

CLEARPOINT STRATEGY

STRATEGY IMPLEMENTATION: HOW TO GET ORGANIZATIONAL BUY IN



WHAT DO WE MEAN WHEN WE TALK ABOUT BUY-IN?

- **Helping people see the value**
- **“What’s in it for me?”**
- **Showing what can be achieved**
- **Support and participation**
- **Employee engagement**
- **Commitment to the mission**



Edmond's Strategic Plan

- Formerly had a system with “Quarterly Progress Reports” - tracking data within departments, but there was no unified vision or drive for improvement through this framework.
- This was identified as a “stop doing” within the organization.
- So, we did what is common to address a problem in government ... form a committee!

Let's have a planning meeting to plan
for the planning meeting
about our strategic plan.



som^{ee}cards
user card

Edmond's Strategic Plan

- Developed an internal process for strategic planning.
- Through a collaborative process, 7 key Organizational Priorities and 11 Strategic Initiatives were set. (Setting a unified purpose for the organization).
- Each of our 22 departments were tasked with setting their own goals and objectives that would tie into these initiatives.
- Identified that we needed to track these goals in a more streamlined manner than across multiple spreadsheets and documents, as had previously been done.



The goal.... alignment and purpose.



Organizational Priorities & Strategic Initiatives



ECONOMIC DEVELOPMENT

1. Revitalize and encourage development of commercial areas.
2. Support commercial and residential development through improving the review process.

ENVIRONMENTAL STEWARDSHIP

3. Encourage environmentally sustainable behavior through public education to support resource conservation and a decrease in landfill waste.
4. Protect our natural resources through promotion and enhancement of green infrastructure.

FINANCIAL RESPONSIBILITY

5. Promote fiscal stability by increasing efficiencies, identifying revenue opportunities, and exploring internal and external financial partnerships.

HIGH PERFORMING GOVERNMENT

6. Improve communication and collaboration throughout the organization.
7. Recruit, retain, and develop a skilled, diverse, and inclusive workforce.
8. Utilize technology and software in a manner that boosts efficiency, increases transparency, and fosters innovation.

INFRASTRUCTURE

9. Give the same level of importance and attention to the maintenance of infrastructure as to new infrastructure.
10. Plan, design, implement, and maintain transportation infrastructure that allows easy connections throughout the city and between different modes of transportation.

QUALITY OF LIFE

11. Plan, design, implement, and maintain improvements to cultural and recreational facilities, and programs to enhance resident and visitor satisfaction.

SAFE COMMUNITY

12. Support a safe and inclusive environment for all Edmond employees and citizens.



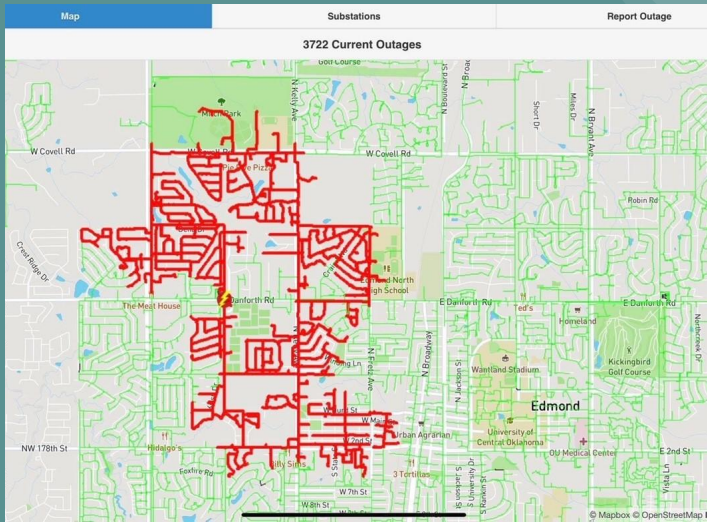




The reality...







STAY



SAFE



TRUSTWORTHY SERVICE

— THROUGH CONTINUOUS IMPROVEMENT —



IMPORTANCE OF STRATEGIC PLANNING

- A way to create an aligned vision and purpose
- A tool to establish accountability, develop timelines, and achieve success
- Opportunity for collaboration
- Communication tool
- Ultimately, a process for improvement



Three core strategies for engagement:

COMMUNICATE

CLARIFY

CELEBRATE

COMMUNICATION


Successful strategic planning is highly dependent on good communication within your organization.

It has to be a regular part of the conversation.



COMMUNICATION STRATEGIES

- Quarterly check-in meetings with all departments
- Uploading quarterly reports onto our employee page
- Monthly email check-ins with tips and updates to our department point people
- Quarterly all-employee emails highlighting accomplishments on departmental strategic goals
- Video highlighting successes from that fiscal year and recapping the intention behind strategic planning
- Working to clarify and provide clear expectations for departments
- When there is turnover with a department, set up a one on one meeting early on.



What are communication strategies within your organizations? How do you communicate your strategy to all levels of your organization?

COMMUNICATION LEADS TO ENGAGEMENT

It can't be a document that sits on a shelf and gets forgotten.



ENGAGEMENT STRATEGIES

- Bringing more people to the table
- Empowering individual departments to set their own goals and objectives, aligned with city-wide initiatives
- Aligning departmental goals to individual performance goals
- Celebrating successes!

Clarity.

Make it accessible.

A decorative pattern at the bottom of the page consisting of a series of overlapping, semi-transparent circles in various shades of teal and light blue, arranged in a horizontal line.



Clarify and Make it Accessible

- Use terminology that is known as a baseline.
- Don't overcomplicate.
- When setting goals, we use prompts like “challenges in the department” and “back burner projects.”

STRATEGIC PLANNING EXPECTATIONS

EXPECTATION 1. Identify who is responsible for what and when.

TIPS FOR SUCCESS

- Assign each goal to a specific person at the start of the FY.
- Set calendar reminders for when an objective is scheduled to be completed.
- When possible, link Employee Goals to Department Strategic Planning Goals.

EXPECTATION 2. At a minimum, have updates in Clearpoint on a quarterly basis.

TIPS FOR SUCCESS

- Collect information about goals from members of the department on a regular basis – perhaps monthly – so you are not trying to collect all updates at once.

EXPECTATION 3. Consistently engage all employees in your department about strategic planning.

TIPS FOR SUCCESS

- Provide a copy of the goals, objectives, etc. to each of your employees.
- Dedicate one part of every staff meeting to discuss updates on goals.

EXPECTATION 4. Share updates throughout the year

TIPS FOR SUCCESS

- Quarterly, provide a summary of the progress on goals via email to all staff members.
- Have a meeting with staff members at the end of each quarter to share information about progress and review timelines.

Celebrate





CELEBRATE YOUR PROGRESS

- Every check-in meeting has a portion dedicated to recognizing improvements in departments.
- Encouraging departments to recognize their successes and show the alignment to their departmental goals.



Developing engagement can be challenging,
but seeing the progress in departments
reminds us why we do this work.

To make progress, we have to be intentional
about buy-in and engagement.

HELPFUL LINKS:

How to manage strategy in a rapidly changing world:
<https://www.clearpointstrategy.com/managing-during-change/>

Dealing with the Daily Stuff That Comes After the Strategic Plan:
<https://icma.org/articles/pm-magazine/pm-article-strategic-thinking>

Strategic Planning Examples:
www.clearpointstrategy.com/government-strategic-plan-examples/

GFOA - Establishing Strategic Plans
<https://www.gfoa.org/establishment-strategic-plans>



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