Agreed Strategic Planning & Organisational Cycle

- ◆ Q4. Does the Board have an agreed and documented strategic planning cycle that forms part of its organisational cycle, such that the two cycles are aligned, eg: a 3 year Strategic Plan is broken into yearly strategy and project priorities, with quarterly reporting; all of which determine the meeting timeframes for the board, chief executive officer, executives/managers and/or departments or committees?



Director Terms Aligned to the Strategic Planning Cycle

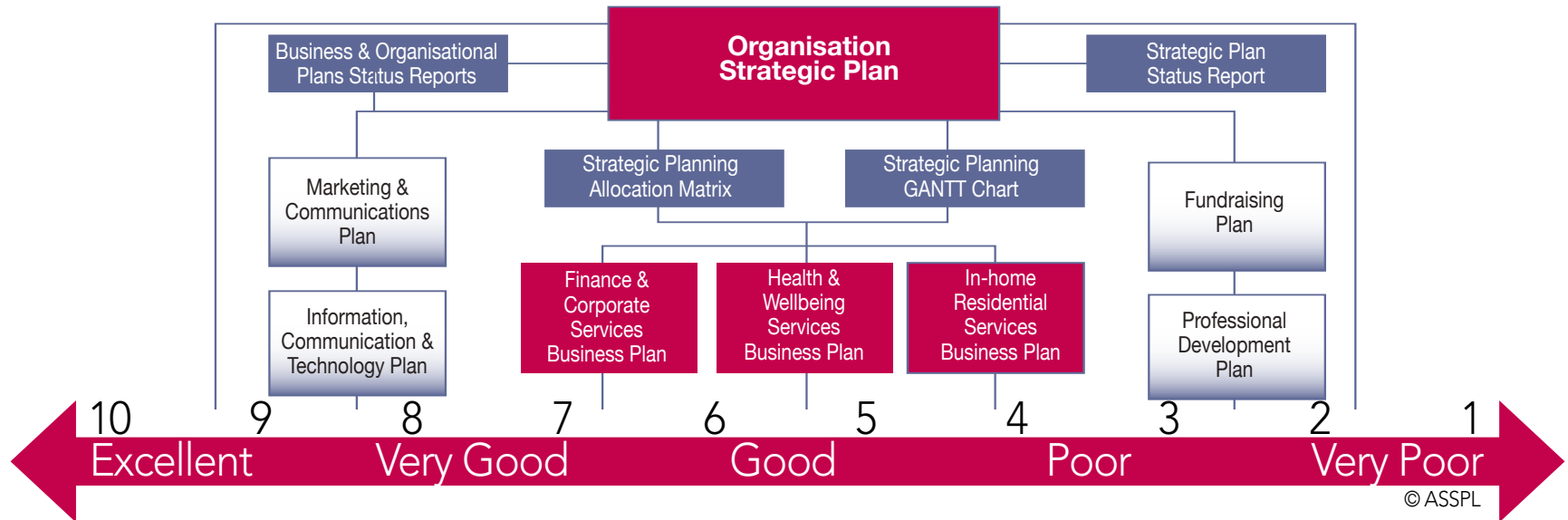
- ◆ Q5. Does your board, as best it can, align director terms to the strategic planning cycle, eg: with a board of 9 directors, a maximum of 9 years as a director and a 3 year strategic planning cycle, a single group of directors establishes and oversees a strategic plan, with 1/3 of directors being renewed for the next 3 year strategic plan?



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Use of a Strategic Planning Framework & System

- ◆ Q6. Does your organisation utilise a strategic planning framework that provides for a pictorial representation of the strategic planning system, therein the strategic plan, the various business plans, organisational plans and associated implementation and monitoring tools?



Tools & Documents Used to Plan, Implement, Monitor & Review

- ◆ Q7. Does your board utilise of a set of standardised and proven documents and tools to assist all leaders of the organisation to plan, develop, implement, monitor and review the strategic plan, business plans and organisational plans?



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Use of an Organisational-wide Performance Mgt Schedule

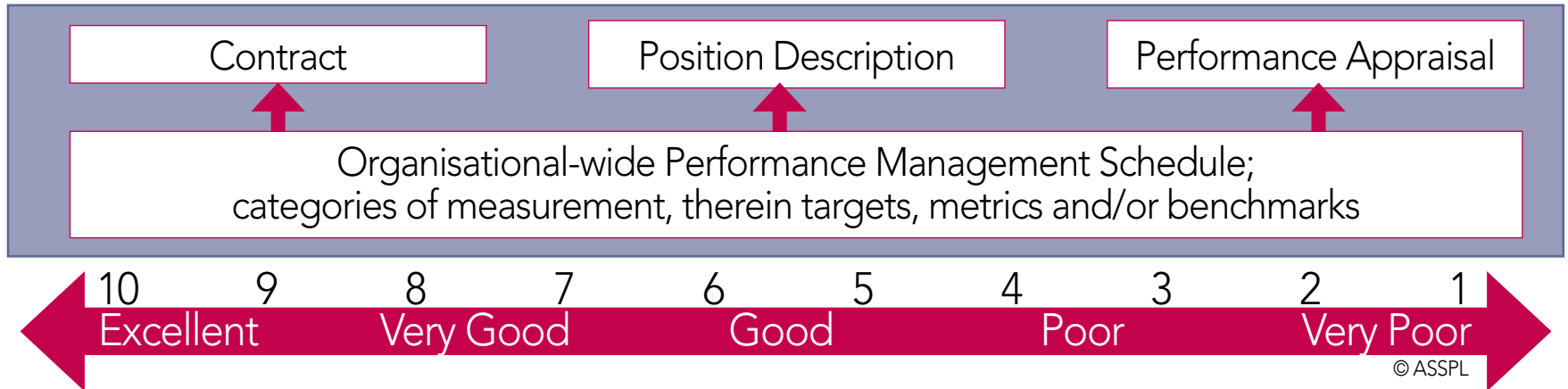
- ◆ Q8. Does your organisation have a organisational-wide performance management schedule that determines categories of measurement such as strategy, finance, quality etc, and therein for each key person, department, team or group of people relevant targets, metrics and benchmarks?

Who/Categories of Measurement	Board KPIs, Targets, Metrics & Benchmarks	CEO Targets, Metrics & Benchmarks
Category Of Measurement (1) Stakeholders	1.1 Refer to strategic initiative 1 Client, Community and Stakeholder Engagement and their respective board KPI's; - Cumulative trends and results of Annual Stakeholder Surveys. - Results of implementing the Stakeholder Plan.	1.1 Refer to strategic objectives and their respective KPI's; 1.1, 1.3, 2.5, 3.4, 3.6, 3.7 3.8, 5.1.
Category Of Measurement (2) Strategy	2.1 Refer to strategic initiatives 1,2,3,4,5,6,7 and their respective board KPI's; 2.2 Refer to strategic objectives and their respective KPI's 7.1,7.2, 7.3, 7.4, 7.5, 7.6, 7.7, 7.8, 7.9	2.1 Refer to strategic objectives and their respective KPI's; 1.1, 1.3, 2.4, 2.5, 2.6, 3.6, 3.7, 3.8, 4.5, 5.1, 6.1, 6.4. 2.2 All three business plans and eleven organisational development plans are developed and delivered on time and with agreed budgets.
Category Of Measurement (3) Quality	3.1 Refer to strategic objectives and their respective KPI's 7.1,7.2, 7.3, 7.4, 7.5, 7.6, 7.7, 7.8, 7.9 3.2 ORG is accredited against: - ISO 9001:2000 - Victorian Disability Standards - National Community Care Standards, (Future) - National HACC Standards	3.1 Refer to strategic objectives and their respective KPI's; 1.3, 3.4, 6.1, 6.2, 6.4. 3.2 ORG is accredited against: - ISO 9001:2000 - Victorian Disability Standards - National Community Care Standards, (Future) - National HACC Standards - Integrated Monitoring Framework (IMF) NSW



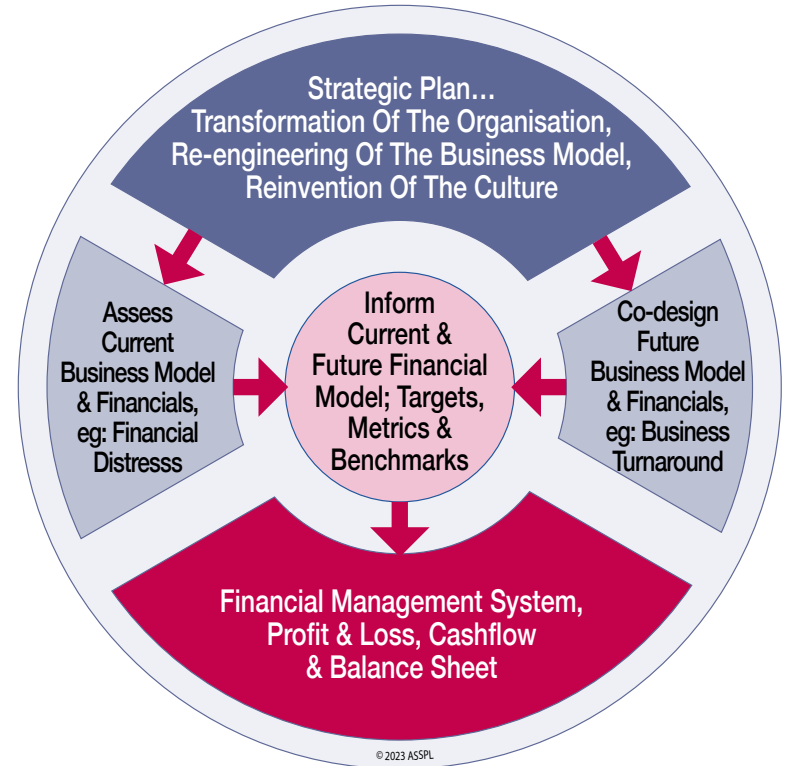
Organisational-wide Performance Management Schedule Measures of Success Linked to Contracts, Position Descriptions & Performance Appraisals

- ◆ Q9. Are the appropriate and relevant categories of measurement, therein targets, metrics and/or benchmarks contained in the organisational-wide performance management schedule incorporated into each person's contract, position description and performance appraisal; including the strategy targets, metrics and/or benchmarks?



Integrated Strategic Planning & Dynamic Financial Modelling

- ◆ Q10. Are your organisation's current and future business models, cashflows, profit and loss and balance sheet, agreed scenario/s, strategies and/or projects incorporated into a robust and dynamic financial model, which is updated with each month's cashflow and profit and loss statements to produce accurate and relevant data and information of how the organisation and its services are travelling and used for predictive forecasts?



Tally Time...Your Organisation's Score, Rating & Key Messages

Score

Rating

Key Messages

81 – 100



Excellent
Nil-Limited Risk

A solid foundation to continue your organisation's journey of strategic transformation and growth.

61 – 80



Very Good
Low Risk

Call to action, work required to avoid strategic risks. Improvements need to be undertaken.

41 – 60



Average
Medium – High Risk

Medium-high probability of challenges. Significant strategic planning improvements required.

21 – 40



Poor
High-Extreme Risk

High probability of organisational demise. External strategic planning assistance required ASAP.

1 – 20



Shocking
Extreme Risk

Extreme probability of organisational demise. Immediate external strategic planning assistance required.

Available Resources

Strategy & Transformation

- ◆ *Strategy, The Key Domain of Directors, Chief Executive Officers and Executives/ Senior Managers*, Michael Goldsworthy
- ◆ *Unlocking the Power of Strategic Thinking and Planning*, Dr Ruth Knight
- ◆ *Compliance and Creativity: the strategic obligations of directors*, Vera Visevic
- ◆ *Adaptive Governance...Transformational Leadership*, Michael Goldsworthy
- ◆ Presentation slides of *Governance & Strategy...The importance of strategy as a mechanism for sound governance*, Aaron Goldsworthy (nb: some content overlaps with the following presentation)
- ◆ Presentation slides of *Strategic Planning...the principles and processes, documents and tools of a contemporary strategic planning system*, Michael Goldsworthy and Aaron Goldsworthy (nb: some content overlaps with the previous presentation)

Available Resources

Strategy & Transformation

- ◆ Presentation recording of *Strategic Planning ... the principles and processes, documents and tools of a contemporary strategic planning system* (<https://www.dropbox.com/s/hlbbvvgx6tbb1pf/BBC23-D1-S3a-P11-Michael-Goldsworthy-v1.mp4?dl=0>),
Michael Goldsworthy and Aaron Goldsworthy

- ◆ Presentation recording of Better Boards webinar *Organisational Transformation* (<https://www.dropbox.com/s/nl1oqgqm0gmf14j/EDIT-20221028-Organisational-Transformation%20-%201080WebShareName.mov?dl=0>),
Paul Ostrowski in conversation with Aaron Goldsworthy

Available Resources

Understanding Organisations

- ◆ *Beyond Directors Duties, Frameworks & Mental Models for Directors*
- ◆ *More than duties (a look at organisational systems), Aaron Goldsworthy*
- ◆ *Beyond Directors Duties – Understanding Core Business, Aaron Goldsworthy*

Tools

- ◆ Business Canvass Tool
- ◆ The Comparison Tool
- ◆ Achievements & Successes, Disappointments & Concerns, Ideas & Opportunities

Australian Strategic Services Consulting Services

- ◆ Governance & Leadership
- ◆ Strategic Advice & Support
- ◆ Quality & Business Excellence
- ◆ Facilitation & Project Management
- ◆ Strategy & Strategic Transformation



Further Information & Assistance

- ◆ For further information, resources or assistance regarding any aspect of this presentation or its application to your organisation/services, please contact:



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