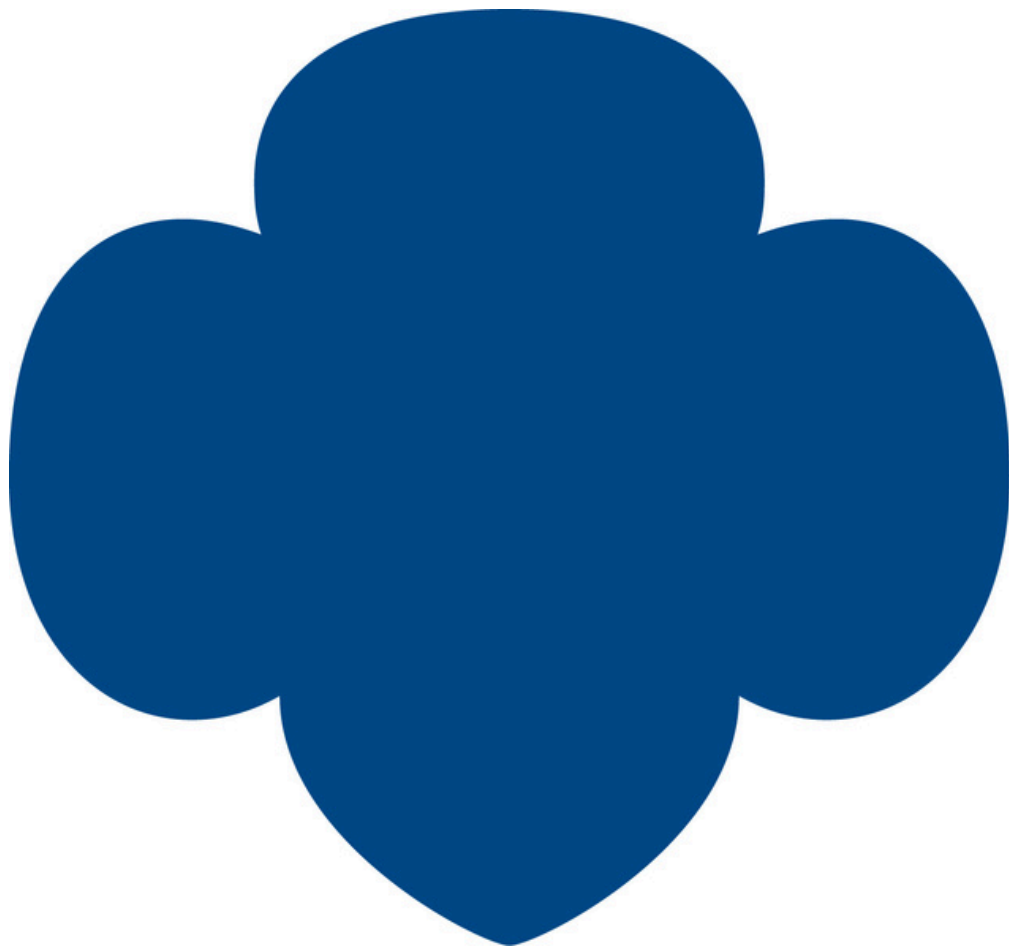


2024 Strategy Team Playbook



GSNETX Values

We are relevant.

We strive for relevancy in all that we do. We listen, research, and innovate to be what our stakeholders need us to be right now in messaging, processes, programs and more. We believe that Girl Scouts is the most essential organization for girls today and boldly tell that story.

We strive for equity.

We value everyone. Each of us plays a role in creating an environment of empathy, inclusion and belonging. We are curious to learn about how our actions and our organizational systems, processes, and traditions contribute to an equitable environment for all. We address inequities to make Girl Scouts stronger for all of us, now and in the future.

We put our stakeholders first.

Relationships are everything. We engage in an environment of respect and responsiveness with coworkers, donors, volunteers, families, and girls. We appreciate that these stakeholders drive our organizational priorities and our actions. Our commitment is to reach mutually beneficial solutions that will ensure that girls achieve their full potential.

We collaborate to get the best results.

We are better together. We trust that others have essential, sometimes different but valuable contributions that will expand our ability to serve girls and volunteers. To achieve the best results, we seek input early and often from diverse stakeholders. We believe that transparency invites trust.

We own our work.

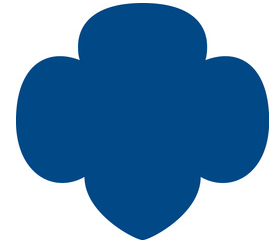
We get the job done. We communicate with each other openly, honestly, and frequently. At every level, we are resourceful and solve problems that get in our way. When things don't go exactly as planned, we learn, adjust, and try again. When each of us does our best, the whole organization is better.



2024 Strategy Team Imperatives

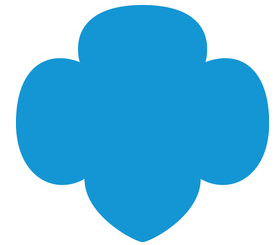
Impact and strategy	<p>Strategic Plan: Elevate challenges, celebrate wins, address near-term mitigation, help with decision-making, and provide direction when things are off track.</p>
	<p>Change Management: Leverage best practice change management models across the organization, with a lens to DEI and impact to our staff, Girl Scouts, parents and volunteers.</p>
Programs and operations	<p>In Community: Align on the leadership level what it means to be in community externally, with a focus on partnerships, relationships, and sustainability. Prepare to educate the rest of GSNETX on what it means to be in community. set accountabilities, intention, integration, expectations</p>
Talent	<p>Culture: Align on the leadership level what it means to be in community internally, modeling cultural ideals for the organization.</p>
	<p>Organization Structure: Provide input and thought leadership into plan to restructure staff with customer experience, stakeholder input, right-sizing and culture as top priorities.</p>
	<p>Strategy Team: Commit to continuous improvement of the strategy team. Prioritize fostering trust, improving culture and preparing for future change.</p>
Finance	<p>Fiscal Responsibility: Contribute to long-term forecasting of a sustainable budget that allocates and invests resources in key imperatives with a commitment to equity.</p>

Strategic Plan



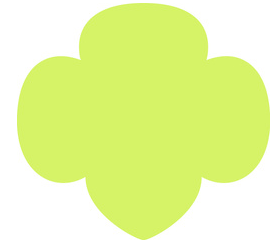
Imperative	<p>Elevate challenges, celebrate wins, address near-term mitigation, help with decision-making, and provide direction when things are off track.</p>
Defining Success	<p>Strategy team members will stay informed - understanding objectives, cadence and milestones on the strategic plan, and be able to mitigate risks, celebrate wins, adapt, and advise as we move through the year. We will know we're on track at each quarter when we collectively review milestones, and at the end of the year - each strategy team member should be able to talk to our high level metrics/outcomes for each imperative.</p>
Major Milestones	<ul style="list-style-type: none"> • Quarterly review of strategic plan dashboard in strategy team meetings (red flags/celebrate) • Quarterly review at board meetings • Budget milestones • Review recommendations from Newmark (January) • Review input coming out of Deloitte stage gates (January) • Review recommendations from Studio Outside (Aug/Sept) • Review recommendations from Soulstice Consulting (April) • Reorg milestones/ consultant milestones (TBD - throughout year) • Plan for FY25 (February)
Role of the Strategy Team	<ul style="list-style-type: none"> • Stay collectively informed • Make decisions & recommendations to CEO (following milestone impacts of Newmark, Deloitte, Community, and Reorg)

Change Management



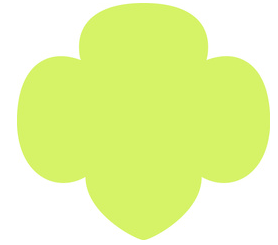
<p>Imperative</p>	<p>Leverage best practice change management models across the organization, with a lens to DEI and impact to our staff, Girl Scouts, parents and volunteers.</p>
<p>Defining Success</p>	<p>We will have achieved success when employees understand the “why” for change, feel heard and communicated to and adopt the changes in the strategy for FY24.</p>
<p>Major Milestones</p>	<ul style="list-style-type: none"> • Revisit and use shared language for change management. • Develop and share vision statements for individual lines of work so that all staff recognize how the change in vision impacts them. • Gather and review feedback from employees. • Align on key messaging regarding reorg.
<p>Role of the Strategy Team</p>	<ul style="list-style-type: none"> • Use shared language and manage our own emotional reactions to feedback and change (provide input and make recommendations). • Personalize the organizational vision to be appropriate and relevant for your organization and work with your managers to do the same (providing input, making a decision). • Ask for and listen to staff reactions to change and share with the strategy team (staying collectively informed, make recommendations). • Contribute to and commit to key messages (providing input, making a decision, making recommendations).

In Community



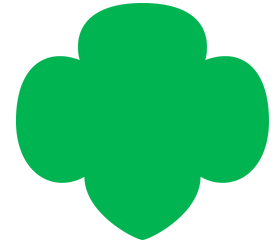
<p>Imperative</p>	<p>Align on the leadership level what it means to be in community externally, with a focus on partnerships, relationships, and sustainability. Prepare to educate the rest of GSNETX on what it means to be in community.</p>
<p>Defining Success</p>	<p>The measure of GSNETX’s success will be the lasting, positive changes made in the communities served emphasizing empowerment and sustainable growth. We have clearly defined and can articulate the essence of ‘in community’ for GSNETX. This definition serves as our North Star, guiding our actions and decisions in community engagement.</p>
<p>Major Milestones</p>	<ul style="list-style-type: none"> • Purpose & Values Clarification: Articulate the organization’s purpose and values with a strong emphasis on CE as a foundational principle. i.e workshops, retreats and internal communication. • Community Insight & Adaptability: Commit to understanding the specific needs, challenges and opportunities with the communities we serve. Stay attuned to shifts in community dynamics and promptly adjust strategies to meet evolving needs. i.e. community surveys, quarterly reviews. • Goal Setting and Resource Allocation: organize strategic planning sessions that establish realistic, measurable goals that align with broader strategic initiatives. Dedicate a specific budget, time and personnel to CE efforts through bi-annual reviews. • Promote Social Responsibility: Foster a culture where CE is a collective responsibility and commitment across GSNETX i.e formal and in the field training and recognition • Transparency & Reporting: Receive reports detailing GSNETX’s contributions and tangible impact on the communities served. Establish a team responsible for collecting data and insights, interactive dashboard with real-time updates, accessible to all staff.

In Community



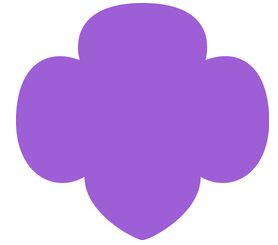
<p>Role of the Strategy Team</p>	<ul style="list-style-type: none">• Decision Making: Make informed decisions and simplify them for dissemination to junior team members. Develop a framework to guide decisions, ensuring they align with community engagement goals. Establish mechanisms for junior team members to provide feedback on decision, ensuring inclusivity.• Continuous Learning & Collaboration: Stay collectively informed and consistently collaborate with experts like Frowsa to enhance community engagement strategies. Knowledge repository, a centralized platform where learnings and resources related to CE are stored and accessible.• Long-Term Commitment: determine and solidify a sustained, long-term commitment to CE, ensuring it remains a priority. 3-5 year vision document outlining our long-term commitment and roadmap to CE. Annual commitment review to review, reassess, and reaffirm our commitment to CE.• Performance Leadership: Coach and support performance, ensuring that CE initiatives are executed effectively and deliver the desired impact. i.e performance metrics to measure effectiveness and check ins to review performance against set metrics.
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Culture



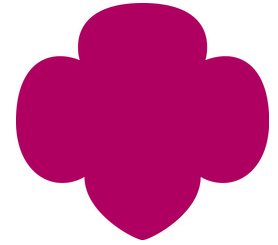
<p>Imperative</p>	<p>Align on the leadership level what it means to be in community internally, modeling cultural ideals for the organization.</p>
<p>Defining Success</p>	<p>Success is... Leadership champions and models cultural ideals setting the standard for a culture that is inclusive and equitable putting people first, where individuals are engaged, connected, have a sense of belonging and embrace a shared vision. We will know this happened with increased engagement survey results, innovation, collaboration, trust and increased retention. Stretch goal voted best place to work.</p>
<p>Major Milestones</p>	<ul style="list-style-type: none"> • Review engagement survey feedback and draft a proposed engagement strategy (send out information) • Pulse surveys (engagement, dei, belonging) • Pull and analyze data, and determine next steps (make adjustments to strategy and communication) • Prepare report out on the progress of the engagement strategy
<p>Role of the Strategy Team</p>	<ul style="list-style-type: none"> • Report out of feedback and discuss strategy to make recommendations • Send out questions - input/approve • Review results and any updates to strategy • Informational report outs on progress of strategy

Organization Structure



<p>Imperative</p>	<p>Provide input and thought leadership into plan to restructure staff with customer experience, stakeholder input, right-sizing and culture as top priorities.</p>
<p>Defining Success</p>	<p>We will be successful if we create an organization-wide structure and deployment plan that feels sustainable, equitable and supports our vision and Strategic Plan. We will know this by setting specific goals to ensure completion. Success will also entail making hard decisions, utilizing true change management practices, leveraging our consultant's expertise and valuing our stakeholder feedback. - transparency-</p>
<p>Major Milestones</p>	<ul style="list-style-type: none"> • Select consultant and agree on scope of work to be completed. • Define internal team and milestones. • Provide input and thought partnership and stay informed. • Execute change management plan: Share commitment for the approved changes with all staff and be a champion for its success.
<p>Role of the Strategy Team</p>	<ul style="list-style-type: none"> • Make a decision: Set shared goals for the process including shared language to use. • Make a recommendation to the CEO for required changes, prioritization, and timing. • Leading and managing performance.

Strategy Team



Imperative	Commit to continuous improvement of the strategy team. Prioritize fostering trust, improving culture and preparing for future change.
Defining Success	The strategy team will be able to reflect on our work of the past year and be able to identify ways that we are working differently as a result of this planning. Will it be complete? (continuous improvement)
Major Milestones	<ul style="list-style-type: none"> • Complete Strengthening the Executive Team Program and finalize Team Playbook. (December - January) • Roll SET learnings of this work out to the entire organization as an accountability measure. (Feb all-team?) • Quarterly check ins on Team Playbook. • Strategy Team Retreat
Role of the Strategy Team	<ul style="list-style-type: none"> • Manage our own performance connected to Playbook commitments. • Participate and actively engage in strategy team meetings and work. • Commit to having the right conversations in the room.

Fiscal Responsibility



<p>Imperative</p>	<p>Contribute to long-term forecasting of a sustainable budget that allocates and invests resources in key imperatives with a commitment to equity.</p>
<p>Defining Success</p>	<p>Have a long-term forecast of both revenue and expenses with various scenarios that address cashflow, risk and key choices in alignment with the strategic plan.</p>
<p>Major Milestones</p>	<ul style="list-style-type: none"> • Review financial implications of consultant recommendations chosen by strategy team as imperatives and set realistic cost expectations and anticipated timing, considering equity impacts across all imperatives. • Clear understanding of the financial impact of each department's vision and timeline of execution and major milestones. • Shared understanding of the long-term funding strategy to include product sales, fundraising, shop, program and campaign revenue based on anticipated future expenses.
<p>Role of the Strategy Team</p>	<ul style="list-style-type: none"> • Make choices regarding key recommendations and timeline for phasing work over the long-term forecast period based on key strategic imperatives. • Staying collectively informed and lead/manage performance of teams providing inputs into key needs, costs, resources required and timing. • Provide input and make recommendations to CEO on various scenarios/alternatives/risks informing key choices impacting forecast. Provide input/ideas for mitigating risk associated with selected choices and timing.

Meeting Agenda Template



Meeting Date & Time: *Insert date, insert time*

Allotted Time: *00 minutes*

Topic and purpose	Time	Owner	Pre-work required (please link)
Check-in: <i>Insert question or activity here.</i>	15 minutes	<i>Consider rotating owner.</i>	None
Recognitions & Celebrations	5 minutes	<i>Insert owner(s)</i>	None
Review of any outstanding items for follow-up: <i>Insert items here.</i>	5 minutes	<i>Insert owner(s).</i>	Review the previous meeting's next steps document.
Topics for meeting: <i>Insert one topic per row, including any specific decisions to make.</i> <i>Pose each agenda topic as a question that clearly delineates the purpose of the discussion (e.g., "Are you deciding, providing input, learning, or aligning on messaging?").</i>	<i>Insert time</i>	<i>Insert owner(s).</i>	<i>Insert description of pre-work. (e.g., "Read updated contract, review program dashboard.")</i>
<i>(e.g., "Decide: What changes are we prioritizing from the org culture survey?")</i>	<i>(e.g., "60 minutes")</i>	<i>(e.g., "Julio")</i>	<i>(e.g., "Review survey results for approximately 30 minutes.")</i>
<i>(Duplicate additional rows for topics as needed.)</i>			
Quick updates: <i>Many executive teams like to hold a small amount of time for unanticipated topics or a quick status update from teammates.</i>	5 minutes		None
Wrap up meeting and document next steps.	5 minutes	<i>Consider rotating owner.</i>	None

Members Who Will Be Absent:

Guests in Attendance:

Meeting Wrap Up Template

1. What decisions or actions did we agree to?

-

2. What next steps do we have coming out of this meeting?

Owner?

Deadline?

3. Who do we need to communicate with outside of this meeting?

Owner?

Deadline?

Strategic Team Meeting Map

Major Topics by Quarter

Q2

January - March 2024

- Community Engagement
- Consultant work
- Org POW process
- Pilot work
- Extended budget forecast
- Reorganization

Q3

April - June 2024

- Team Retreat
- Community Engagement
- Reorganization
- Change management
- Consultant work
- Pilot work
- Budget / funding strategy

Q4

July - September 2024

- Change management
- Employee engagement
- Reorganization
- Mid-year playbook check-in
- Consultant work
- Budget / funding strategy
- FY2025 metrics

Q1

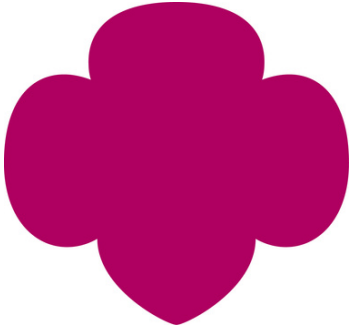
October - December 2024

- FY2024 reflection
- Change management
- Pilot work
- Membership progress

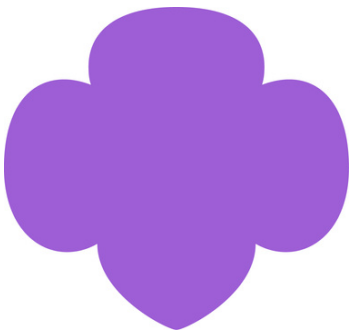
Printables



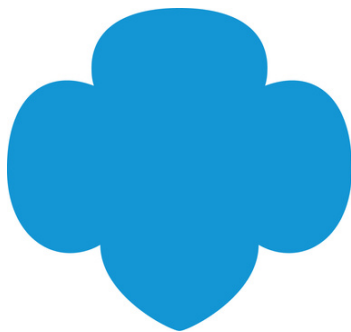
I am good with the conversation that's taken place so far - I don't have anything to add at this time.



I'd like to say something to add value to the conversation in this meeting.



I strongly agree with the perspective that is being shared right now.



I need some more time to think on this topic but may have something of value to add at a later time.



I'm going to wait to share my perspective and listen to others first then see if I have anything of value to add.

Strategy Team Meeting Practices

Share pre-meeting materials one week in advance so that everyone has time to digest and be prepared to discuss.

Create intentional space to build trust - kick off meetings with team check-in to build connection and maximize engagement. Rotate responsibilities among team members.

Allow sufficient time for discussion and debate of agenda topics. Consider the role of the Strategy Team in agenda items.

Balance voices. Actively engage the full team in discussion, using format (e.g., round robin) or tactics (e.g., soliciting input), or tools (e.g., trefoil cards) to ensure all voices are heard.

Strategy Team Behaviors

Shared ownership:
We make the best decision
for the organization overall
(not for our own function or department.)

Trust:
We seek to build relationships
with our teammates so
we better understand each other.

Accountability:
We uphold our
team commitments
and behaviors.