Create Your Road Map

Part 1: Clarify your mission and create goals that are meaningful and inspiring for your team and supporters
Create Your Road Map

What we will cover today:

• Creating clarity of your vision and mission
• Defining goals and objectives that can truly help guide your daily work

Next week’s webinar:

Creating and working an action plan that will help unify and guide your entire team
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Quick Poll

Does your organization have a written strategic plan?

- Yes
- No
- Not sure
“Rowing harder doesn't help if the boat is headed in the wrong direction.”
- Kenichi Ohmae
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Common reasons for not planning

- Too busy
- Too complicated
- Too time consuming
- Too expensive
- Unsure of benefits
The truth about planning

- Does not have to take a lot of time
- There is no one and only right way
  - Every organization is a little different—take advantage of your unique strengths
- Your plan should be a valuable guide in your work that is adapted as things change
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Why create a road map?

• Become more proactive
• Get the whole team pulling in the same direction
• Achieve desired results with less effort
• Develop better strategies
• Eliminate what holds you back
• Assess progress, what works, what doesn’t
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“Begin with the end in mind”

- Steven Covey, *Seven Habits of Highly Effective People*
Which category best represents your organization?
- New nonprofit
- Small to medium nonprofit
- Large nonprofit
- Government animal services agency
- Other
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High Level Steps

1 Get Ready: Where is your organization at now? What kind of planning is needed? Who needs to be involved?

2 Determine Desired Outcomes: What do you want to achieve? Where do you want to be in the future? Consider your options.

3 Set Goals: What specific things need to be accomplished to reach the desired results?

4 Re-examine your Mission Statement: Does your mission statement still fit?
Step 1: Get Ready
Determine:

- The planning process you will use.
- Who needs to be part of the discussion and final decision-making.
- What information is needed.

The right answers depend on where your organization is at now, its size, and the scope of its work.
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Get Ready: Who needs to be part of the discussion and final decision-making?

- ED/CEO
- Board of directors
- Other staff leadership
- Selected staff members
- Selected stakeholders (volunteers, donors, etc.)
- Is there anyone else you need to hear from?
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Get Ready: Who needs to be part of the discussion?

Possible ways to engage people

- Discussions
- Meetings
- Interviews
- Focus groups
- Surveys

Why might it be worth the time to involve others?

- Can help discover alternatives
- Helps break through preconceptions
- Increases buy in
How to manage a group discussion and come to consensus?

Martha’s rules:

Like the proposal? (thumbs up)

Can and will live with the proposal? (sideways thumb)

Uncomfortable with the proposal and willing to discuss? (thumbs down)

“All right, the purrs have it.”
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Get Ready: What information is needed?

- Current mission, goals, and plans (if exist)
- Organization’s structure
- Metrics for past performance
- Challenges and changes made since COVID-19
- Marketing, fundraising and development strategies
- Financial information and budget
- Opportunities, challenges that participants may not know about
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Get Ready: Planning approach?
Full strategic planning may be best if organization:
  • Is well-established and/or well-organized
  • Has and uses a strategic plan now
Concise road-map planning may be best if organization:
  • Is new, small, or struggling
  • Hasn’t had a strategic plan or had one that sat on a shelf and is now outdated
  • Probably will not go through an extensive planning process

A basic plan beats no plan.
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Get Ready: Common Definitions

Vision statement: The ideal result of the organization’s work.

Mission statement: An inspiring, focused description of the organization’s purpose.

Values: Principles and standards that are essential to achieving your mission.

Goals: Specific objectives that will further the mission and bring you closer to achieving the vision.
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Step 2: Determine Desired Outcomes

Three areas to explore:

• Where is the organization at now
• What are the needs of the animals in your service area
• The purpose for your organization’s existence
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Determine Desired Outcomes:

Questions to trigger discussion about where you are at now:

What’s working well? What’s not working well?
What does our organization do better than any other?
What would make the biggest difference?
What prevents us from making improvements?

If money was not an obstacle, what would we do? What challenges would we still have?

Perhaps you can come up with your own questions to inspire creative thinking.
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Determine Desired Outcomes:

What are the community needs?

What needs do you see for animals now in your community?

Consider changes that have occurred since the pandemic.
Determine Desired Outcomes:

What is your purpose?

Put aside what your organization does now, concerns or problems and think about why your organization exists.

Why did it start in the first place?

Why does it still exist now?
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Determine Desired Outcomes:
Consider the input from discussions about

- where you are now,
- the needs of the community, and
- your organization’s purpose.

Where would you like your organization to be in 3 to 5 years?

- Where do these elements or needs and purpose intersect?
- What is your organization really good at?
- Where should you put your focus?
What if you have too many ideas?

You can distill down input through one or more of these strategies:

- Voting
- Weighted voting
- Combining similar elements
- Moving items to “parking lot” for later discussion
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Determine Desired Outcomes:
Where would you like your organization to be in 3 to 5 years?

Your desired outcomes may include:

- **Results** - Lifesaving achievements, community improvements, progress toward your vision, etc.
- **Community engagement/support**
- **Organizational efficiency, stability, sustainability, financial, infrastructure**
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Determine Desired Outcomes: Trends

- Access to care—veterinary services for those who can’t afford it
- Community resource center—services that focus on:
  - Keeping pets in homes
  - Foster home-based animal care
  - Return to field and TNR for community cats
- Quality of care—stress reduction, enrichment, shelter medicine
- Increased community engagement and a focus on diversity
- Expertise in saving higher risk animals
- Work-life balance for staff
Step 3: Set Goals

What should be accomplished within the next year in order to achieve your three- to five-year objectives?
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Set Goals
There is almost always more than one way to get where you want to go.

Consider:
- The possible ways you could get there
- Challenges to getting there
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Setting SMART goals:

Specific—Understandable, significant

Measurable—Quantifiable, clear when achieved

Achievable—Stretch goals can be inspiring, but not nearly impossible

Relevant—Will bring the organization closer to achieving its mission

Time bound—Target dates or due dates
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Example of SMART goals

• Increase foster homes so fostering 20% more kittens in 2021 over 2020.

• Increase the total number of volunteer hours for 2021 by 25% over what was worked in 2020.
Step 4: Re-examine your Mission Statement:

- Does current mission statement accurately capture what the organization is trying to achieve now?
- Does it work well to inspire support?
- Do you and the team feel enthusiastic and inspired by your mission?

If the answer to any of these is no, it is time to consider updating your mission statement.
Is your current mission statement effective and impactful enough to help guide your organization into the future?

- Yes
- No
- Not sure or don’t have one yet
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Drafting your mission statement:

Ideally it will concisely explain:

- What you do
- Why you do it
- How you do it
- What sets your organization apart

And it will inspire others to support your work.
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What can go wrong with drafting your mission statement?

“How to Write a Mission Statement that Doesn’t Suck”
by Dan Heath
of Fast Company

https://www.youtube.com/watch?v=LJhG3HZ7b4o
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Mission statement

Your organization’s mission statement can be the foundation of your success. Donors, staff, and volunteers need inspiration. Management needs guidance for their efforts and decision-making. Make sure everyone hears about it.
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Next week’s webinar:

- How to turn goals into action plans not just for the organization, but for departments or individuals on the team.
- How to communicate with your whole team about the road map you have created.

“A goal without a plan is just a wish.”
— Antoine de Saint-Exupéry
Bonney Brown and Diane Blankenburg
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Questions?