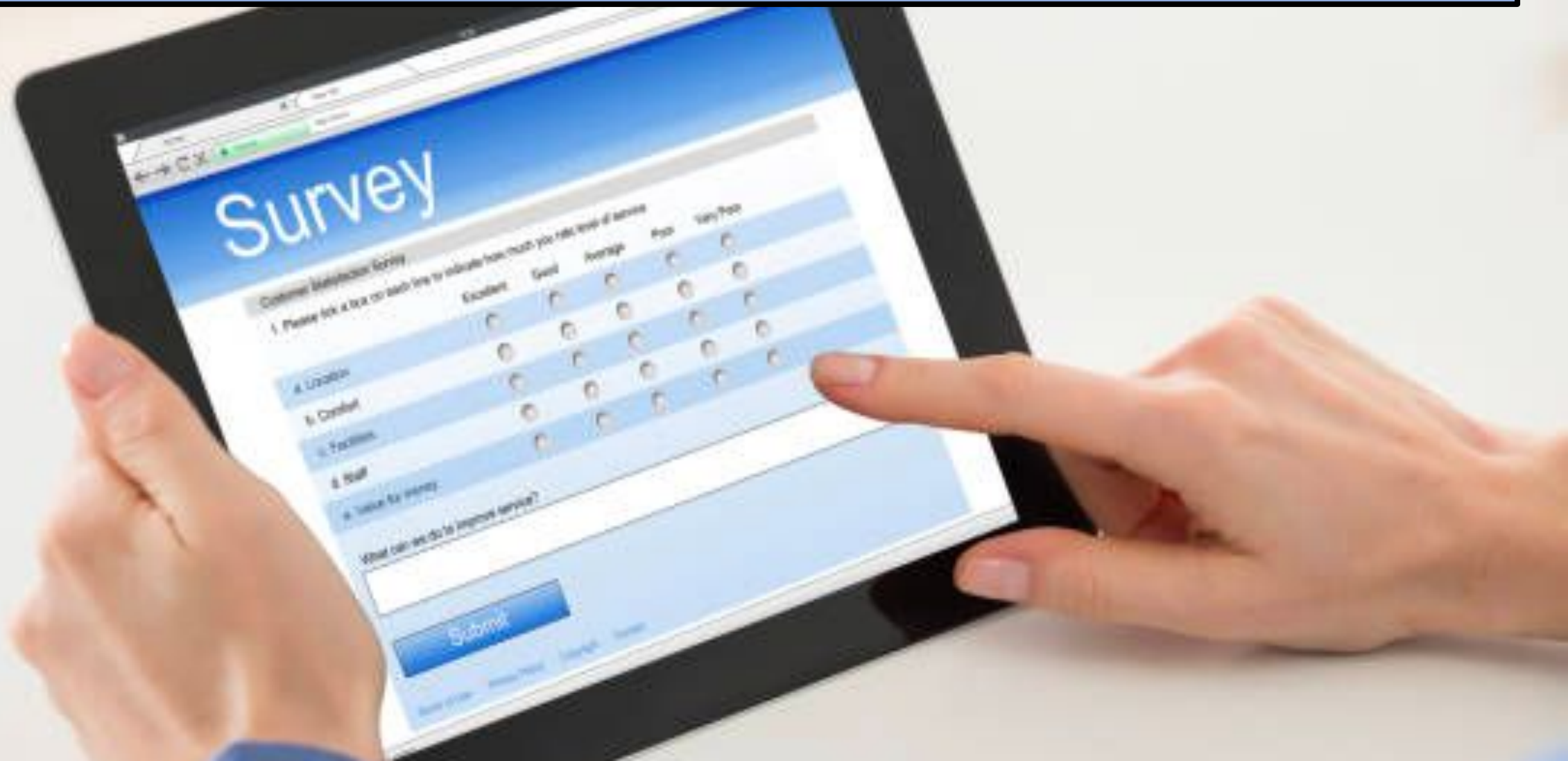


Strategic Management Needs Assessment Survey Glen Ellyn District 41



**STRATEGY
MANAGEMENT
PERFORMANCE
SYSTEM**

Feedback to all Processes

PHASE 2
Environmental Assessment

External Scan

4

Internal Scan

5

Design SIS

6

Perform SWOT

Select Core Strategies

10

Develop Strategic Plan

11

Develop Strategic Operating Plan

12

Implementation Management

Implementation

PHASE 4
Strategic Planning



Two Basic Questions

- Are we doing things **RIGHT**?
OPERATIONAL MANAGEMENT
- Are we doing the **RIGHT**
things? **STRATEGIC**
MANAGEMENT



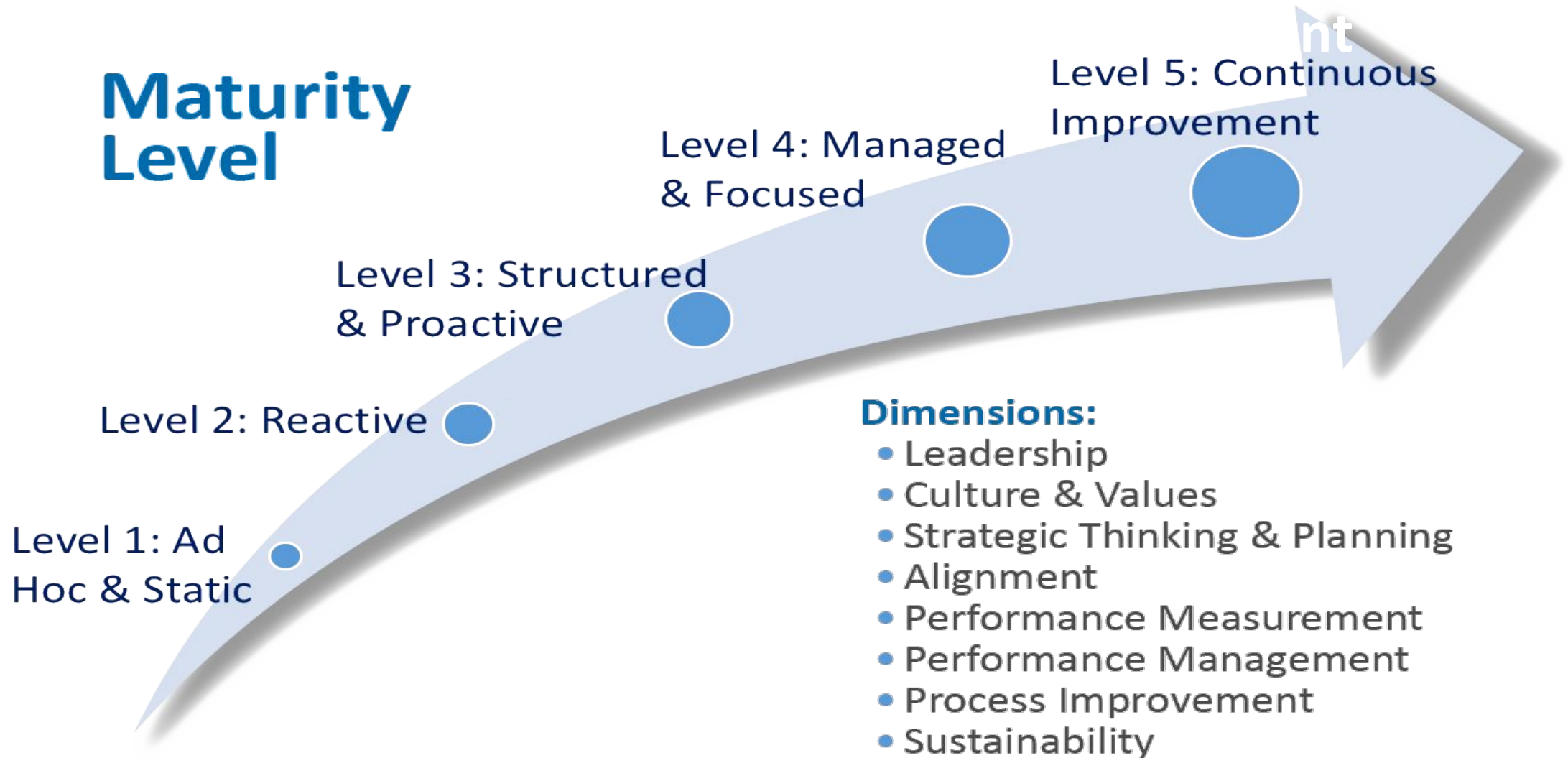
WHY?

- Assess the **growth and performance** of a district related to the dimensions of Strategic Management
- Allow **benchmarking across districts or departments within a district** to compare and learn from one another

5 Most Important Factors to Successfully Implement Strategy

1. An **accountability model** must be clearly defined and embraced for each element of the strategy.
2. The organization-wide **strategy must be effectively cascaded down into the business units, support functions, teams and individuals throughout the organization.**
3. **Adequate resources (time, budget, skills and capacities)** must be available.
4. Managing change on a consistent and professional basis is vital. **Change management is the primary responsibility of the executive leadership team.**
5. Establishing a **performance culture** is a fundamental requirement for effective implementation and a frequent failure point in many strategic planning and management processes.

Maturity Level

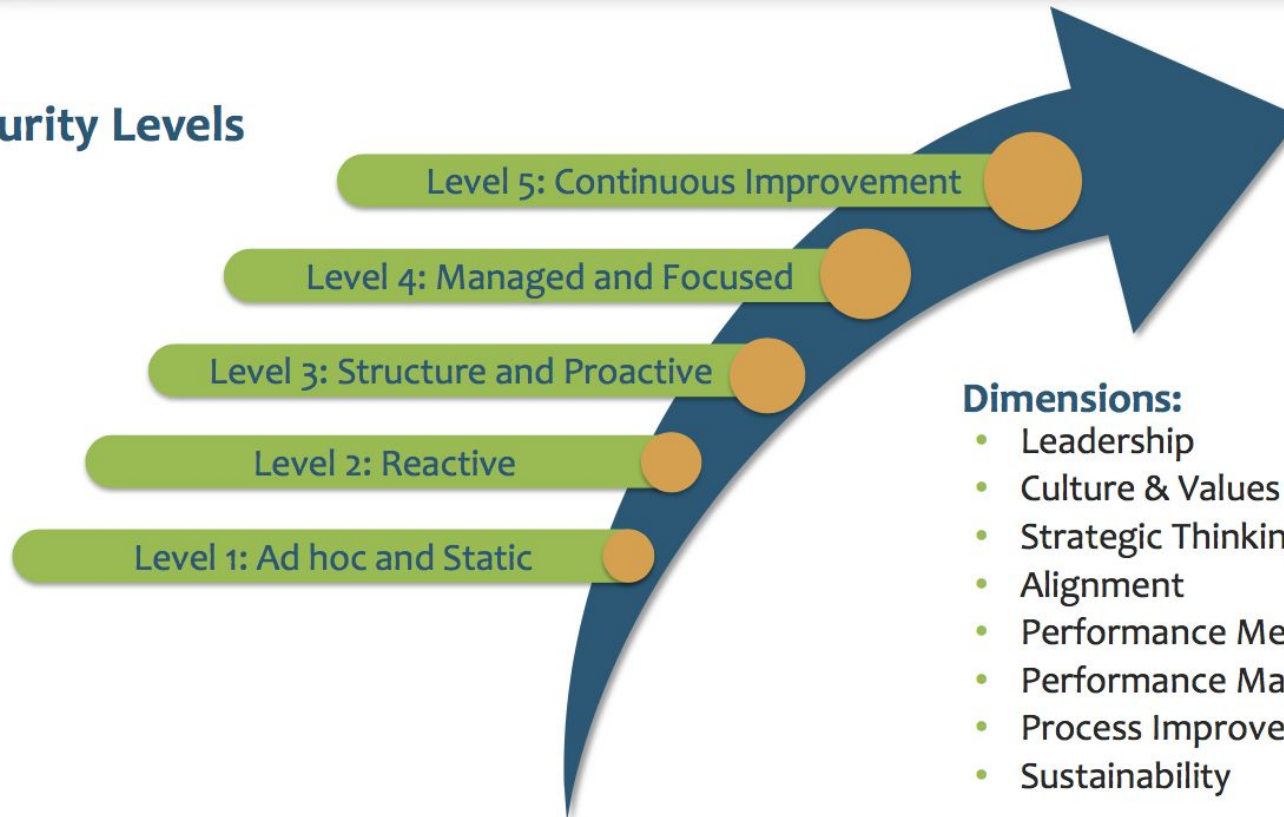


Dimensions:

- Leadership
- Culture & Values
- Strategic Thinking & Planning
- Alignment
- Performance Measurement
- Performance Management
- Process Improvement
- Sustainability

Strategic Management Maturity Model™ (SMMM)

Maturity Levels



Dimensions:

- Leadership
- Culture & Values
- Strategic Thinking & Planning
- Alignment
- Performance Measurement
- Performance Management
- Process Improvement
- Sustainability

Maturity Level 1: Ad Hoc and Static



- Currently do not do any strategic planning or management in a formal sense
- Tend to plan only on the tactical or operational level in an ad hoc and uncontrolled manner
- Strategically planning normally by senior management behind closed doors
- Leaders spend a majority of their time addressing operational issues
- “Fire fighting” is the norm
- Never seem to ever find time to address long-term strategy

Maturity Level 2: Reactive



- Some elements of effective planning and strategic performance management are being applied
- Erratically, inconsistent and often with poor results
- Planning discipline is unlikely to be rigorous, and only happens in reaction to events or to temporarily please an individual leader
- These organizations might measure performance or even use it to punish underperformers
- Often these activities are done by individuals to meet a routine policy need and are not taken seriously

Maturity Level 3: Structured and Proactive



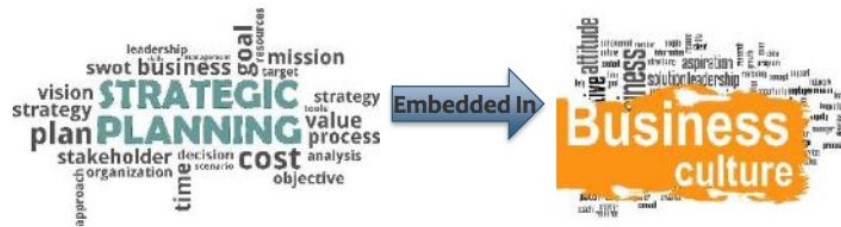
- Formal structures and processes in place to comprehensively and proactively engage in strategic planning and management
- These activities occur on a fairly regular basis and are subject to some degree of improvement over time
- Measurements are somewhat aligned with strategy
- Employee accountability is taken seriously

Maturity Level 4: Managed and Focused



- Strategy drives focus and decision making for the organization
- Organization-wide standards and methods are broadly implemented for strategy management
- Leaders formally engage employees in the process
- A measurement and accountability work culture help drive strategic success for the organization

Maturity Level 5: Continuous Improvement



Regularly Conducts:

1. Analysis toward Goals
2. Studies on the Effectiveness of the Strategic Plan and Management Processes



- Strategic planning and management excellence are embedded within the culture of the organization and are continuously improved in a formal sense
- First the organization analyzes how it is performing towards its strategic goals
- Second the organization then studies how effective the strategic planning and management processes are and adapts as necessary
- Excellence in strategic management drives the organization’s competitive edge or performance success

Discuss the implications of the survey results:

Identify strengths and opportunities for improvement

Target opportunities

identify check-in times



Dimension: n= 29	Level 1	Level 2	Level 3	Level 4	Level 5
Leadership	1	4	2	9	13
Values and Culture	0	7	7	10	5
Strategic Thinking and Planning	0	5	13	7	4
Alignment	2	4	16	6	1
Performance Measurement	0	5	7	10	7
Performance Management	0	5	13	5	6
Process Improvement	0	11	9	7	2
Sustainability	5	6	11	2	5

Dimension: n= 29	Total Points	Mean Score	Strength or Opportunity
Leadership	116	4.0	
Values and Culture	100	3.45	
Strategic Thinking and Planning	97	3.34	
Alignment	87	3.0	
Performance Measurement	106	3.67	
Performance Management	99	3.41	
Process Improvement	87	3.0	
Sustainability	83	2.86	

Improving the Management System



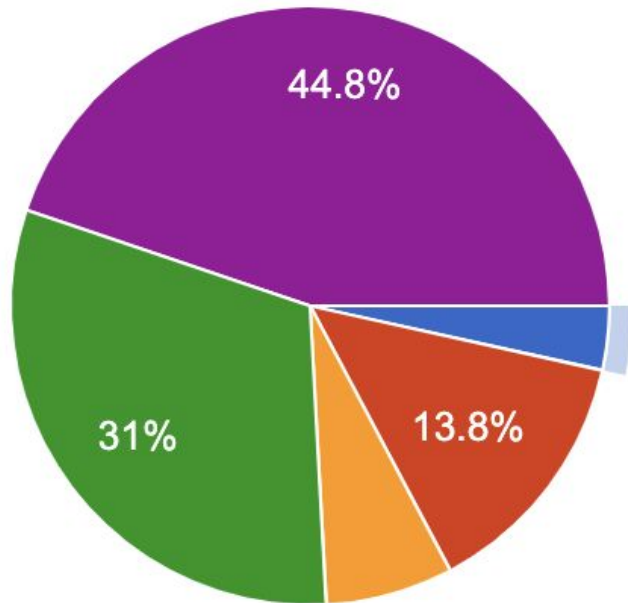


Leadership

Leaders question assumptions, look at problems in new ways, and create and articulate a vision for the future. In the context of strategic management, leadership includes the following traits:

- a) leaders set a clear and consistent vision or "picture of the future" of the organization;
- b) leaders are pro-active in preparing the organization for the future;
- c) leaders are visible and engaged to ensure that staff understand the common vision and can translate it into terms relevant to their roles;
- d). leaders "walk the talk" in exemplifying the values, ethics and policies of the organization;
- e) leaders don't micromanage, but trust and encourage employees to contribute their ideas and grow in their careers;
- f) leaders "walk around" and work alongside staff to encourage teamwork.

Leadership



- Leaders dictate in the command and control fashion: otherwise disengaged
- Leaders dictate but gather feedback sporadically
- Leaders engage with direct reports only, but do model desired behaviors and v...
- Leaders empower many employees through ongoing engagement
- Leaders and employees fully engage in a continuous dialog based on a team-...

Dimension:	Level 1	Level 2	Level 3	Level 4	Level 5
Leadership	1	4	2	9	13



Culture and Values

This dimension refers to the culture and values inside the organization, and it addresses leaders' and employees' shared understanding and agreement with stated values. What distinguishes maturity is the degree to which those values are communicated, understood and practiced – by the leader as well as by all employees. Evidences of mature workforce culture and values include:

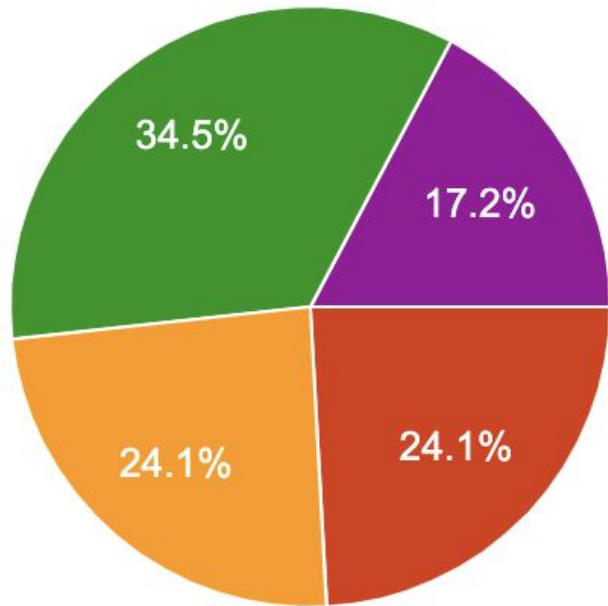
- a) thoughtful applications of change management principles and practices by the leadership;
- b) the degree of ownership that employees feel for the vision and values of the organization;
- c) their degree of participation in shaping the organization's culture and ways of working;
- d) the level of trust, transparency and freedom to communicate with candor, as opposed to a culture of fear and denial;
- e) the degree of flexibility and willingness to change to align to new strategic priorities;
- f) the level of awareness and consistency of adherence to stated values and policies.

Dimension: Culture and Values



- Leaders' and employees' shared understanding and agreement with the values
- What distinguishes maturity is the degree to which those values are communicated, understood, and practiced – by the leader as well as by all employees
- Evidences of mature workforce culture and values include:
 - Applications of change management principles and practices by the leadership
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 - Degree of participation in shaping the organization's culture and ways of working
 - Level of trust, transparency and freedom to communicate with candor, as opposed to a culture of fear and denial
 - Degree of flexibility and willingness to change to align to new strategic priorities
 - Level of awareness and consistency of adherence to stated values and policies

Culture and Values



- Vision and values undefined or not shared
- Mission and values published but not lived
- Vision and values communicated and understood
- Vision and values collaboratively developed
- Vision and values fully integrated into the organization's culture

Dimension:	Level 1	Level 2	Level 3	Level 4	Level 5
Culture and Values	0	7	7	10	5



Strategic Thinking and Planning

Strategy development is not a "cookbook" process. It is a challenging, heuristic task that requires strategic thinking. Strategic thinking involves several traits:

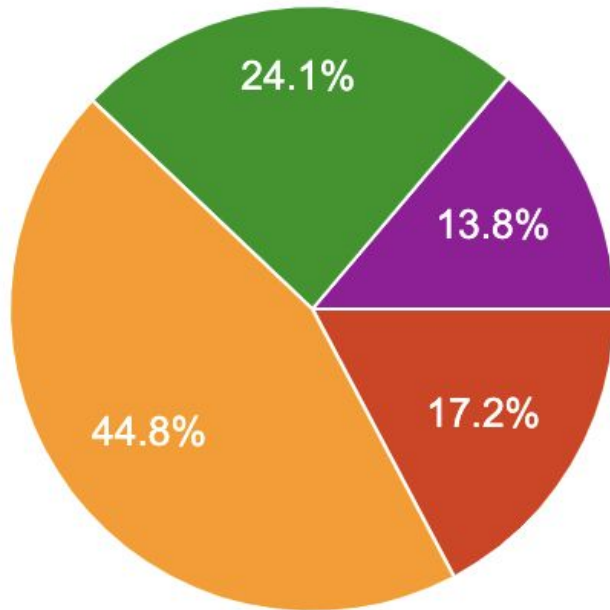
- a) the ability to use consistent definitions of planning terms and to understand their distinctions;
- b) awareness of the distinctions between project planning and strategic planning;
- c) the ability to discuss and describe items in plans at the appropriate "strategic altitude";
- d) awareness of the dynamic system effects in organizations, such as delays and feedback;
- e) openness to new ideas and encouragement of creativity and innovation;
- f) openness of the planning process to a team of employees of various ranks and functions;
- g) degree to which alternative strategies and scenarios are considered;
- h) linkage of strategic planning to budgeting;
- i) ability to write and speak with clarity and simplicity. Evidence for the degree of strategic thinking can be found in the organization's strategic planning documents.

Dimension: Strategic Thinking and Planning



- Strategic thinking involves several traits:
 - Ability to use consistent definitions of planning terms and to understand their distinctions
 - Awareness of the distinctions between project planning and strategic planning
 - Ability to discuss and describe items in plans at the appropriate “strategic altitude”
 - Awareness of the dynamic system effects in organizations, such as delays and feedback
 - Openness to new ideas and encouragement of creativity and innovation
 - Openness of the planning process to a team of employees of various ranks and functions
 - Ability to write and speak with clarity and simplicity evidenced by the degree of strategic thinking found in strategic planning documents
 - Degree to which alternative strategies and scenarios are considered
 - Linkage of strategic planning to budgeting

Strategic Thinking and Planning



- No strategic planning occurs within the organization; no goals defined
- Strategic planning is the responsibility of a small team and dictated to the organ...
- A structured and open planning process involves people throughout the organi...
- Plans are developed and revised regularly by trained, cross-functional p...
- Strategy drives critical organizational decisions and a continuous improvem...

Dimension:	Level 1	Level 2	Level 3	Level 4	Level 5
Strategic Thinking and Planning	0	5	13	7	4



Alignment

Alignment refers to strategic alignment, that is, the degree to which the organization's people and resources are focused on the strategy. The opposite of alignment is "chaos" where managers, programs and projects are aiming at different goals and there is lack of a common vision, leading to wasted energy, delays, conflict and confusion. Features of the organization that can be aligned include: values, vision, mission, strategic plans, budgets, policies, procedures, functions, themes, objectives, information standards and organization structure. Alignment measures the degree to which:

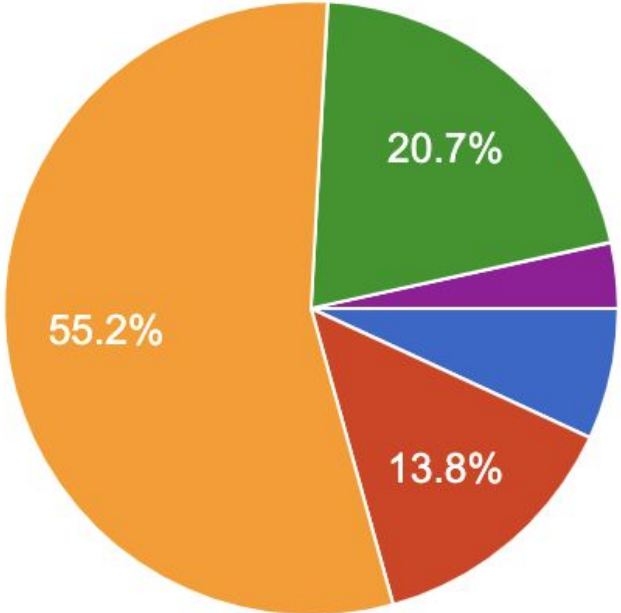
- a) people at all levels are motivated by a common vision and strategy;
- b) people understand that supporting the strategy is their job;
- c) people are self-motivated, not merely by compliance to rules.
- d) ability to write and speak with clarity and simplicity

Dimension: Alignment



- Strategic alignment...
- Degree to which the organization's people and resources are focused on the strategy
- Opposite of alignment is “chaos”
- Alignment measures:
 - People at all levels are motivated by a common vision and strategy
 - People understand that supporting the strategy is their job
 - People are self-motivated, not merely by compliance to rules

Alignment



- Work is narrowly focused based on organization structure, with little stake...
- Stakeholder needs and feedback start to influence more aligned decision making
- Employees know their students, families and community, and align strategy to t...
- Vision, stakeholder needs, strategy and employee reward and recognition syst...
- All structures and systems are aligned with strategy and organizational align...

Dimension:	Level 1	Level 2	Level 3	Level 4	Level 5
Alignment	2	4	16	6	1



Performance Measurement

So most organizations by now have learned to measure some things, either for operational performance or for compliance with requirements of outside stakeholders. But strategic performance measures or metrics are aligned to the strategic plan – not just everyday operations and outputs, but strategic outcomes that tie to the vision of the organization. Features to look for in strategic performance metrics are:

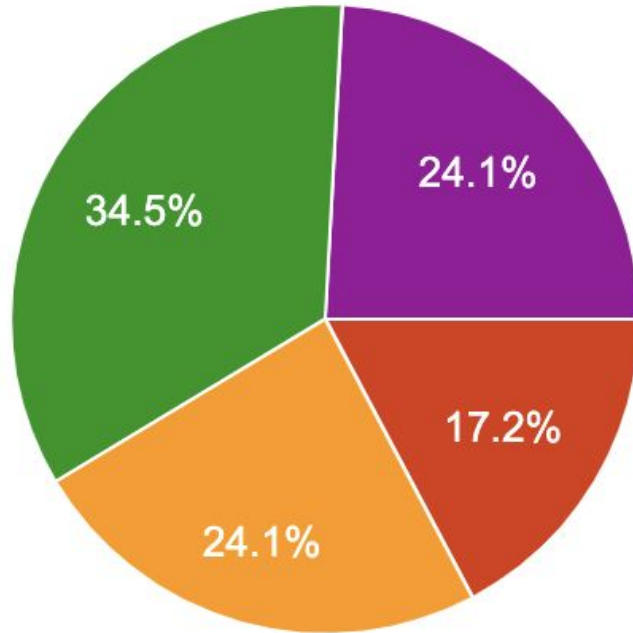
- a) metrics derived from and aligned to the strategy, not just "KPI's" for operations;
- b) metrics that focus on outcomes and results, not just money spent, tasks accomplished, or outputs delivered;
- c) metrics that use appropriate ratios, sample sizes and other features in order to be more meaningful;
- d) metrics that are measured and reported frequently enough to drive decision making;
- e) "team" and "organization" performance, not only individual performance is being tracked;
- f) a balanced set of metrics that cover a range of different dimensions including not only financial data but also customer satisfaction, internal process performance and capacities of the organization.

Dimension: Performance Measurement



- **Key Performance Indicators (KPI)** are aligned to the strategic plan and carry these features:
 - Are not just “KPI’s” for operations
 - Focus on outcomes and results, not just money spent, tasks accomplished, or outputs delivered
 - Use appropriate ratios, sample sizes and other features in order to be more meaningful
 - Are measured and reported frequently enough to drive decision making
 - Measure “Team” and “Organization” performance, not only individual performance
 - Structured as a balanced set of KPIs that cover a range of different dimensions including not only financial data but also customer satisfaction, internal process performance and capacities of the organization

Performance Measurement



- No data or only ad-hoc performance measures are collected
- Performance data is collected routinely but most are operationally focused
- Strategic performance measures are collected, covering most strategic goals
- Strategic measures are broadly used to improve focus and performance and i...
- Measurements comprehensively used and routinely revised based on contin...

Dimension:	Level 1	Level 2	Level 3	Level 4	Level 5
Performance Measurement	0	5	7	10	7



Performance Management

It is one thing to collect data, it is another to use it effectively. Performance management deals with the degree to which performance metrics are used in decision making. Features to look for are:

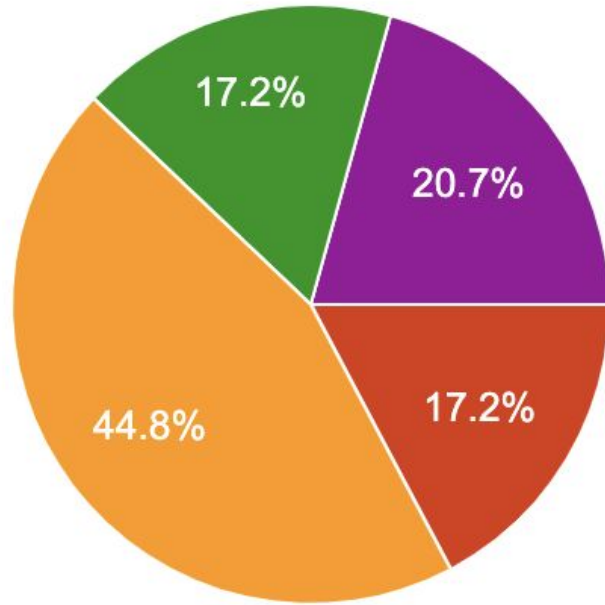
- a) recognition of the organization as a dynamic system;
- b) the use of feedback loops – so managers get to see the results of their decisions;
- c) managers are able to change things based on timely reporting;
- d) strategic performance measures are available to test the strategy;
- e) leaders have placed the entire organization into a "learning loop" so that they can validate their vision;
- f) ultimately the organization is learning what works to satisfy customers and improve the organization.

The degree to which leaders and managers feel they have the information they need to make decisions defines the level of performance management.



- Performance management is the degree to which performance metrics are use in decision making
- Degree to which leaders and managers feel they have the information they need to make decisions defines the level of performance management. Feature/functions to look for are, but not limited to:
 - Recognition of the organization as a dynamic system
 - Use of feedback loops – so managers get to see the results of their decisions
 - Managers are able to change things based on timely reporting
 - Strategic performance measures are available to test the strategy
 - Leaders have placed the entire organization into a “learning loop” so that they can validate their vision
 - Organization is learning what works to satisfy customers and improve the organization

Performance Management



- No emphasis on using performance as a criterion to manage the organization
- Performance reviews required but not taken seriously; no accountability for p...
- Measures are assigned owners and performance is managed at the organi...
- Measurement owners are held accountable and performance is mana...
- Organization culture is measurement and accountability focused; decisions...

Dimension:	Level 1	Level 2	Level 3	Level 4	Level 5
Performance Management	0	5	13	5	6



Process Improvement

The role of strategic management is to identify which processes out of our entire portfolio are most in need of improvement (doing the right things). This requires input from the strategy, which informs the allocation of resources for planning improvements of the most strategically important processes in the near term and long term. Process improvement includes an assessment of:

- a) the organization's knowledge about its strategically important work processes;
- b) how well these processes are being improved updated and documented;
- c) how efficiently these processes perform compared to industry benchmarks;
- d) skills, practices and technologies used to improve process quality and efficiency;
- e) knowledge of core competencies and capacities of the organization and how well they are employed in running the processes;
- f) the level of employee awareness of customers and their expectations;
- g) existence of contingency plans for future risks, such as disasters, funding shortages, and leadership succession.

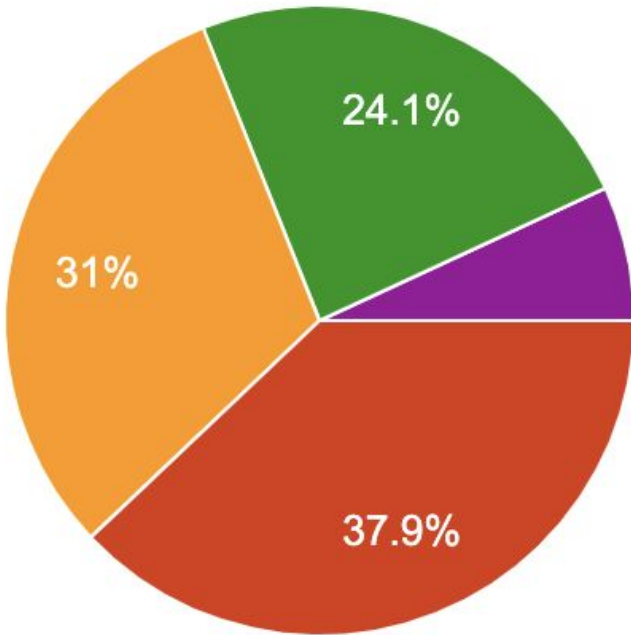
Dimension: Process Improvement

achievement growth evaluation
goal **Process** system analysis
Improvement: enhance
plan technology method project
benefit management progress
efficiency operation tool
procedure cost research strategy



- Process improvement includes an assessment of:
 - Organization's knowledge about its strategically important work processes
 - How well these processes are being improved updated and documented
 - How efficiently these processes perform compared to industry benchmarks
 - Skills, practices and technologies used to improve process quality and efficiency
 - Knowledge of core competencies and capacities of the organization and how well they are employed in running the processes
 - Level of employee awareness of customers and their expectations
 - Existence of contingency plans for future risks, such as disasters, funding shortages, and leadership succession

Process Improvement



- Processes are undocumented and ad-hoc with evident duplication and delays
- A few key processes documented, and process improvement models (TQM, L...
- All key processes are identified and documents, and strategy guides succ...
- All key processes are tracked and improved on a continuous basis and n...
- Employees are empowered and training, and a formal process exists for improv...

Dimension:	Level 1	Level 2	Level 3	Level 4	Level 5
Process Improvement	0	11	9	7	2



Sustainability

Sustainability of the strategic management of the organization is defined by:

- a) how well the organization is maintaining its focus on its strategic vision, plans and initiatives;
- b) people, systems, and communication activities are in place to maintain the momentum of desired change;
- c) a sense of urgency in the staff and workforce;
- d) reward and recognition systems that support efforts to motivate employees to do the right things;
- e) presence of "champions" to keep the workforce informed about the strategic priorities and levels of performance that are desired;
- f) presence of an "Office of Strategic Management" to deploy the strategy and track performance;
- g) degree to which strategic management has been institutionalized, so that "strategy is everyone's job".

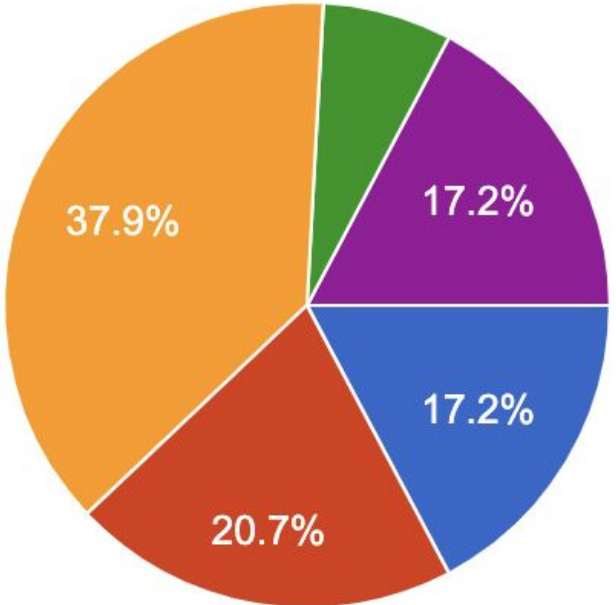
When a high level of maturity is achieved, the organization is on a journey of continuous learning and improvement.



- Sustainability of the strategic management of the organization is defined by:
 - How well the organization is maintaining its focus on its strategic vision, plans and initiatives
 - People, systems, and communication activities are in place to maintain the momentum of desired change
 - A sense of urgency in the staff and workforce
 - Reward and recognition systems that support efforts to motivate employees to do the right things
 - Presence of “champions” to keep the workforce informed about the strategic priorities and levels of performance that are desired
 - Presence of an “Office of Strategic Management” to deploy the strategy and track performance
 - Degree to which strategic management has been institutionalized, so that “strategy is everyone's job”



Sustainability



- Lack of structure and champions lead to short-term focus on tasks
- Strategy "champions" identified
- Formal organization structure in place to maintain focus on strategy
- Organization has an "Office of Strategy Management" or equivalent
- Strategic thinking and management are embedded in the culture of the organization

Dimension:	Level 1	Level 2	Level 3	Level 4	Level 5
Sustainability	5	6	11	2	5



Assessment: Strategic Management Maturity Model™

	Level 1: Ad hoc & Static	Level 2: Reactive	Level 3: Structured & Proactive	Level 4: Managed & Focused	Level 5: Continuous Improvement
Leadership	Leaders dictate / command & control; otherwise disengaged	Leaders dictate but gather feedback sporadically	Leaders model desired behaviors and values but engage with direct reports only	Leaders empower many employees through on going engagement	Leaders & employees fully engage in a continuous dialog based on a team-based culture
Culture & Values	Vision & values undefined or not shared	Vision & Values published, but not lived	Vision & Values communicated & understood	Vision & Values collaboratively developed	Vision & Values fully integrated into organization culture
Strategic Thinking & Planning	No strategic planning occurs within the organization; no goals defined	Strategic planning is the responsibility of a small team and dictated to the organization	A structured and open planning process involves people throughout the organization every couple of years	Plans are developed and revised regularly by trained, cross-functional planning teams	Strategy drives critical organizational decisions and a continuous improvement planning process is maintained
Alignment	Work is narrowly focused based on organization structure, with little customer input	Customer needs and feedback start to influence more aligned decision making	Employees know their customers and align strategy to those needs	Vision, Customer Needs, Strategy, and employee reward and recognition systems are cascaded and aligned	All structures and systems are aligned with strategy, and organizational alignment is continuously improved
Performance Measurement	No data, or only ad hoc performance measures are collected	Performance data collected routinely, but are mostly operationally focused	Strategic performance measures are collected, covering most strategic objectives	Strategic measures are broadly used to improve focus & performance and inform budget decisions	Measurements comprehensively used and routinely revised based on continuous improvement
Performance Management	No emphasis on using performance as a criterion to manage the organization	Performance reviews required but not taken seriously; no accountability for performance exists	Measures are assigned owners and performance is managed at the organizational and employee level	Measurement owners are held accountable and performance is managed at all levels	Organizational culture is measurement and accountability focused; decisions are evidence-based
Process Improvement	Processes are undocumented and ad hoc with evident duplication and delays	A few key processes documented, and process improvement models (TQM, Lean Six Sigma, etc) introduced	All key processes are identified and documented, and strategy guides successful process improvement initiative and improvements	All key processes are tracked and improved on a continuous basis and new process improvement ideas are accepted	Employees are empowered and trained, and a formal process exists for improving process management
Sustainability	Lack of structure and champions lead to short-term focus on tasks	Strategy “champions” identified	Formal organization structure in place to maintain focus on strategy	Organization has an “Office of Strategy Management” or equivalent	Strategic thinking and management are embedded in the culture of the organization

Assessment: Strategic Management Maturity Model n= 11

Dimension:	Level 1: Ad hoc and Static	Level 2: Reactive	Level 3: Structured & Proactive	Level 4: Managed and Focused	Level 5: Continuous Improvement
Leadership	Leaders dictate/command & control; otherwise disengaged	Leaders dictate but gather feedback sporadically	Leaders model desired behaviors and values but engage with direct reports only 4.0	Leaders empower many employees through ongoing engagement	Leaders & employees fully engage in a continuous dialog based on a team-based culture
Culture & Values	Vision and values undefined or not shared	Vision & Values published, but not lived	Vision & Values communicated and understood 3.45	Vision & Values collaboratively developed & reviewed	Vision & Values are fully integrated into the organization's culture
Strategic Thinking & Planning	No strategic planning occurs within the organization; no goals defined	Strategic planning is the responsibility of a small team and dictated to the organization	A structured and open planning process involves people throughout the organization 3.34	Plans are developed and revised regularly by trained, cross-functional planning teams	Strategy drives critical organizational decisions and a continuous improvement planning process is maintained
Alignment	Work is narrowly focused based on organization structure, with little customer input	Customer needs and feedback start to influence more aligned decision-making	Employees know their students, families, and community, and align strategy to those needs 3.0	Vision, customer needs, strategy and employee reward and recognition systems are cascaded and aligned	All structures and systems are aligned with strategy, and organizational alignment is continuously improved
Performance Measurement	No data, or only ad hoc performance measures are collected	Performance data collected routinely, but are mostly operationally focused	Strategic performance measures are collected, covering most strategic goals and action plans 3.67	Strategic measures are broadly used to improve focus & performance and inform budget decisions	Measurements are comprehensively used and routinely revised based on continuous improvement
Performance Management	No emphasis on using performance as a criterion to manage the organization	Performance reviews required but not taken seriously; little accountability	Measures are assigned owners and performance is managed at the organization & employee levels 3.41	Measurement owners are held accountable and performance is managed at all levels	Organizational culture is measurement and accountability focused; decisions are evidence-based
Process Improvement	Processes are undocumented and ad hoc with evident duplication and delays	A few key processes documented, and process improvement models/frameworks introduced	All key processes are identified and documents and strategy guides successful process improvement 3.0	All key processes are tracked and improved on a continuous basis and new process improvement ideas are accepted	Employees are empowered and trained, and formal process exists for improving process management
Sustainability	Lack of structure and champions lead to short-term focus on tasks	Strategy "champions" identified 2.86	Formal organization structure in place to maintain focus on strategy	Organization has an "Office of Strategy Management" or equivalent	Strategic thinking and management are embedded in the culture of the organization



Continuous Improvement of Strategic Management Maturity

Strategic Management Maturity Model Results (SMMM) - 2013 to 2017

— 2013 — 2014 — 2015 — 2016 — 2017 — Perfect World
 SMMM Average Score by Year: (2.31) (2.29) (2.83) (3.19) (3.57)

	2013	2014	2015	2016	2017	Perfect World
Leadership	2.40	2.10	2.80	2.90	3.10	5.00
Culture & Values	2.40	2.80	3.20	3.50	4.00	5.00
Strategic Thinking & Planning	2.50	3.10	3.30	3.50	3.75	5.00
Alignment	2.00	2.10	2.80	3.50	4.00	5.00
Performance Measurement	2.00	2.10	2.50	3.20	3.80	5.00
Performance Management	2.00	2.20	3.00	2.90	3.00	5.00
Process Improvement	2.40	1.80	1.90	3.00	3.20	5.00
Sustainability	2.80	2.10	3.10	3.00	3.70	5.00
Average Score	2.31	2.29	2.83	3.19	3.57	5.00



Variance

- **Alignment**
- **Process Improvement**
- **Sustainability**



Analysis of Strategic Management System

Areas of Strength	Areas for Growth and Opportunity
Leadership	Sustainability
Performance Measurement	Alignment
Values and Culture	Process Improvement
Strategic Thinking and Planning	
Performance Management	

