

# **Organizational Strategic Planning**

ADS 710

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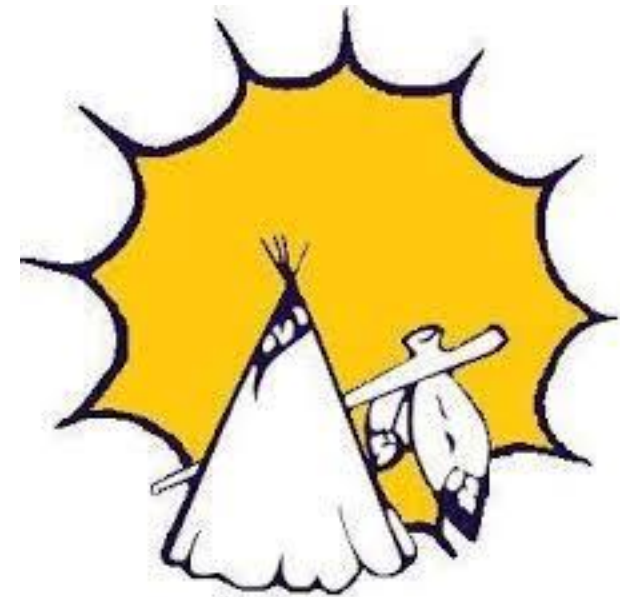
# Agenda

1. Six Key Components of My Organizational Strategic Plan
2. Required Leadership Skills
3. Important Takeaways

# **Six Key Components**

# My School

- Our purpose:
  - Provide meaningful instruction to our Indigenous students while also honoring, upholding, and rejuvenating Indigenous traditions and languages.
- Students are our clients
- We have approximately 500 students (aged 13-22)
- Staff can be grouped into the following 6 categories:
  - Administration (3 people)
  - Custodians (5 people)
  - Security (5 people)
  - Teaching staff (32 people; 5 vacant positions)
  - Support staff (17 people; 3 vacant positions)
  - Wellness staff (3 people; 1 vacant position)



# My School (cont'd)

- Most of our staff are female
- Most staff and students are Indigenous
- Principals hold high expectations and hold all students and staff accountable
- Mission/vision/values are discussed often
- However, our schools experience distinct issues:
  - Many students are descendants of residential school survivors
  - Our school experienced a school shooting in January 2016



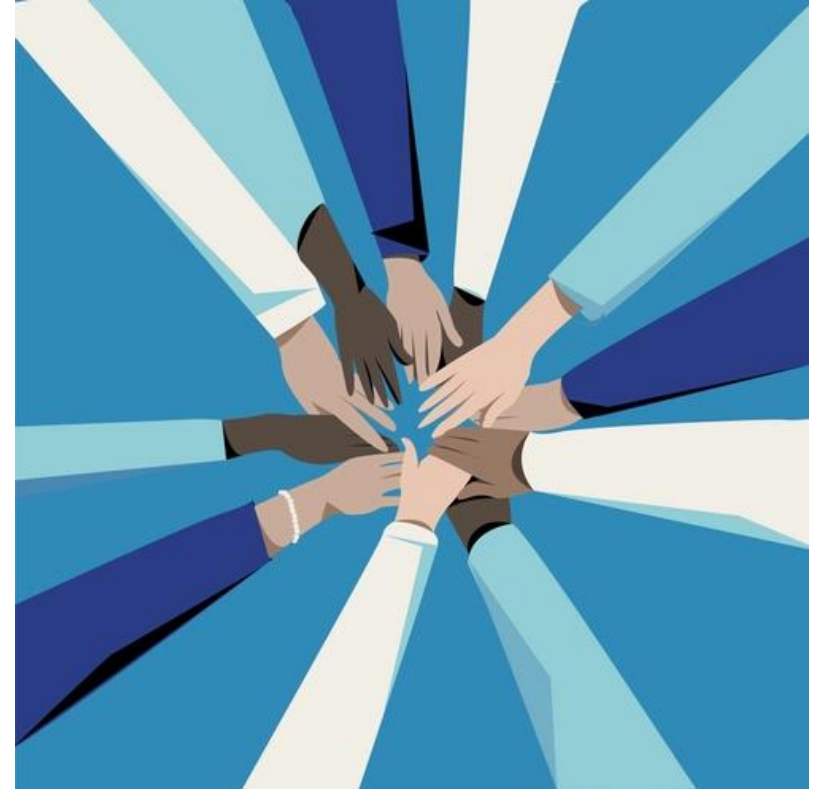
# 1. Shared Mission, Vision, Values and Goals

- Already established; I would not re-create the wheel
- I would gauge how well they currently fit
- Engage feedback from all levels to see how it could be improved
- Try and see if specific examples can be seen
- Review important data
- Determine key performance indicators; chat with principals, student, staff, community members,



## 2. Creating Collaborative Teams

- 6 categories of staff within the school
- Many have clear distinctions of what they do
- However, some do not; the lines are blurred and it can be confusing resulting in staff being hesitant to bring forward concerns
- Clearer job descriptions are needed
- Sub-committees need to be formed
- I would provide leadership, guidance, and resources to sub-committees; they need to have leadership opportunities



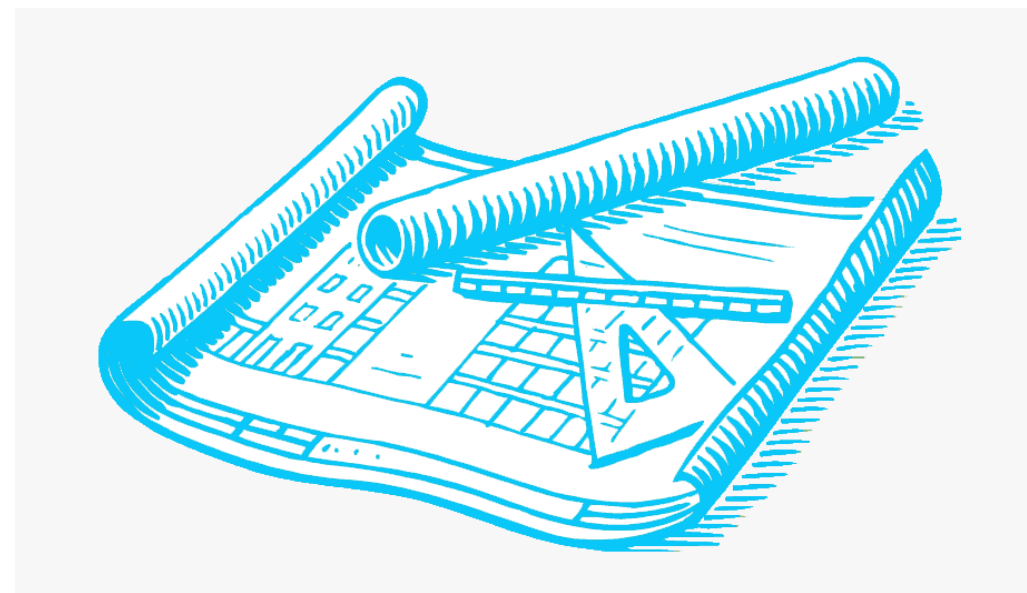
# 3. Conducting an Environmental Scan

- How are we doing?
- Speak with seasoned staff:
  - Where have we been?
  - Where are we going?
  - What metrics matter?
- Speak with parent and student councils
- Connect with other principals in the school division
- Ministry of Education metrics



# 4. Planning for Action

- Determine focus, direction, and aspirations for the next 5, 10, 20 years
- SMART goals would assist and achieve this
- Establish check-points to gather data; include all levels of staff to garner support and promote empowerment
- Strategically build relationships with the naysayers; hope to convince them and
- Be direct and honest with them; they might need to go



# 5. Professional Improvement

- Speak to staff; what parts of their job are confusing or need more help? What PD do they need?
- Individual-initiated PD versus division-initiated PD; not many people initiate their own PD; provide a personal budget
- Share with staff how they can access funding to do PD; many do not know so they do not try
- Collaborative performance appraisals



# 6. Results

- Implementing long-term assessment system needs to be developed at the beginning of the year or even in the summer
- Careful planning is needed to establish incremental benchmarks
- Metrics for each benchmarks ought to be determined
- Time set aside throughout the year to review metric data
- Metric data ought to inform larger conversations and goal development



**RESULTS**

# **Required Leadership Skills**

# Required Leadership Skills

- Adapted from my Kouzes (2016) presentation from Dr. Smith's class
- There are 5 essential leadership skills:
  - Aspiring to excel
  - Believing that can
  - Engage supports
  - Challenge yourself
  - Practice deliberately

# Summary of Required Skills

Leadership Skill	Rationale
Aspiring to excel	Determine a focus, direction, and where you'd like to be in 5, 10, 20 years
Believing that you can	Talk positively about your own abilities; builds confidence
Engage supports	Someone is an expert in something that you're not; build your support network
Challenge yourself	Try new things; become comfortable with making mistakes and learn from them
Practice deliberately	Build positive habits; create an empowering environment for yourself and others

# **Important Takeaways**

# Mitch's Takeaways

- **Communication**
  - Speak to all levels of staff
  - Conversations can add context to data; helpful during lines of questioning
- **Giving others the opportunity**
  - Don't speak on behalf of others
- **Don't rely on luck**
  - Plan for all possible scenarios
- **Try new things**
  - Helps build your confidence; shows your assets and blind spots
- **Find mentors**
  - Surround yourself with people that you can learn something from and that inspire you

# References

# References

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Kotter, J. (2011). *Leading change*. Harvard Business Review Press.

Kouzes, J.M., & Posner, B.Z. (2016). *Learning leadership: The five fundamentals of becoming an exemplary leader*. John Wiley & Sons.