

Session XI Handouts



Management & Strategy
February 2022



**ASPEN
IMPACT**



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Imagine Your Favorite Restaurant

Sketch a picture of it!

Sketch a map of its location.

What are your favorite dishes at your favorite restaurant?

What makes a visit to this restaurant memorable or special for you?

What places have fellow Owls mentioned that you're now eager to try?



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Think About the Future

List some high-level topics you are considering for your nonprofit's future. E.g., you might be thinking about bringing your services to a new neighborhood, deepening your services to people you already serve, reaching people who have different needs than you address today, developing a collaboration with another entity, adopting a new funding model, or changing the brand identity you convey to your audience.

What We're Thinking About Doing	Why We Might Do This



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Ask Breakthrough Questions

A good strategic question has several features. It is...

- Insight-driven,
- Open-ended,
- Future-focused,
- Mission-based, and
- Tradeoff-conscious.

Example:

“Research shows that people eat healthier foods when they see their friends, relatives, or colleagues doing so. With this insight in mind, how might we fundamentally redesign our food delivery program to encourage healthy eating, assuming our staff and volunteer size will stay the same?”

Draft three questions that could shift the way your team thinks about its overall impact, service design, funding model, or other strategic challenge or opportunity.

1.

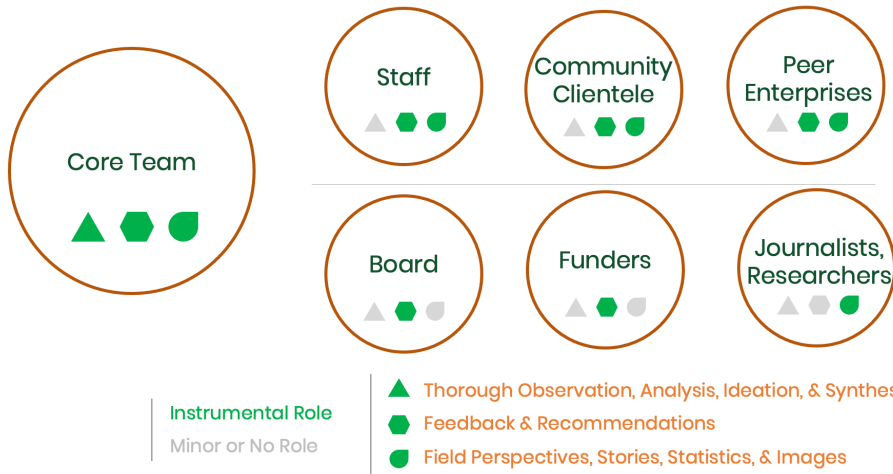
2.

3.



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Build Your Team



List some people who would be ideal for you to include on your strategy team. Consider people who know your nonprofit or your field well, plus people who could provide a thoughtful outsider’s perspective.



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Engage Your Community

Identify stakeholders whom you could survey or interview for insights about needs, opportunities, and practices in your field. List them by name and role (“Pat Martino, hospital nurse”) or type (“food pantry users in Cumberland”).



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Thaw the Room with a Fun or Heartwarming Icebreaker!

What are your favorite icebreaker activities?

What are some fun examples you've heard from fellow Owls?

What are some toys, pictures, or other items you could use to encourage idea generation and candid conversation?