



III. Developing Innovative Inputs for Your Plans: A Toolkit for Innovation

Guidance and four worksheets for work in innovative thinking as inputs for your planning

11. Landscape We Face
12. Dreams We Have
13. Stakeholders Assessment – Comprehensive format
14. Desired Long-Term Results

In addition to the ten research tasks in the previous set of worksheets that you complete before the planning session, these are four more tasks – all for innovative inputs – to prepare during the planning. In a three day workshop, you can do these in the afternoon of the first day after hearing the results of the research already conducted. These are more creative processes than the first ten and should involve all the planning team.

The research worksheets in this section are numbered R11 to R14 and follow the sequence of the research worksheets in the previous section. While worksheets R1-R10 are to get you grounded in reality, worksheets R11-R 14 in this section are to bring out your creative and innovative thinking.



11. Landscape We Face. Hear the views and forecasts of several external experts.

Look at the landscape: What is changing? What is new? This is a panel discussion presented by several external experts who share insights into the outside landscape the organization will face in the coming few years.

I would ask the panel members to address these questions:

- “What do you, as an expert in your field, see coming our way?”
- “What is important for us to know as we plan for the next three (five) years?”

When you invite them, ask them to make a short five-minute contribution and be willing to respond to questions. Be clear that this is not a long discussion or speech. It is a “snap review” of what the future might hold as input into the strategic planning process. Inviting professionals to help for just one short session is also a good way to get them more involved in your organization’s work.

R11 WORKSHEET: THE LANDSCAPE WE FACE

What is the landscape we will encounter? Emerging results in our field?

Presentation by _____ Date _____

Note: Five minutes maximum for each panelist, plus time to answer questions

1. Changes we may see in society, politics, and the economy

2. Predictions about possible changes affecting programs

3. Cutting-edge developments in marketing and fundraising

4. Ideas about applications of new technology and social media

5. Recommendations for innovation

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12. Dreams and Aspirations. Let your imaginations flow to create the dreams and aspirations you have for your organization. Be inventive and trailblazing.

This activity is opening up to your dreams and aspirations for the organization. It is important to stimulate creativity and can play an important role in drafting a superior and innovative plan.

R12 WORKSHEET: OUR DREAMS AND ASPIRATIONS

What are our dreams?

We want to know everyone's dreams, hopes, and most wishful thoughts. Think openly, creatively, and out of the box. Your dreams should be inspiring and, if achieved, would certainly make our nonprofit famous. Have fun and just keep listing them on a flip chart and later recorded here.

What are our dreams? Our most optimistic thoughts? For any group of stakeholders.

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Alternatively, you could use this longer worksheet to ask many individuals or groups to capture more assessments of stakeholders. Groups of three to five participants can create detailed and extensive lists for use in implementing the operational plans. These lists should be given to the relevant department for use.

R13+ DONORS AND OTHER KEY INTEREST GROUPS (Stakeholders)

Stakeholders are individuals, groups, or entities who are important to achieving our goals.

They give us money, time, advice, work, endorsement, effort, attention or something else of value.

- Who are all our stakeholders?
- How they influence us?
- What we get from them?
- Why do they support us?
- What expectations do they have?
- How do we satisfy them?

Organizations that do not satisfy the needs of stakeholders are soon out of business!

List as many categories and even individuals who are stakeholders as you can. Involve everyone.

Have different groups focus on different categories of stakeholders. Keep the lists for reference later.

Collected by _____ Date _____

Who	What we get	What they want	How we satisfy them
1.			
2.			
3.			
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14. Desired Long Term Results. Be innovative and entrepreneurial.

Let your imagination identify possible results you actually might achieve in ten or more years.

We need to know what results we ultimately want to achieve. We can have as many rows of results as we like. The first column is the area of impact and the second is the measurement. These do not have to be precise terms or measurements. They serve to indicate what we actually could to provide wide-ranging benefits of great significance. Think broadly from society’s perspective, and aim high! This is essential input for your planning.

What are the real results we want? Remember the three levels of results – immediate outputs, intermediate outcomes, and final long-term results. Add ideas – and have fun doing it!

R14 WORKSHEET: DESIRED LONG-TERM RESULTS

What are our possible long-term results?

You need to know what results you *ultimately* want to achieve. These long-term impacts are the best possible benefits to society and the best possible value you could create. For each result, list the general term, for example, reduced healthcare costs, increased school graduation rates, increased number of affordable housing units, reduction of the homeless population, decreased violence against women, or the elimination of underserved people in your city. Remember your dreams and what your stakeholders want. Think openly, creatively, and out of the box. Your long-term results should be significant. They should be inspiring. They should ultimately be measurable. They would make your organization famous. Add as many pages for different entities, groups, subgroups, and individuals as you can.

Submitted by _____ Date _____

What are our possible long-term results? What are the indicators?

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

