Making Hard Choices: Transitioning From Strategy to Execution
Who We Are

Jenny Malseed
Chief of Staff
(formerly Director of Strategy)
ChildFund International

Jan Rose
Co-Executive Director
AchieveMission

Edith Buhs
Principal
AchieveMission
Systemic Challenges in Strategy Execution

ADAPTIVE

• Lack of strategy buy-in

• Misaligned values, beliefs, approaches

• Trust and control issues: centralization vs. local power

TECHNICAL

• Insufficient, untimely guidance from HQ

• Lack of prioritization

• Fragmented funders, stakeholders

• Weak or inconsistent systems and process across field

• Leadership skill gaps
Moving to Measuring What Matters

Yesterday
“Did we do it?”

Today
“Did it matter?”
“Did it advance our strategy?”

FY15 Global Annual Operating Plan Summary

Overview: The FY15 Global Annual Operating Plan Summary lists our global strategic priorities (FY15). Progress is reviewed quarterly by senior managers and reported to the board.

STRATEGIC PRIORITY: MONITORING & EVALUATION
Initiative: M&E (Sarah Bouchie; Jason Schwartzman)
Success Measures
1 M&E Level 1 and/or Level 2 systems and processes in place in 19 of 22 NOs, with both levels in place in 7 of the 22 NOs.

STRATEGIC PRIORITY: REVENUE
Initiative: Grants Acquisition & Management (Sarah Bouchie, Gregory Keams)
Success Measures
2 $36M life of award value (new contracts) achieved.
3 $37M of grant revenue achieved. (All grant types – corp., found., govt.)
Initiative: Private Revenue (Tereza Byrne; Cindy Zilch; Becky Graninger; Betsy Edwards)
Success Measures
4 $209.3M in total private revenue raised. (Does not include any grant types).

Balanced Scorecard

<table>
<thead>
<tr>
<th>Objective</th>
<th>Measure</th>
<th>FY17 Target</th>
<th>FY20 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengthen our partner portfolio</td>
<td>% of partners that are strong</td>
<td>60% of partners we are working with</td>
<td>75% of partners we are working with</td>
</tr>
</tbody>
</table>

FY17 Initiatives: XX
FY17 Milestones: XX, XX, XX
How the BSC Is Used – Individual Goal-Setting

- Each individual goal should support or align with broader goals
- If goal does not align – ask, “Why should this be done?”
- You should be able to see how success in your goals contribute to organization-wide performance