

BOARD'S PROCESS IN ENDS POLICY DEVELOPMENT

Prepare to refresh Ends Policies	<ul style="list-style-type: none"> • Define the area of good being achieved • What is our current Ends ambition? (what good we do for what groups of people) • What issues are we aware of that may need to be challenged or addressed related to our current Ends?
Assess the External and Internal Environment	<ul style="list-style-type: none"> • What are the new realities? • What is being achieved by the organization in this area at present? (What is the data on recent results?) • What needs are unmet in this area? Conduct a needs assessment. • Are these needs being addressed by anyone else? • How important are these unmet needs? • How do our resources match our current Ends ambitions?
Define a Working Ends Policy Direction	<ul style="list-style-type: none"> • Based on the above what good will we tackle for what groups at what time?
Consult with the Ownership	<ul style="list-style-type: none"> • What do we know about our owner's values, desires, perspectives on defining the Ends? • Do we need more interaction feedback? • Have we been inclusive in our ownership group(s)? • If we need more input, what exactly will we ask the ownership?
Confirm and Set Ends Policy Direction	<ul style="list-style-type: none"> • What good will the organization do for what group(s) of people? • What are our desired results at a mega level? • How detailed / prescriptive does the Board need to be in order to be able to support any reasonable interpretation? • How will we address the issue of effective use of resources and matching resources to the expectation of the Ends?

CEO'S SCOPE IN ENDS POLICY INTERPRETATION

Prepare to Plan	<ul style="list-style-type: none"> • What are we currently achieving? • What new direction has the Board set?
Assess the External and Internal Environment	<ul style="list-style-type: none"> • How well are we meeting the needs of beneficiaries now? What is the data on recent results?
Analyze Scope and SWOT	<ul style="list-style-type: none"> • What is our business premise, logic? • What are our strengths, weaknesses, threats, and opportunities? • How does our culture shape our ability to progress?
Interpret the Board's New Ends Policy Direction and Define Strategic Objectives / Ends Milestones	<ul style="list-style-type: none"> • What can reasonably be accomplished in future considering: • Unmet needs (i.e. the scope of the need) • Resources available • Define the Board's terms to translate them into future oriented operational concepts – its defining the scope of the arena you will play in /or defining the part of all the possible good that you will work to accomplish. • Define the reasonable desired outcomes (Ends milestones) that can be achieved within specific timeframes that move toward achievement of the ultimate 'ends' • Provide rationale for why these specific ends milestones are reasonable. <p><i>Note: define reasonable as stretch goals that are achievable in a timeframe)</i></p>
Develop Tactics	<ul style="list-style-type: none"> • How will we get there? • What are our best options? • What are our key initiatives we need to undertake to achieve our Ends milestones? • What transactional (services & programs) do we need to offer, and what transformational work (program, culture, organizational development do we need to undertake)? • What do we need to stop or do less of? • How will we manage any change?
Develop Operational Plan to Implement, Evaluate and Continuously Improve	<ul style="list-style-type: none"> • Who will lead specific transactional and transformational work? • How will we align budget/resources to achieve our Ends milestones? • How will we measure progress and results? • How will we manage performance – how will we know when we have been successful?