

# *Building Successful Organizations*

## Implementation Planning

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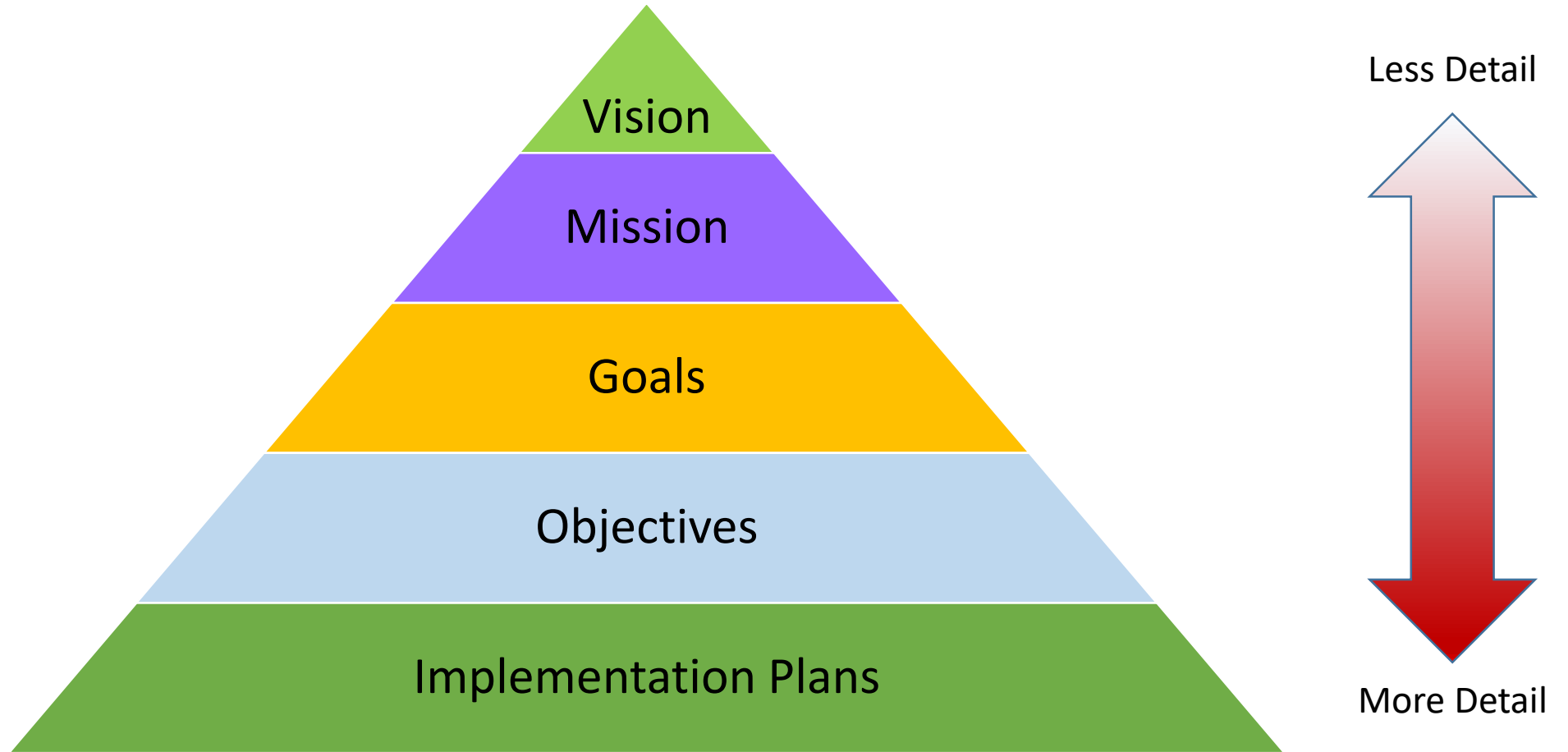
# Session Overview

- I. “Plan the Plan” – Begin with the Implementation in Mind!
- II. Ten Tactics to Keep the Plan Alive
- III. “Audience Participation”

# What is the Purpose of the Plan?

- Why are you undertaking a planning process/why was the plan developed?
- What type of plan?
  - Organizational
  - Transportation
  - Land Use
  - Housing
  - Workforce
  - Tourism
  - Neighborhood/Community/Regional Vision
  - Comprehensive ED Strategy
  - Community & Human Services
  - Recreation
  - Emergency preparedness

# What Level of Detail in the Plan?



# Who Will Be Implementing the Plan?

## Single Organization/Unit

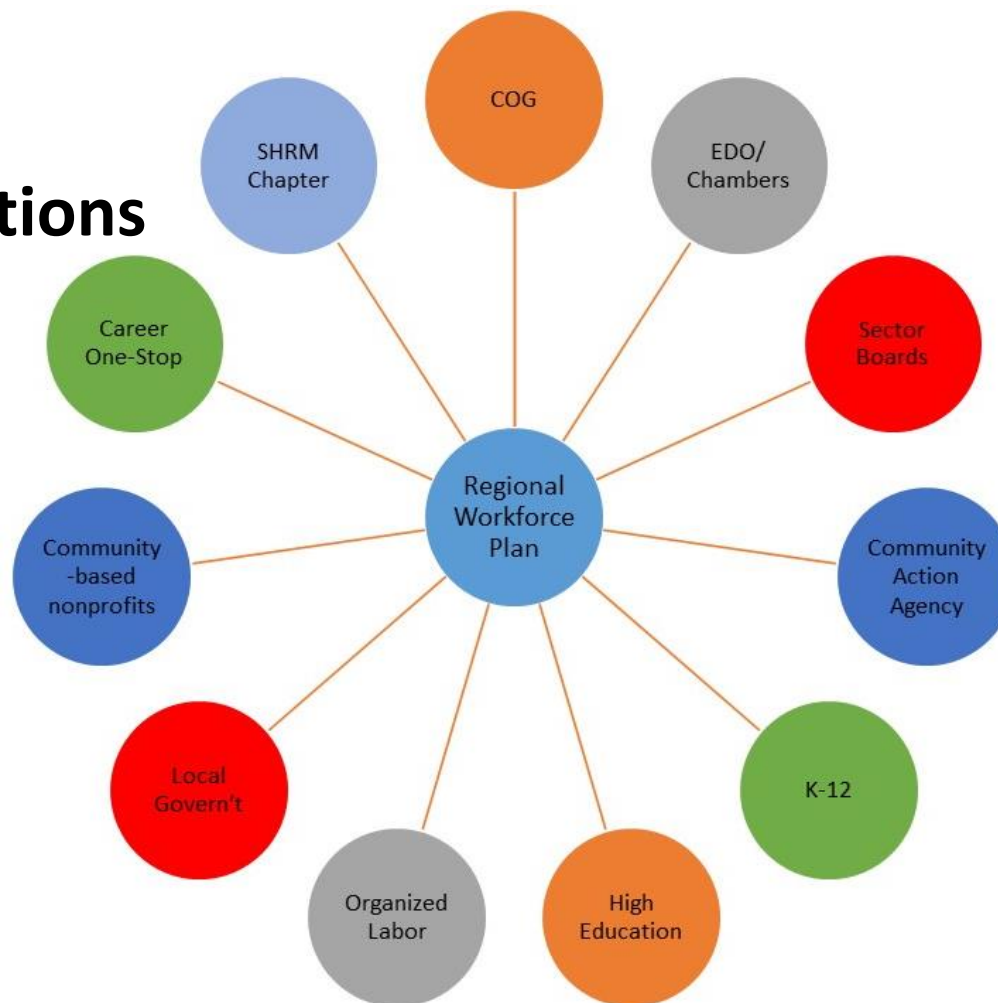


## Multiple Units in an Organization



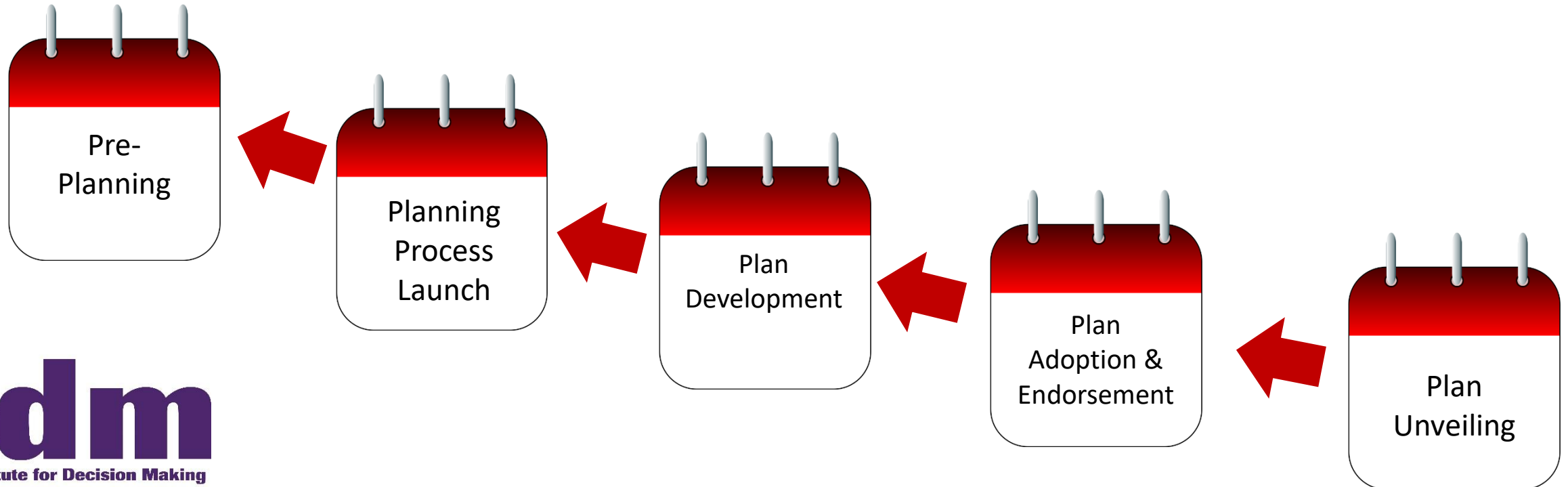
# Who will be implementing the plan?

## Multiple Organizations

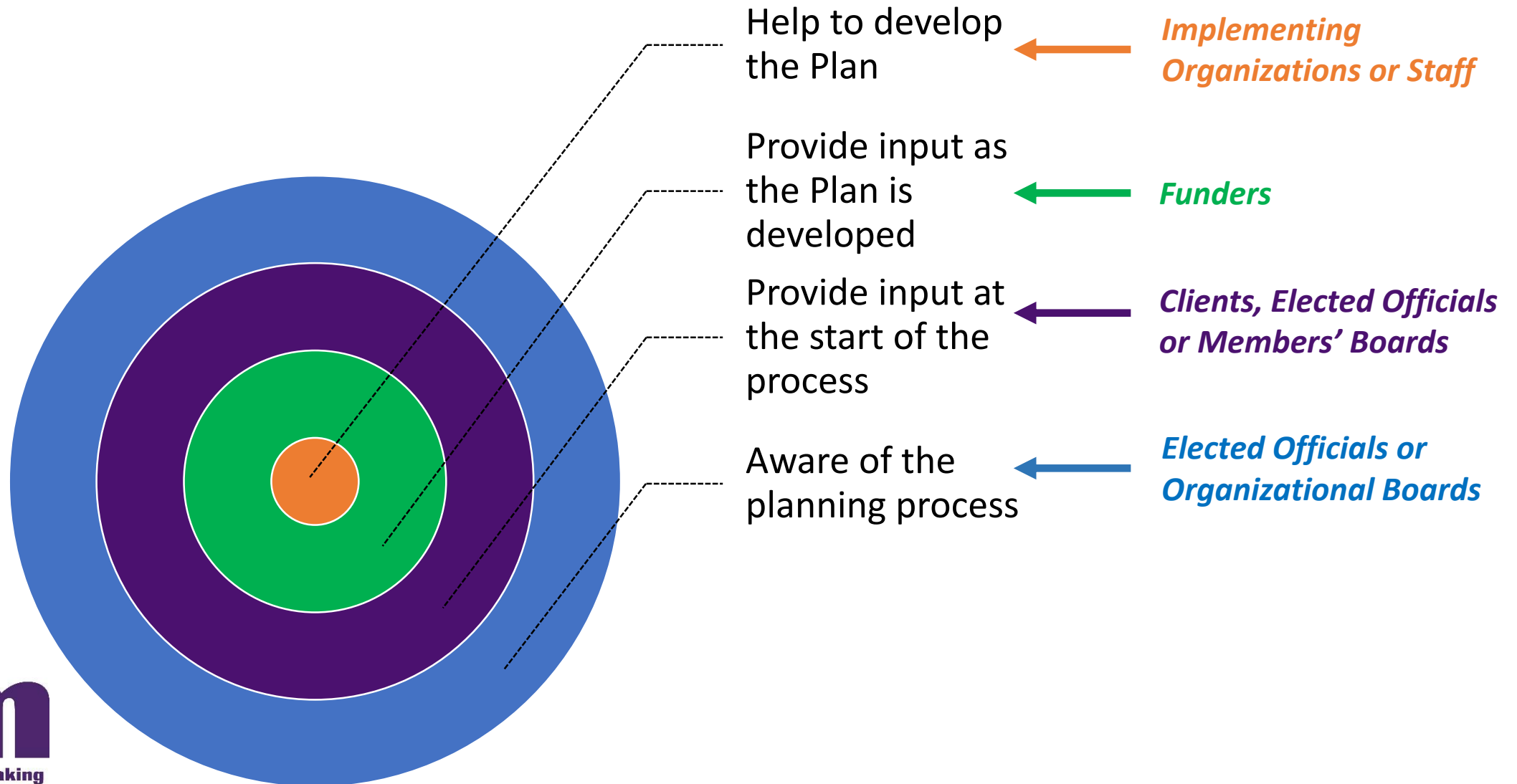


# Time Horizon for the Planning Process?

- Determine when you need to have the plan developed and ready to be unveiled
- Then work backwards



# Who Needs to be Involved or at Least Informed?





# Who Needs to Adopt & Endorse the Plan?

- Why have organizations adopt and endorse the plan?
  - Creates “ownership” in the plan – Short-term & Long-term
  - Provides “legitimacy”
- Who should adopt and endorse the plan?
  - Implementing organizations
  - Funders & potential funders
  - Other key stakeholders

# Adoption & Endorsement Process

1) Determine which organizations to meet with & begin prep work

2) Schedule presentations and provide organizations with draft plan

3) Planning Team members make presentations

4) Organizations provide feedback & formally endorse and adopt the Plan

5) Finalize Plan and unveil

# Who is Going to “Own” the Implementation?

- Someone needs to:
  - Monitor implementation progress
  - Keep the Plan alive
- Things to consider
  - If multiple implementers, include the development of a “Governance Structure” as part of planning process
  - Include detailed measures to track progress
    - “Progress Measures” or “Success Indicators” – Tied to specifics in the Plan
    - Broad Metrics – Help to determine if we are “moving the needle.”
  - Developing Detailed Implementation Plans

# Sample Implementation Plans

Basic Action Plan Template for a Single Organization

Goal:					
Objective		Lead Responsibility	Support Responsibility	Measurable Indicator of Progress	
Action Steps	Person/Group Responsible	Timeline	Resources	Progress Indicators	
1.					
2.					
3.					
4.					
5.					

# Sample Implementation Plans

## Community-Wide Strategic Plan with Multiple Implementing Organizations

### Priority: Health and Education

*Goal 5: Strengthen the level of engagement, collaboration and dialogue between the Central Lyon Community School District and the community of Rock Rapids*

*Objective 5.1: Promote a local workforce by intentionally connecting faculty and students to area business professionals to improve awareness of local career opportunities and needs*

Action:	Responsibility:	Timeline:
a. Develop program(s) to educate all teachers, guidance counselors, parents and administrators on local job opportunities	<ul style="list-style-type: none"><li>• Central Lyon CSD</li><li>• NW AEA</li><li>• Entrepreneur Think Tank</li></ul>	Start process in 2018-19 school year
b. Create a job shadow or apprenticeship program with the school so that students can experience local job opportunities and small business ownership	<ul style="list-style-type: none"><li>• Central Lyon CSD</li><li>• NW AEA</li><li>• Entrepreneur Think Tank</li></ul>	Start process in 2018-19 school year

# Sample Implementation Plans

## Community-Wide Strategic Plan with Multiple Implementing Organizations



### 2025 Outcomes and Objectives

#### Prosperity

1. Outcome: A dynamic and nationally recognized business climate of innovation, job growth, talent development and investment and a diversified tax base fuel Cedar Falls' economy

1a. Maximize innovation and entrepreneurship within Cedar Falls' existing businesses and industries through award winning networking, education, mentorship and technology to strengthen retention and expansion opportunities

- Who is responsible: Greater Cedar Valley Alliance and Chamber
- Timeline: 2018
- Experts Needed: Community Main Street, College Hill Partnership, UNI Business and Community Services, Hawkeye Community College Business and Community Services, Technology Association of Iowa Tech Brew participants, Cedar Falls Utilities

1b. Amplify Cedar Falls' business/innovation support services and incubation programs for small businesses and new startups through expanded business (private sector) partnerships and collaboration

- Who is responsible: University of Northern Iowa Center for Business Growth and Innovation
- Timeline: 2018
- Experts Needed: City of Cedar Falls Planning & Community Services Division, Greater Cedar Valley Alliance and Chamber, Community Main Street, College Hill Partnership, Small Business Administration (Iowa)

1c. Coordinate and manage a venture fund of local investors targeting expanding and new Cedar Falls businesses

- Who is responsible: Cedar Valley Growth Fund I – Black Hawk Economic Development
- Timeline: 2017
- Experts Needed: University of Northern Iowa's Center for Business Growth and Innovation and City of Cedar Falls

# Sample Implementation Plans

## Regional Workforce Strategy with Multiple Implementing Organizations

Talent Attraction and Retention	
<b>CHALLENGE OR ISSUE TO BE ADDRESSED:</b>	The region needs to attract and retain mobile, skilled talent to fill existing and future jobs.
<b>GOAL B-1:</b>	People are moving to the region in greater numbers, helping to grow the talent pool.
<b>Strategy B-1:</b>	Continue to build on current regional efforts (e.g., NorthForce) to attract talent, focused on filling professional and trades jobs important to the region's economy.
<b>IDEAS FOR ACTIONS:</b>	<ul style="list-style-type: none"> <li>Develop a greater web and social media presence designed toward the region's key cohorts of potential workers. <i>(Potential Models: <a href="#">Hello West Michigan</a>, <a href="#">Imagine Pittsburgh</a>, <a href="#">CarpeDM (Des Moines)</a>)</i></li> <li>Create a marketing campaign directed at workers already in occupations that could fill 'hard-to-fill' jobs.               <ul style="list-style-type: none"> <li>Develop resources to make the area more welcoming (by providing welcome wagons, educating area Chamber members about creating a more welcoming environment.</li> <li>Target market to people who have moved away that have family ties</li> </ul> </li> <li>Expand tourism messaging to include workforce attraction, students accepting positions in targeted fields               <ul style="list-style-type: none"> <li>Develop exploratory vacation packages (targeted to outdoor enthusiasts) interested in moving to the region (Vermont's "<a href="#">Stay to Stay</a>" Weekends).</li> </ul> </li> <li>Explore business and/or employment-related incentives to attract and retain talent (e.g., loan forgiveness or longevity incentives)               <ul style="list-style-type: none"> <li>Provide cash grants for new residents employed in remote jobs. <i>(Example: <a href="#">Vermont Remote Worker Grant Program</a> provides reimbursement for the cost to work from a home or co-working space up to \$5,000)</i></li> </ul> </li> <li>Provide opportunities for people to connect to the community (including trailing spouse) (e.g., concierge service newcomer service, welcome wagon) (Potential Model: Columbus, GA) <i>(Potential Models: <a href="#">Greater Dubuque Newcomer Services Program</a>, <a href="#">Awesome Austin (MN)</a>; Resource: <a href="https://www.welcomewagon.com">https://www.welcomewagon.com</a>, <a href="#">New Neighbors League's 14 chapters, including Columbus GA</a>)</i></li> </ul>
Partners	
<b>CHAMPION ORGANIZATION(S):</b>	NorthForce, Superior Talent
<b>KEY PARTNERS:</b>	Local chambers of commerce, Northeast Minnesota Office of Job Training, Northwest Wisconsin Workforce Investment Board, Duluth Workforce Development, tourism bureaus, higher education, larger employers, local government (to support housing incentives), Visions NW Wisconsin, Wisconsin International Trade, Business and Economic Development Council, Visit Duluth, Iron Range Tourism, Superior Chamber, Minnesota DEED
Timeline & Success Measures	
<b>TIMELINE FOR ACTION:</b>	
<b>POTENTIAL METRICS:</b>	Population growth Filled job vacancies Retention rates
<b>ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD</b>	<ul style="list-style-type: none"> <li>Document regional talent-related strengths and weaknesses relevant for skilled young professionals, remote workers, outdoor enthusiasts, individuals with local ties <i>(Resource: <a href="#">Competing for Tomorrow's Workforce</a>)</i></li> <li>Messaging shared with community</li> <li>Inventory regional talent recruitment events and relevant collaboratives</li> </ul>

# Do We Need Outside Facilitation?

## Pros

- Objective third party
- Expertise
  - Facilitation
  - Subject matter/best practices
- Reduces the “number of hats” you have to wear

## Cons

- Typically no local knowledge
- Higher costs
- Not around when the “hard work” begins - Implementation



# Ten Tactics to Keep the Plan Alive

1

## KEEP IT VISIBLE!

Add goals and strategies to agendas, reports and correspondence. Create a poster with the essential components for the office or boardroom. Create a brochure or other easy handouts.

3

## SHARE IT!

Share essential components with investors (brochure, newsletter articles, during visits...). Make sure every new board, council and staff member knows about what is in the plan.

2

## TAKE ACTION!

Align meetings around strategies and actions. *Example: "Today in our meeting we are going to roll through these (3) actions and discuss successes, challenges, and what we will do about them."*

4

## FUND IT!

Align organizational or community budgets to the goals or priorities. This will demonstrate the importance and seriousness of the plan.

# Ten Tactics to Keep the Plan Alive

**5** **PRESENT IT!**  
Present the plan in a formal, public way to increase the social expectation that your organization or community will deliver on it.

**KEEP SCORE!**  
Use a shared “scorecard” for implementers to track progress on actions or strategies. This can spur a friendly competition for results.

**7**

**CHECK IN!**  
Hold regular check-ins and report-outs. Include all people or organizations assigned to implement the plan and get progress reports from each.

**6**

**INFORM STAKEHOLDERS!**  
Keep stakeholders informed of progress to validate their work and input to the planning process, while encouraging their continued support and involvement.

**8**

# Ten Tactics to Keep the Plan Alive

## **CELEBRATE!**

Celebrate your successes. Plan an end-of-year celebration and debrief, invite board members, elected officials, staff and stakeholders to update them on the plan's status. Honor their support.

9

## **ACCEPT IMPERFECTION!**

Accept that there is no "perfect plan" and that adjustments may have to be made along the way.

10

# “Audience Participation”

## Discussion Questions

- What have you found that is helpful in keeping your plans alive?
- What tools are your organizations using to monitor implementation of your plans?
- What questions/suggestions do you have?

# Thank you!

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