

# Strategic Management 2019 INCAA State Conference

# DEPARTMENT OF COMMUNITY PROGRAMS

## IHCDA CSBG TEAM

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# STRATEGIC MANAGEMENT OVERVIEW

Provides access to the overall big picture. As you move through the process you go from a broader focus to a more narrow view



# STRATEGIC MANAGEMENT PROCESS

To assess the agency's present situation, chart strategies and analyze the effectiveness of the implemented strategies



# ANOTHER WAY OF LOOKING AT THE STRATEGIC CYCLE



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# HISTORY OF STRATEGIC MANAGEMENT IN COMMUNITY ACTION (IN TODAY'S TERMS)

## OEO 6320-1

Office of Economic Opportunity-Mission of the Community Action Agency, 11/16/1970

“CAA(s) must develop both a long-range strategy ([Strategic Plan](#)) and specific, short-range plans ([CAP](#)) for using potential resources...

In developing its strategy and plans, the CAA shall take into account the areas of greatest community need ([CNA](#)), the availability of resources, and its own strengths and limitations ([SWOT](#)).” It should establish realistic, attainable objectives ([SMART Goals](#)), consistent with the basic mission ([Mission Statement & LTOC](#)) established in this Instruction, and expressed in concrete terms which permit the measurement of results ([ROMA, CSBG Annual Report & Scorecard](#)).

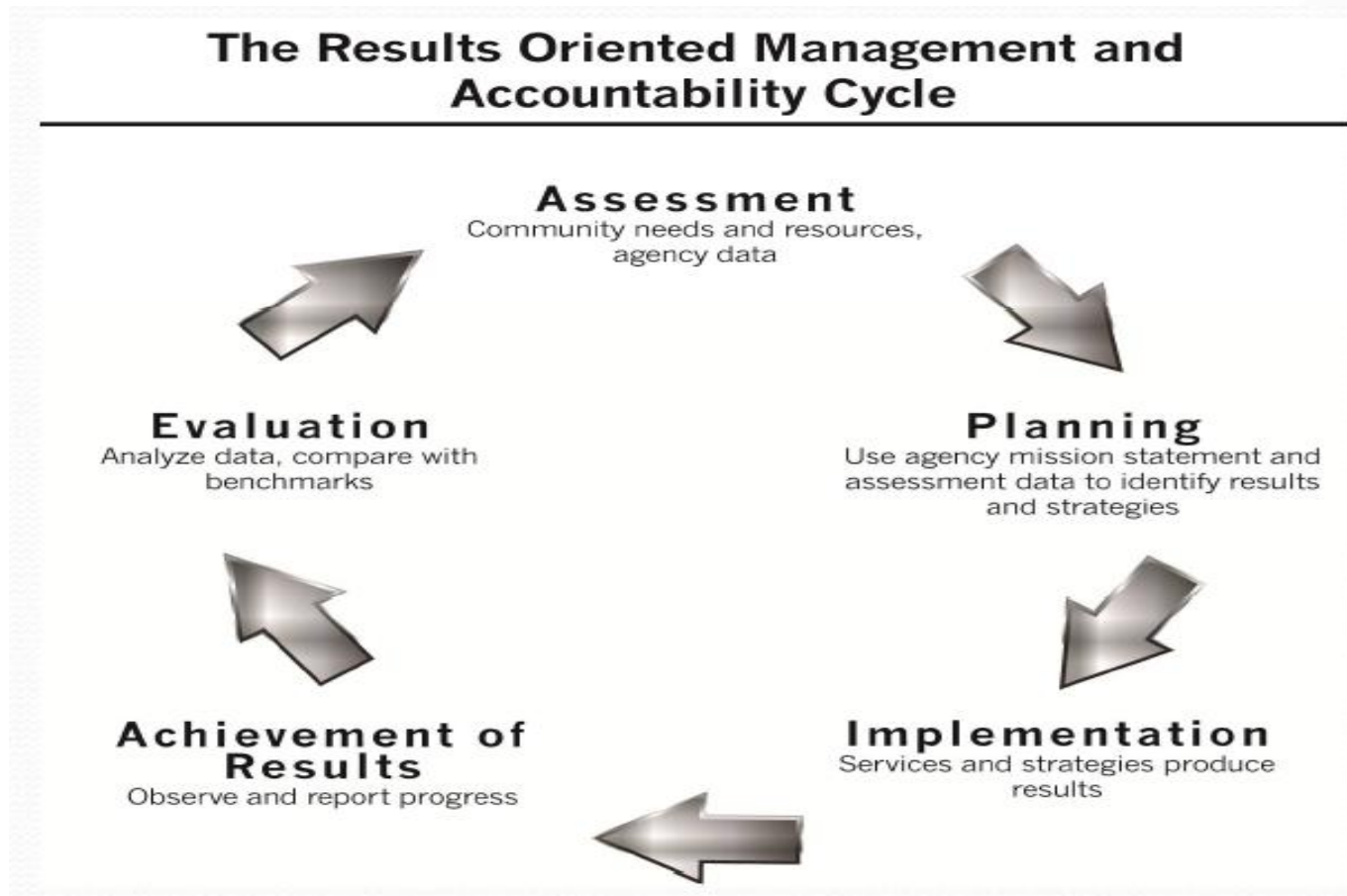
# STRATEGIC MANAGEMENT GOALS AND OBJECTIVES

Strategic Management involves the following:

- Assessment (data)
- Planning (strategies)
- Implementation (objectives)
- Monitoring & Measurement (progress)
- Analyzing & Evaluation (results)

**Do some of these terms sound familiar?**

# STRATEGIC MANAGEMENT & ROMA





# RESULTS ORIENTED MANAGEMENT AND ACCOUNTABILITY ?

- ROMA is a complete management and accountability process that is focused on the results achieved through an agency's activities.
- CSBG Reauthorization Act of 1998 included language to mandate implementation of a comprehensive performance-based management system.
  - ROMA was identified as that system

# CRAFTING YOUR STRATEGIC STRATEGY

## “MAPPING THE LANDSCAPE”

### What is our present situation?

Review documents such as risk assessment, financials, organizational chart, and surveys (board, employees, customers & partnerships), etc...



### Where do we go from here?

SWOT, mission & vision statements, CNA, LTOC

### How are we going to get there?

Scorecard, partnerships, job descriptions, employee goals, ED/CEO goals

# STRATEGIC MANAGEMENT INVOLVES

- **Analyzing** internal/external strengths & weaknesses
- **Formulating** action plans
- **Executing** action plans
- **Evaluating** to what degree action plans have been successful
- **Adjusting** when desired results are not being produced

# STRATEGIC PLANNING'S PLACE WITHIN STRATEGIC MANAGEMENT

- A tool used to achieve a desired result
- Part of the “strategic thinking” process
- Determines the goals of the organization
- Defines what success looks like
- Determines how the goals will be reached and who will be a contributor



# ARE YOU A STRATEGIC THINKER ?

Instructions: Indicate your strength of agreement with each of the following statements:  
**SD** = strongly disagree, **D** = disagree, **N** = neutral, **A** = agree, **SA** = strongly agree.

	SD	D	N	A	SA
1. Every action I take on my job should add value for our customers, our clients, or the public.	1	2	3	4	5
2. Let top management ponder the future; I have my own job to get done.	5	6	3	2	1
3. Strategic thinking is fluff. Somebody down the organization has to get the job done.	5	6	3	2	1
4. A company cannot become great without an exciting vision.	1	2	3	4	5
5. What I do on the job each day can affect the performance of the company many years into the future.	1	2	3	4	5
6. It is rather pointless to develop skills or acquire knowledge that cannot help you on the job within the next month.	5	6	3	2	1
7. Strategic planning should be carried out in a separate department rather than involve people throughout the organization.	5	6	3	2	1
8. It makes good sense for top management to frequently ask itself the question, "What business are we really in?"	1	2	3	4	5
9. If a company does an outstanding job of satisfying its customers, there is little need to worry about changing its mix of goods or services.	5	6	3	2	1
10. Organizational visions remind me of pipe dreams and hallucinations.	5	6	3	2	1
11. I like the idea of an organization sending a group of managers and professionals to an off-site strategic planning session every couple of years or so.	1	2	3	4	5
12. Strategy formulation is a bureaucratic exercise that usually gets the organization nowhere.	5	6	3	2	1

# STRATEGIC THINKING SCORING SYSTEM

Find your total score by summing the point values for each question.

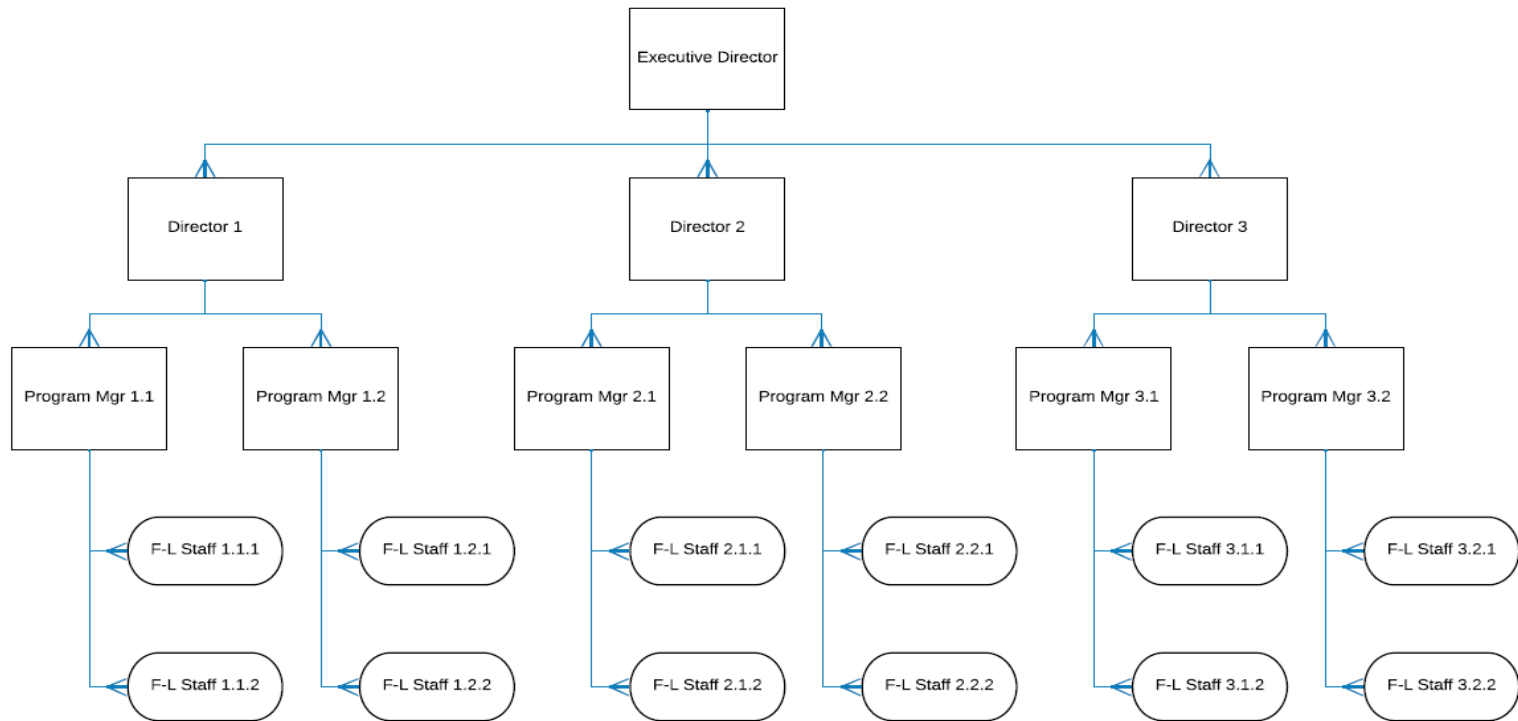
- A score of 52 to 60 suggests that you already think strategically, which should help you provide strategic leadership to others.
- Scores of 30 to 51 suggest a somewhat neutral, detached attitude toward thinking strategically.
- Scores of 12 to 29 suggest thinking that emphasizes the here and now and the short term. You are not yet ready to provide strategic leadership to group members. Growth opportunities are encouraged!

**Community Action needs strategic thinkers and leaders to reduce the causes and conditions of poverty in your community.**

# WHERE SHOULD SOME EMPLOYEE PERFORMANCE GOALS COME FROM?

## Strategic Goals

M  
I  
C  
R  
O  
  
G  
O  
A  
L  
S



*It is important to bring in people at the bottom of the chart when developing micro goals because they will be on the frontlines of execution and will have valuable insight*

# EVERYONE'S A PIECE OF THE PUZZLE



**“Deep down, everyone wants to contribute to a goal that really matters”**

*Chris McChesney  
General manager, Senior Consultant for Franklin Covey*



# NURTURING A RESULTS-ORIENTED WORK ENVIRONMENT

Mobilizing the effort for excellence in strategy education:

- Energize & motivate all team members/partners
- Empower your team
- Develop stretch objectives for each team member
- Clearly communicate the objectives
- Use benchmarking tools to track progress
- Embrace continuous improvement initiatives such as best practices, LDMS, or Six Sigma
- Celebrate Every Success!

**Everyone must be rowing in the same direction  
or you will go in circles**

**WHEN STRATEGIC MANAGEMENT IS  
FULLY EMBRACED**

**Good Strategy**

**+ Good Strategy  
Execution**

**= Good Management**

## FINAL THOUGHT

“ To achieve goals you have never achieved before, you need to start doing things you have never done before”

Dr. Stephen R. Covey



Indiana Housing & Community Development Authority<sup>2</sup><sub>0</sub>