

**Section 10**  
**Strategy and Action Plans**

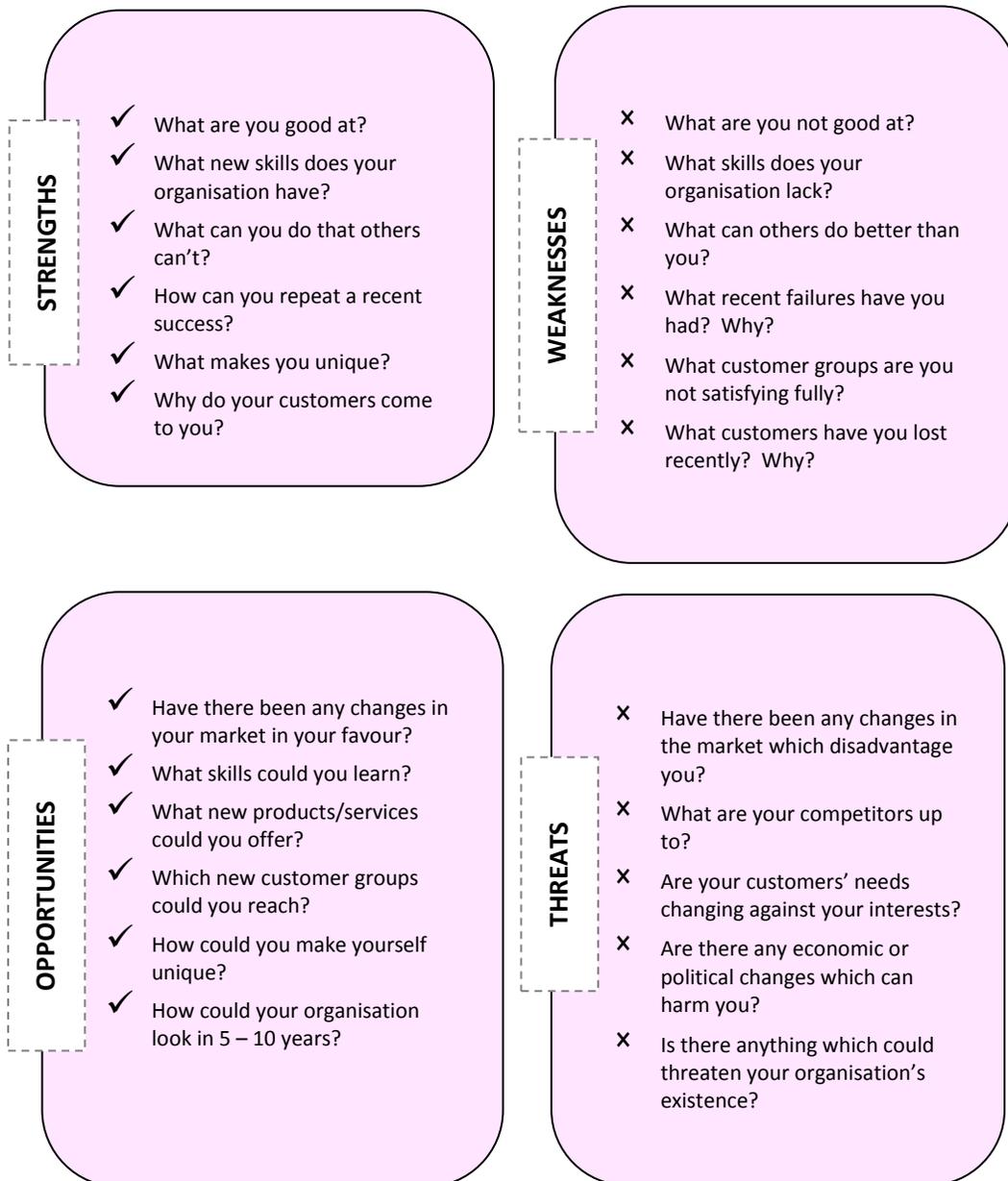
## 10.1 Strategic Plans, Vision, Values, and Action Plan Worksheets

### *Development Plan Worksheets*

<b>Worksheet One: Achievements and Disappointments</b>	
List the achievements and disappointments the organisation has had to date.	
<b>Achievements</b>	<b>Disappointments</b>
<b>Lessons Learnt</b>	

## The SWOT Analysis

Some of the questions we might ask in an organisational SWOT are outlined overleaf:



Finally, the SWOT is not of course an end in itself but is rather a means to an end. Its purpose is to help us develop strategies:



## Worksheet Two: SWOT



Now undertake a SWOT Analysis of your Organisation. What are its strengths and weaknesses and what are the external threats and opportunities.

Strengths	Weaknesses
Opportunities	Threats
<ul style="list-style-type: none"><li>• Political</li><li>• Economic</li><li>• Social</li><li>• Technological</li><li>• Legal/Governmental</li><li>• Environmental</li><li>• Equality</li></ul>	

## Worksheet Three: Needs Analysis



List the issues and needs that exist in your area:

1. **Geography – the physical environment in which you live**

2. **People**

3. **Economy**

4. **Social / Community**



## Worksheet Five: Mission



What is the mission for your organisation? What is the purpose, intent or role?



## Worksheet Seven: Strategic Priorities



Building on the SWOT Analysis, what needs to be done?

What strategic priorities need to be considered for your organisation?

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Which is the most important? Remember to choose selection criteria before you make the choice.

## Worksheet Eight: Setting Objectives



In pairs identify objectives for your organisation.

A useful template for writing an objective is:

AREA OF CHANGE + DIRECTION OF CHANGE + TARGET + DEGREE OF CHANGE + TIME FRAME.

For instance:

Area of change = youth unemployment

Direction of change = to reduce

Target = trainees in a programme

Degree of change = 75% to gain employment

Time frame = within six months of completing the programme

The resultant objective would be:

“To reduce youth unemployment by having 75% of X Programme trainees in full time employment within six months of Programme completion.”

Such an objective meets the SMART criteria and it also focuses on Ends rather than Means. We now know what needs to be achieved: the final strategic task is to arrange how it will be achieved.

**Objectives for our Organisation:**

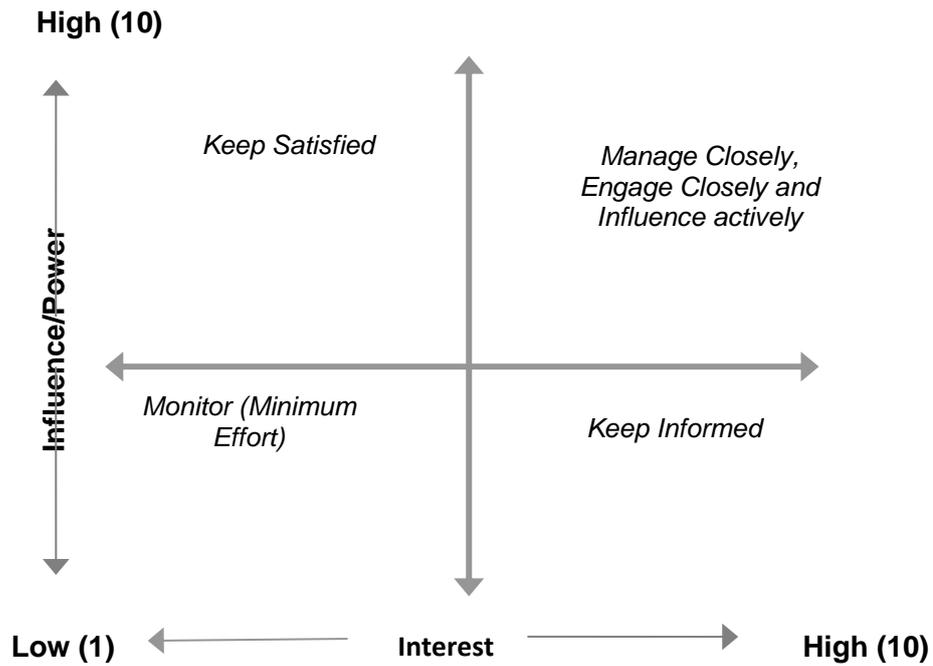


## 10.2 Stakeholder Analysis

Who are the main stakeholders and what are their expectation about you.

Stakeholder	What they expect from the group
	•
	•
	•
	•
	•
	•
	•

One analysis tool draws up a list of stakeholders and scores them 1-10 on both power and interest. It then places them in the appropriate quadrant as illustrated below:-



The idea is that an organisation will develop a different strategy for engaging with and responding to stakeholders in accordance with the quadrant in which they are placed.

### 10.3 Vision, Mission and Values

#### Vision

