

Q1 How do these trends resonate with your experience?

Answered: 4 Skipped: 0

#	RESPONSES	DATE
1	[DCC] Aligns with DEI as trend -and- would like to focus on SHARED MESSAGING/EXPERIENCES for future work [RF] Resonates with Expand the Leadership Model that Guides the Process -and- Amplify Voices and Perspectives trends because the need for diversity of perspectives representing the community "nothing about us, without us" [SW] Resonates with Expand the Leadership Model that Guides the Process, Amplify Voices and Perspectives, Ensure Alignment with Diversity, Equity, and Inclusion Efforts...because her organization prioritizes the DEI as part of the consideration and doing in everything the organization does. [HG] Resonates with Focus on Shared Experiences and Messaging -and- Create Powerful Frameworks to Motivate and Monitor Action because of shared goals as motivator to build organizational muscle for strategic planning AND strategic thinking. [MH] Resonate Create Powerful Frameworks to Motivate and Monitor Action because it's an expected deliverable from clients.	12/14/2022 4:27 PM
2	Surprised that trends are considered new aside from using more technology platforms as well as more emphasis on DEI. Engaging stakeholders is the way we do our work, especially including those who are involved in implementing the work. Emphasis is on what's changing from the beginning of the process. Conversation about values has been a way that DEI shows up in the strategic planning process now. Some senior leaders who are not open to talking about DEI can be more militant or strongly resistant. These can be organizations that are serving Black and brown people. The more progressive the organization, they've had the conversation already or they are more open to it.	12/14/2022 4:25 PM
3	Have seen more inclusion and integration of DEI work Desire for shorter plans more accessible I haven't seen expansion on who is on the committee - organizations nervous of putting external stakeholders Haven't seen one consultant doing both - SP and DEI work. So you need 2 external consultants that need to work together. #7 is not always strong- powerful frameworks. Generally no action afterwards. lack of ownership Leveraging of technology - the pandemic forced us to embrace technology throughout org. structure. But allows board to use it as an impediment/negative framework. Drop off of participation. Push to go back in person. Others different experience embracing technology and appreciate expanding the reach of people and geographies.	12/14/2022 4:22 PM
4	Many resonate: Plan to Plan has come up. Many are trying to take a more intentional approach to the work. However, there is not necessarily a shared understanding about what being intentional means. They are leaning on us as consultants to help clarify. DEI is a big goal for many, but without much knowledge of how to move forward. They have no fluency in the work and therefore have little ability to integrate it into their day-to-day work or their planning.	12/14/2022 4:19 PM

Q2 What changes are you seeing/making in your practice to support strategic planning?

Answered: 4 Skipped: 0

#	RESPONSES	DATE
1	[DCC] Manages client expectations with strategic plan and implementation as a living, dynamic document that provides the specific goals, tasks, and internal-cross-functional teams to implement/action out tasks to meet goals. [HG] Provides strategic thinking discussions about evaluations from organizational to program specific [MH] Provide strategic framework that strategically aligns all the elements of the business.	12/14/2022 4:27 PM
2	Digging into the "why" of strategic planning even more so than in the past. Trying to be more emergent in the work- helping client be more comfortable living in the moment and seeing how strategy connects to this. First question is always what is the impact / change in the world you want to make. Having Clients help gather the input from their stakeholders	12/14/2022 4:25 PM
3	It is hard to get the client input - client engagement, and what to do with the info. How are you going to measure everything you put on the plan? Constituent engagement has to happen during process and after. I encourage my clients to have a reset of their SP More use of steering group to distilled the info of the SPC. Other need to invest more time after meetings. Steering groups	12/14/2022 4:22 PM
4	Changes we're seeing: The infusion of COVID money has increased planning, but people are struggling with setting strategy that may not be financially sustainable. Financial cliff is very complicated for organizations we are working with. How to maximize resources those opportunities provide. Hard to galvanize around smart planning because they are captivated by the money. Nonprofits don't have a lot of muscles around financial planning and resiliency. Haven't seen resource development planning as a well-done component of strategic planning. Financial planning should derive from strategic plan goals and be geared toward sustainability. DEI is like a speaking point/marketing point for many. But it's divorced often from their strategic plan. It's not integrated into daily operations. Most nonprofits focused on programming, raising funds, but not looking at from DEI perspective. Seeing it as a problem to solve, not an opportunity to grow. We are asking a lot of people to both learn the new approach and integrate it seamlessly. It will be a long learning process. Technology has made planning more accessible, but less robust. People can have a voice, but it's hard for them to really process and engage via zoom. Changes in our practices: Looking at implementation side of plan....developing "action" or "accountability" plans to make sure plan is implemented and achieving success. RBA. Increased focus on holding board accountable for plan's success. Try to involve every stakeholder in the creation or review of the plan. Ask every stakeholder to sign the plan. Fervent ED tends to animate a plan. If s/he is behind it, it's much easier to engage and motivate stakeholders. Also seen COO or second-in-command be helpful in moving process.	12/14/2022 4:19 PM

Q3 What additional learning or supports related to strategic planning would be helpful to you?

Answered: 3 Skipped: 1

#	RESPONSES	DATE
1	Out of time	12/14/2022 4:27 PM
2	How to help Boards break out of their protective mindset in order to engage partners and the community. "this is our plan" ;	12/14/2022 4:25 PM
3	Good tools for Zoom planning would be helpful...templates, consultant strategies, timelines. Would like to see sample Strategic Frameworks. Articles to share with a board/staff about integrating DEI into planning.	12/14/2022 4:19 PM