

# Achieving Strategic Clarity: Program Curriculum

## Program Kickoff

**Kickoff activities:** During this meeting your team will be oriented to the program goals and structure. As a team you'll discuss why you are doing this program, before agreeing on a set of "team norms" you'll apply throughout this process. Team members will use their logins to access the program materials on the platform together. There is no expectation that team members (excluding the Project Lead) access the platform in advance of this meeting.

**Post-Kickoff assignments:** After the Team Kickoff we ask team members to briefly review the platform "Welcome!" module that introduces them to the organizations and leaders featured in the program and orients them to platform resources.

## Step 1

### Defining Your Impact

**Team Summit activities:** Over two team workshops, you'll develop a first draft of the components of your organization's intended impact and then refine the draft and prioritize open questions for further discussion and learning.

**Pre-Summit assignments:** You will learn about the concept of "intended impact" and individually develop a first draft of the components of your organization's own intended impact. Once your team has developed a first draft, you will pressure test this draft through a set of individual exercises.

**Coaching session:** You'll meet with a Bridgespan coach to discuss your draft intended impact and to think together about critical open questions that have emerged.

## Step 2

### Developing a Theory of Change

**Team Summit activities:** Over two team workshops, you'll develop a first draft of the components of your organization's theory of change, and then refine the draft and prioritize open questions for further discussion and learning.

**Pre-Summit assignments:** You will learn about the concept of "theory of change" and individually develop a first draft of the components of your organization's theory of change. Once your team has developed a first draft, you will pressure test this draft through a set of individual exercises.

**Coaching session:** You'll meet with a Bridgespan coach to discuss your draft theory of change and open questions, and you'll also identify potential next steps to further refine this draft and put your theory of change into practice.

## Step 3

### Putting Strategy into Practice

**Team Summit activities:** In your team workshop, you'll outline immediate next steps to further refine your draft and to start using it for decision-making. This includes using one of the Bridgespan-provided toolkits to identify next steps and start making progress.

**Pre-Summit assignments:** You will reflect on your learnings and progress to date and review potential next steps related to research planning, stakeholder engagement, and using your intended impact and theory of change in decision-making.

## Optional Toolkits

Depending on your team's needs and interest, you can take advantage of Bridgespan-provided toolkits to tackle immediate next steps. These toolkits include: Learning Plan Toolkit, Stakeholder Engagement Toolkit, Decision Criteria Toolkit, and Bridging to Strategic Planning Toolkits. As an Achieving Strategic Clarity program alum, you will always have access to these resources.