



# **STRATEGIC & ORGANIZATIONAL PLANNING**

## **BUILDING A STRONGER, MORE RESPONSIVE SHIP**

**PREPARED BY:**  
**MODASE**

# OUR PURPOSE

This initiative is about more than strategic planning.

**It is about ensuring SHIP is positioned to:**



Deliver exceptional services across all regions



Strengthen community relationships



Empower leadership closer to the communities they serve



Improve organizational effectiveness



Build long-term sustainability



Position SHIP for future growth

# PHASE 1: DISCOVERY

**We begin by listening.**

This phase is designed to understand SHIP's current reality before recommending any future direction.

**Key questions include:**

- What challenges does the current centralized model create?
- Where are regions feeling underserved?
- Which decisions belong locally and which should remain centralized?
- Where are opportunities for regional growth?
- What leadership capacity already exists?
- What would excellent service delivery look like?

**OUTCOME: A SHARED UNDERSTANDING OF THE ORGANIZATION'S OPPORTUNITIES AND CHALLENGES.**



# PHASE 2: LISTENING AND ENGAGEMENT

**Meaningful engagement is critical.**

## **Activities may include:**

- Confidential leadership interviews
- Regional listening sessions
- Leadership workshops
- Staff surveys
- Scenario planning discussions

## **THIS PHASE ALSO HELPS IDENTIFY:**

- Areas of alignment
- Sources of resistance
- Organizational dynamics
- Emerging champions for change

## **These conversations will explore:**

- Current challenges
- Decision-making frustrations
- Opportunities for regional leadership
- Concerns about consistency
- Support required from central office

# PHASE 3: DEFINING THE STRATEGIC DRIVERS FOR CHANGE

**Before discussing structure, we must reflect on what we heard to understand why change may be necessary.**

## **Potential drivers include:**

- Faster regional responsiveness
- Stronger local relationships
- Improved accountability
- Reduced operational bottlenecks
- Greater organizational scalability
- Enhanced community presence
- Stronger leadership development and staff retention



## **OUR RECOMMENDATIONS WILL ALWAYS ALIGN WITH:**

- Mission impact
- Organizational sustainability
- Operational effectiveness
- Future growth
- SHIP's evolving service needs

# PHASE 4: ORGANIZATIONAL READINESS ASSESSMENT

Regional models require organizational maturity.

Together we will assess:

- Leadership capacity
- Financial sustainability
- Operational consistency
- Human resource systems
- Decision-making culture
- Technology infrastructure
- Regional differences
- Existing governance and influence structures

## KEY QUESTION:

Is SHIP ready to decentralize decision-making?



# PHASE 5: STRATEGY BEFORE STRUCTURE

Organizational charts do not create successful organizations.

Instead, we begin by defining:

- Strategic priorities
- Service delivery goals
- Accountability expectations
- Growth objectives
- Organizational values



**Only then do we  
determine which  
structure best  
enables those  
priorities.**

# PHASE 6: EXPLORING FUTURE OPERATING MODELS

Rather than recommending a single solution immediately, we will evaluate multiple options.

## **Model A:**

### **Enhanced Centralized**

- Strong central leadership
- Regional managers with limited authority
- Consistent organizational control

## **Model B:**

### **Hybrid Regional**

- Executive Directors leading regions
- Shared corporate services remain centralized
- Regional autonomy for programming and partnerships

## **Model C:**

### **Fully Regionalized**

- Strong regional leadership
- Central office focused on strategy, finance, governance, compliance, and brand stewardship

**Each model will be evaluated against SHIP's strategic priorities, risks, costs, and long-term sustainability.**

# PHASE 7: CHANGE MANAGEMENT & IMPLEMENTATION

**Successful organizational transformation happens over time.**

**The strategic plan will include:**

- Phased implementation
- Leadership development
- Communication strategy
- Operational redesign
- Risk mitigation
- Performance measurement
- Continuous evaluation

A transition of this magnitude typically unfolds over 2–4 years to ensure stability and long-term success.

# PHASE 8: GOVERNANCE, AUTHORITY & ACCOUNTABILITY

**A regional model changes how decisions are made.**

**Together we will define:**

- Budget authority
- Hiring authority
- Performance accountability
- Regional autonomy
- Brand consistency
- Reporting relationships
- Conflict resolution processes

**Clear governance creates clarity,  
consistency, and accountability.**



# PHASE 9: UNDERSTANDING THE RISKS

**Every transformation creates opportunities and challenges.**

**Potential risks include:**

- Regional silos
- Inconsistent service delivery
- Increased administrative costs
- Leadership competition
- Uneven regional performance
- Duplication of functions
- Reduced organizational cohesion

Identifying risks early allows SHIP to proactively manage them.

# WHAT SUCCESS LOOKS LIKE

**By the conclusion of this initiative, SHIP will have:**

- A clear organizational vision
- A future-ready operating model
- Strong governance and accountability
- Clearly defined leadership roles
- Improved decision-making processes
- Greater regional responsiveness
- A practical implementation roadmap
- Sustainable organizational growth

