

## Focused Implementation: Extended Plan

Most strategic planning consultants end with the strategy. Once the group has navigated the facilitated discussion (either in-person or remotely), the consultant may or may not package the strategy work into a final report with photos and consensus decisions. Event Garde is unique, though. We know the most difficult work begins once the strategy ends. So after the practical vision, underlying contradictions, and strategic directions are documented and shared, Event Garde introduces the group to focused implementation (sometimes known as operational planning). This is often where groups struggle on their own, because they don't know how to operationalize the strategic plan. And then before you know it, six to 12 months have passed and no substantive progress has been made.

It's important to note that Event Garde begins, but does not complete the focused implementation process with groups. And, honestly, there's no "perfect" transition point. Focused implementation is ongoing (over the course of a year or more), requires the team to integrate new work into their daily operations, and must be constantly monitored/updated based upon tasks completed, challenges encountered, and course corrections implemented. But we feel that introducing the focused implementation process and associated tools helps to empower groups in owning their operations plan while also creating buy-in, commitment, and accountability. This is especially true if the group's not been through strategic planning before or it's been a while since the last plan was implemented.

Typically drafted during a single, four-hour in-person session or two, two-hour Zoom meetings, Event Garde's focused implementation typically ends with a draft of the following four items:

- **First-year accomplishments** — designed to capture the positive and negative factors from the current reality that will affect implementation, the measurable accomplishments that are desired in the coming 12 months, and the measurable outcomes that will indicate success two years from now.
- **First-year calendar and assignments** — the first-year accomplishments from the previous step are mapped out over a period of 12 months, additional milestones are added to fill in identified gaps, and assignments are made among team members.
- **90-day implementation steps** — an incredibly detailed game plan (or sprint) created every 90 days outlining the specifics for how the work is to be completed. At the end of 90 days, team members should reconvene and review what's completed. New 90-day implementation steps should then be drafted to account for outstanding tasks, as well as the next quarter's actions.
- **90-day priorities** — many teams find it helpful to have a visual representation of the six most important actions to be completed each 90 days. This helps to focus the team's attention on key priorities, while also funneling limited resources into the most catalytic actions that could unblock subsequent tasks.

Additionally, Event Garde typically schedules a final touchpoint with the leadership team to review and discuss their next steps to ensure as little lag in momentum as possible. But for those organizations that wish to have additional support, the following 90-day extended plan can be customized to best meet the team's needs. This allows Event Garde to stay on a little longer and work with you hand-in-hand as you begin to develop the internal systems necessary to move the strategic plan from theory to action. Following is an overview of that 90-day plan (which can be customized and/or extended beyond 90 days, as needed):

	Biweekly Calls	Monthly Leadership Team Calls	Strategic Direction Workgroups
Coaching Calls/ Meetings	Biweekly (every other week) cadence calls with executive director or strategy lead (e.g., COO)	Monthly leadership team calls	Strategic direction workgroups
90-day Plan (total calls/ meetings)	6	3	3 per strategic direction
Typical Duration	45-60 minutes	45-60 minutes	45-60 minutes
Possible Discussion Items	<ul style="list-style-type: none"> <li>• Creating buy-in, ownership, and accountability with staff</li> <li>• Working with staff/leadership to continue focused implementation</li> <li>• Moving action items into a project management platform</li> <li>• Creating a dashboard for monitoring progress</li> <li>• Scheduling regular staff communication/ reminders re: plan deliverables</li> </ul>	<ul style="list-style-type: none"> <li>• Signing off on strategic direction assignments</li> <li>• Review, edit, and approval of: <ul style="list-style-type: none"> <li>○ First-year accomplishments</li> <li>○ First-year calendar and assignments</li> <li>○ 90-day implementation plans</li> <li>○ 90-day priorities</li> </ul> </li> <li>• Creating buy-in, ownership, and accountability with board, volunteers, and members</li> </ul>	<ul style="list-style-type: none"> <li>• Launch call to begin reviewing, editing, updating, and finalizing focused implementation documentation</li> <li>• Mid-point call to identify successes, barriers, and necessary adjustments</li> <li>• 90-day evaluation call to determine what's been achieved, what must carry over into the next 90 days, and to begin drafting new 90-day</li> </ul>

	<ul style="list-style-type: none"> <li>• Modifying meeting agendas to elevate strategic plan discussion</li> <li>• Blocking dedicated implementation time among team members</li> <li>• Celebrating wins/supporting setbacks</li> <li>• Using the plan as a decision-making tool</li> </ul>	<ul style="list-style-type: none"> <li>• Summarizing and formatting the plan to share with membership</li> <li>• Modifying meeting agendas to elevate strategic plan discussion</li> <li>• Creating a board monitoring tool</li> <li>• Celebrating wins/supporting setbacks</li> <li>• Using the plan as a decision-making tool</li> </ul>	implementation plans
Pre/Post Call Expectations	<ul style="list-style-type: none"> <li>• Scheduling calls</li> <li>• Requesting discussion items in advance</li> <li>• Prepping for discussion items</li> <li>• Taking notes during call</li> <li>• Sharing notes following call</li> <li>• Additional follow-up, as necessary (e.g., researching, assembling, and sharing resources)</li> </ul>	<ul style="list-style-type: none"> <li>• Providing availability</li> <li>• Requesting discussion items in advance</li> <li>• Prepping for discussion items</li> <li>• Taking notes during call</li> <li>• Sharing notes following call</li> <li>• Additional follow-up, as necessary (e.g., researching, assembling, and sharing resources)</li> </ul>	<ul style="list-style-type: none"> <li>• Providing availability</li> <li>• Requesting discussion items in advance</li> <li>• Prepping for discussion items</li> <li>• Taking notes during call</li> <li>• Sharing notes following call</li> <li>• Additional follow-up, as necessary (e.g., researching, assembling, and sharing resources)</li> </ul>
Investment (total for the product column; not per call/meeting)	\$3,000	\$1,500	\$1,500 per strategic direction

NOTE: These are intended as coaching calls. Event Garde will come fully prepared to engage during these touchpoints (as outlined above); however, Event Garde is not completing you or

your team's work before, during, or after these calls. Rather, we are coaching you and your team in the methods and processes to ensure your sustained success beyond this 90-day period. Missed calls may be rescheduled within the 90-day period. Minutes from calls that end early are forfeited and may not be banked for a future meeting. Should the team need support beyond the initial 90-day extended plan, a second 90-day plan may be considered/customized with a comparable investment.

## Next Steps

Thank you for considering us as a partner in the extended, focused implementation of your strategic planning efforts. We truly value the opportunity to collaborate and are excited about the potential to support you in reaching your goals.

If you have any questions or would like to discuss next steps, please don't hesitate to reach out. We're happy to provide additional information or schedule a follow-up conversation at your convenience.

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