

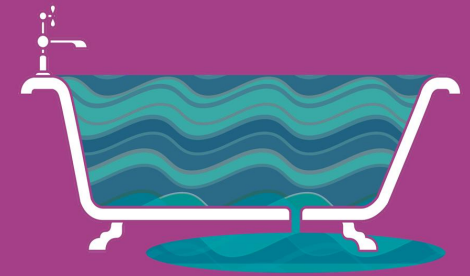


STRATEGIES FOR MANAGING CAPACITY

Graeme Reekie
TheLastingDifference.com

Understanding capacity:

- What it is: the bathtub



Sustainable strategy:

- examples from practice



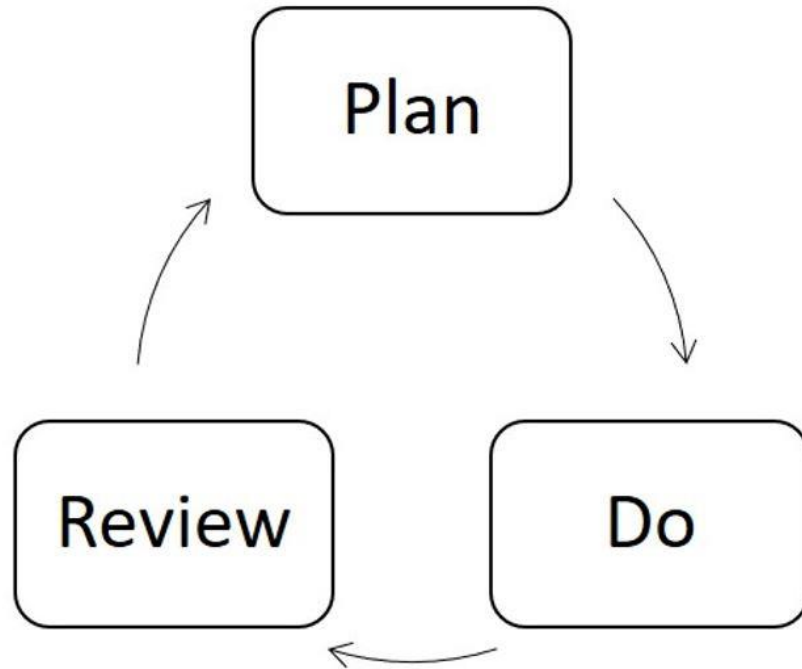
Sustaining energy, focus and care:

- the sun, moon and stars

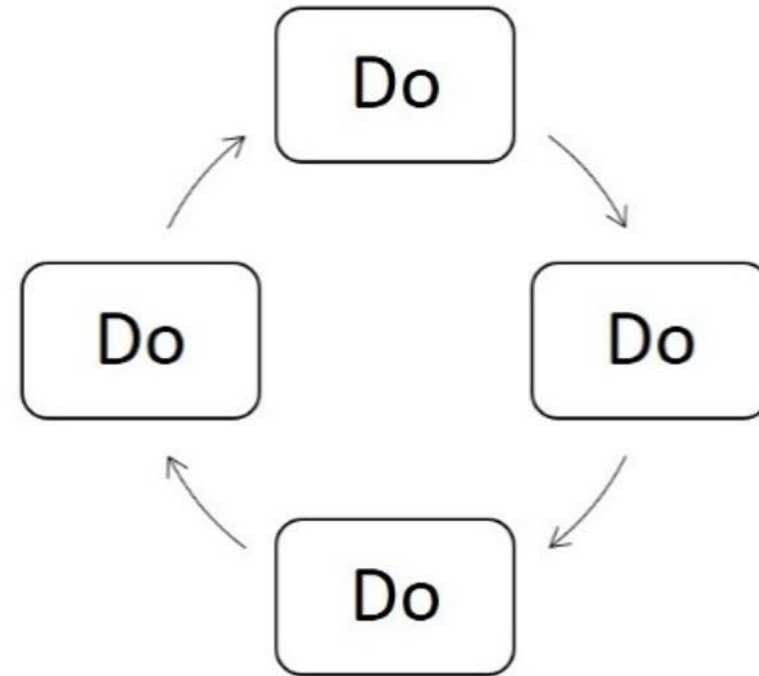


But first... recognise this?

Theory



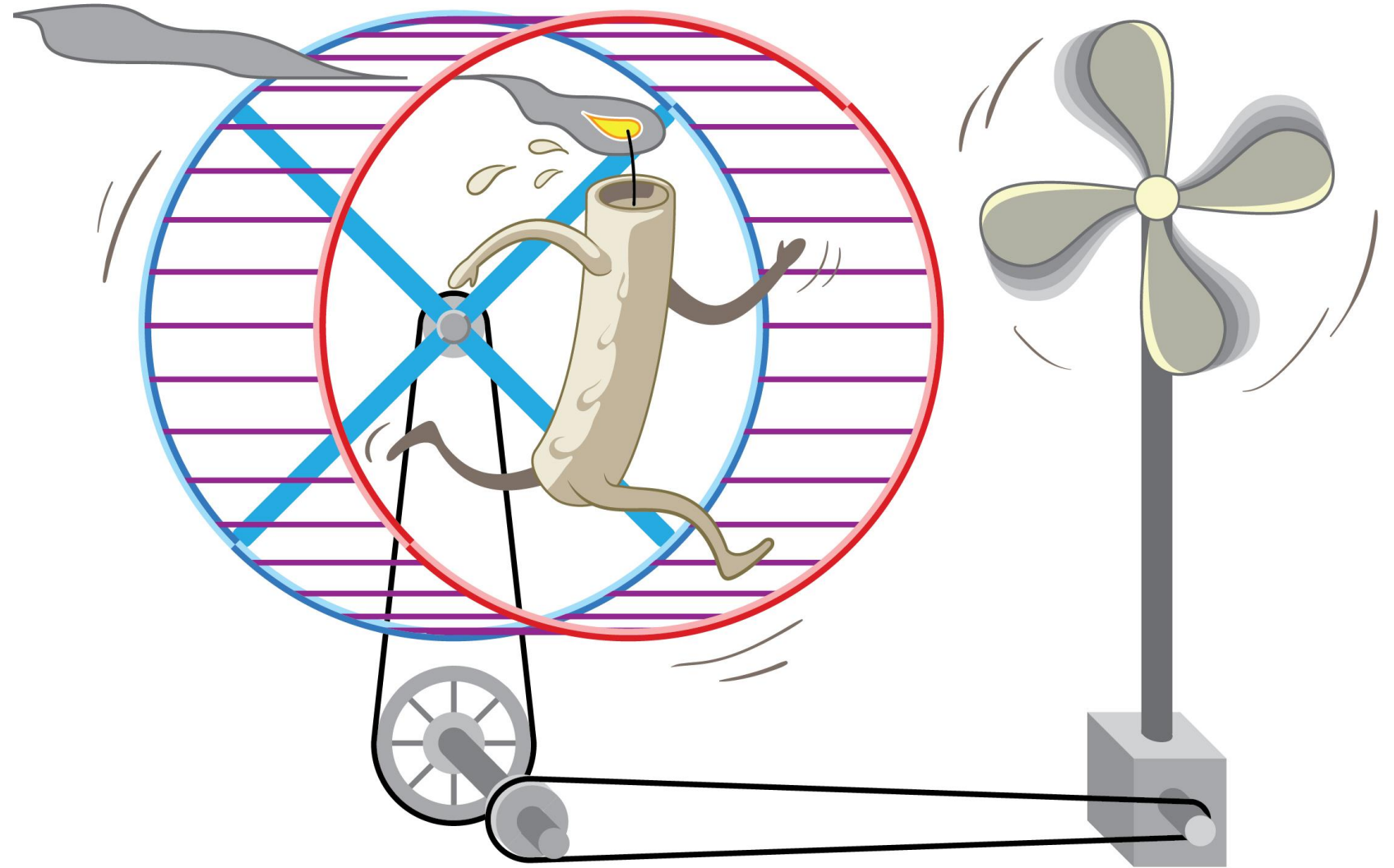
Reality



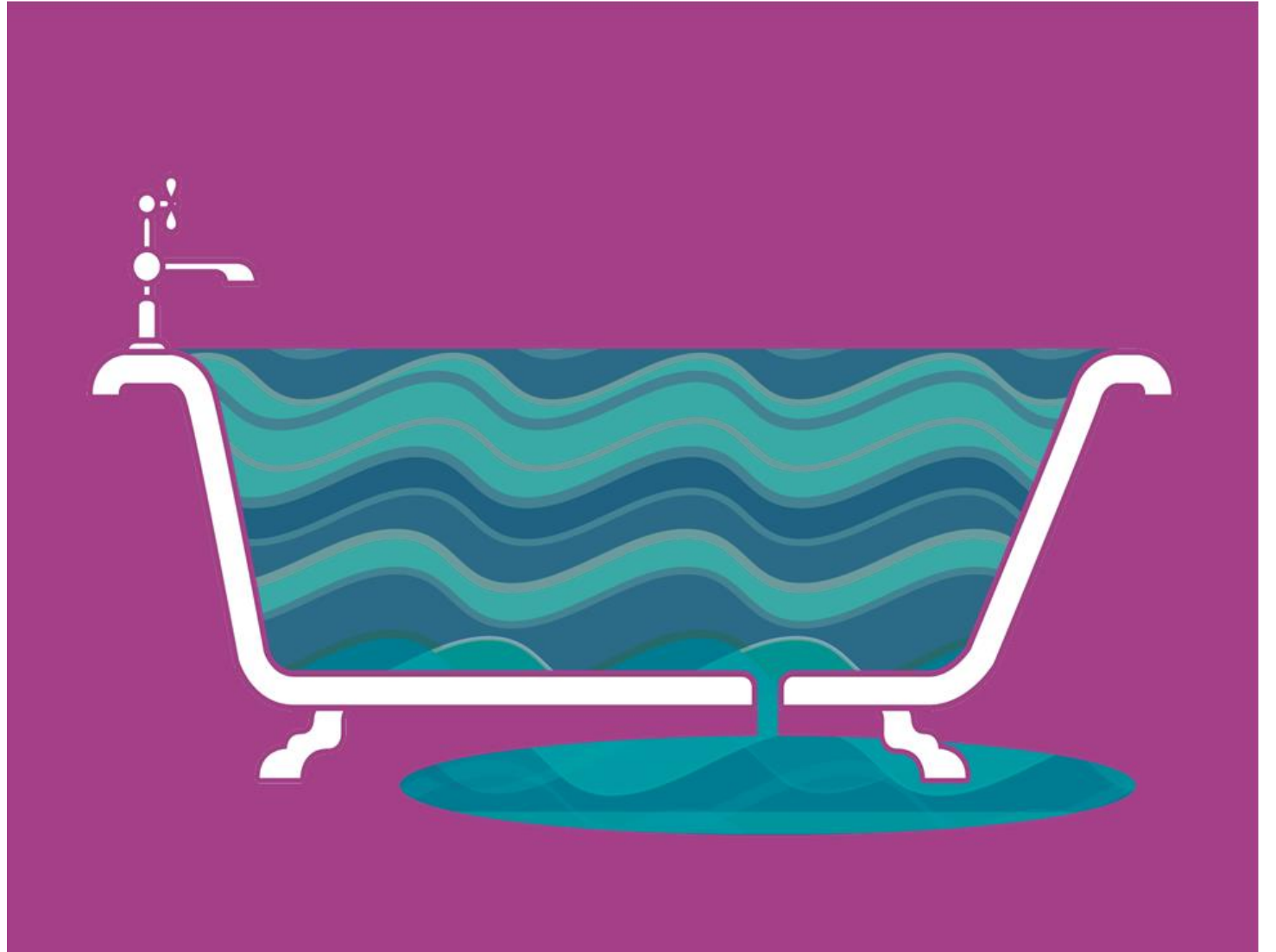
or this?



or this?

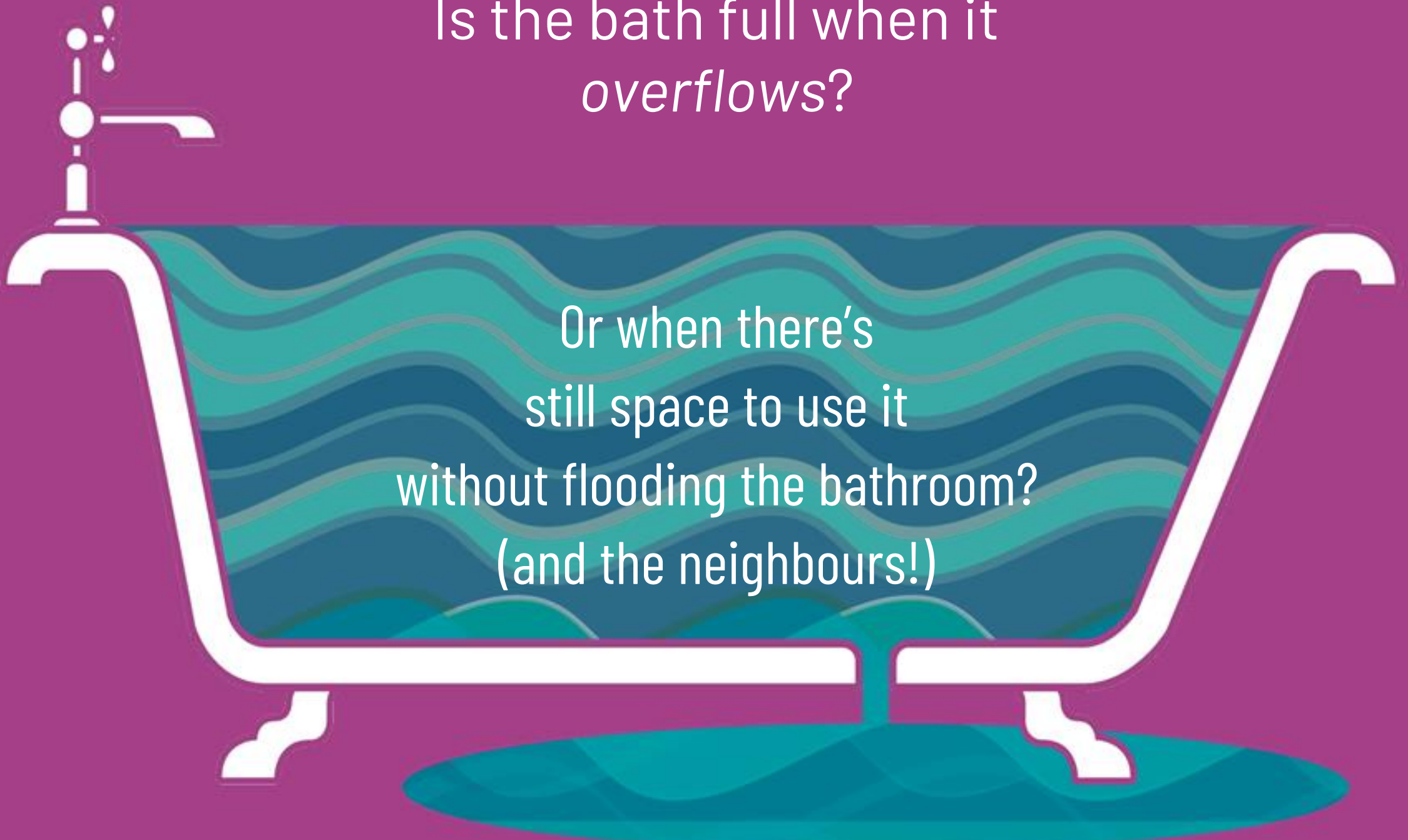


and this?



Is the bath full when it
overflows?

Or when there's
still space to use it
without flooding the bathroom?
(and the neighbours!)



The
overflowing
bathtub.

How can we
manage its
capacity?



Activity – the
toy box.

How can we
manage its
capacity?



Your toy box.

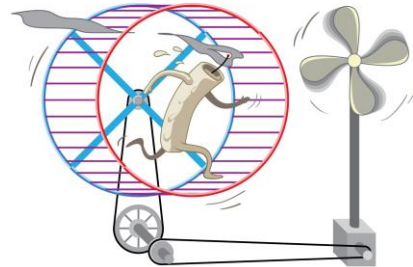
How can you
manage its
capacity?



21, 25



26, 28



35, 39



Sustainable strategy

Definitions and distinctions

Sustainability:

The capacity to make a lasting difference

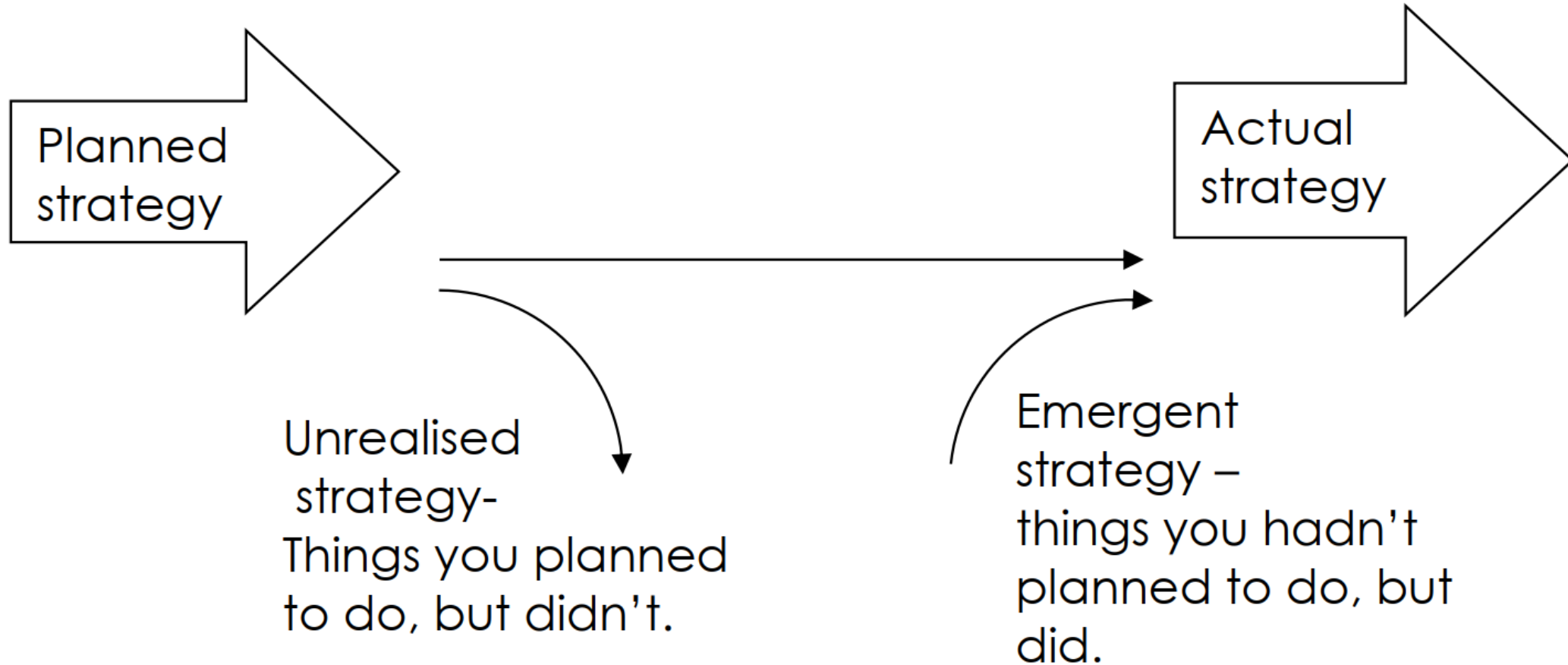
Strategy:

The pattern of activities followed by an organisation in pursuit of its long-term aims

A strategic *plan* is something you *have* (a product).

A *strategy* is something you *do* (a process).

Strategy walks on two feet...



(Henry Mintzberg 1985)



Practice examples

from Lasting Difference symbol holders:

Look / listen out for what sustainable strategy might mean



Strategic Plan : 2021-2026

Our Vision

Scotland will be a place of safety, inclusiveness, and wellbeing for everyone.

Our Mission

To deliver life changing services that empower people, give hope and protection, and help to build safe communities.

Our Values

- > Inclusion (EDI)
- > Not judging
- > Respecting people
- > Trust
- > Kindness
- > Empowering people
- > Inspiring people



In Five Years' Time:

- > We will have increased understanding of the needs and issues of people that we support in the criminal justice system.
- > We will have improved the life chances and wellbeing of people at risk of entering or within the justice system and contributed to reducing reoffending.
- > The people we support will take an active role in shaping our services, our organisation, and the landscape they operate within.
- > We will have contributed to safer and more inclusive communities where person centred outcomes for the people we support are achieved.



Involvement: engaged everyone in developing the strategy.

Innovative ways of involving service users (core focus).

Sustainable leadership and managing succession, investing in leadership development across the organisation

‘This approach makes us braver – saying no is a brave thing to do – we will all be focused on our core and work towards a stronger organisation.’

WE WILL NOT GIVE UP UNTIL THE RIGHT TO A SAFE HOME IS REALISED



FROM NEEDS



TO RIGHTS

FROM SUPPORT, DOING FOR



TO EMPOWERED CONSUMERS

**FROM RESPONDING TO
SYSTEMIC FAILURE**



**TO LEADING
STRUCTURAL CHANGE**

FROM SERVICES



**TO CAUSES, ACTIVISM,
MOBILISATION**

**FROM SOCIAL HOUSING
AS A LAST RESORT**



**TO SOCIAL HOUSING
AS DESIRABLE**

Underpinning principle: everyone should be able to see themselves within the strategy.

Outcome framework for measuring performance against strategic goals.



“It keeps us focused on our organisational purpose and ensures that is our north star.

The most important element has been to challenge ourselves to only deliver what meets our purpose.”



The journey to a dyslexia-friendly Scotland



**Our strategy
2022-2025**

Defining
need

Defining
reach

Sharing
ownership

Building
capacity

Our work with the dyslexic community:

Scotland's dyslexic community is estimated to be around **545,400**.

This number does not include the families of those who are dyslexic or those who employ, work with, teach and support dyslexic people. Dyslexia Scotland works with all of these groups, not only those with dyslexia. If we doubled the above numbers, with one person supporting every dyslexic person, the community would be **1,090,800**.

Reach

We reach the equivalent of **around a third (29%)** of this group through indirect and digital means. This is around **316,500** interactions per year.

Direct engagement

We have direct contact with **15%** of the dyslexic community through our services and activities, both on and offline - this total includes workshops, Helpline, careers engagements, Adult Networks, Young Ambassador sessions, and ad hoc events. We reach around **114,000** people directly per year.

Upskilling and empowering changemakers

In addition to providing services and information to the dyslexic community, we engage with those who live with, work with and educate dyslexic individuals. These are parents and carers, employers, educators, service providers, volunteers and others striving to make a difference in their setting. In turn, thanks to our input, these changemakers will reach and make a difference to **thousands of dyslexic people**, including those who may not know they are dyslexic.



What makes strategy sustainable?:

- Ownership not buy in
- Meaningful and meant
- Keeping focus

How *you* prioritise sustainability in *your* organisation's strategy?

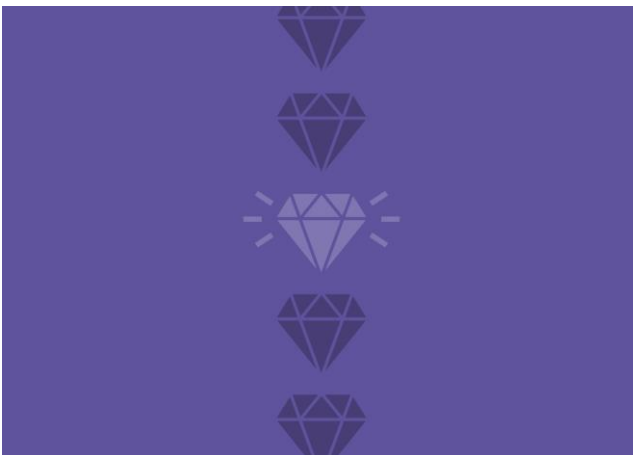
How *you* get beyond words on a page?



16, 17



36, 37



38, 39

THE SUN



**THE SUN IS OUR SOURCE OF
ENERGY, PASSION, INSPIRATION**



**IT FUELS GROWTH AND
LIGHTS OUR WORLD**



BUT IT BURNS US TOO

THE MOON



**AS THE SUN SETS, COOL
DARKNESS REVEALS THE MOON**



**IT'S ALWAYS THERE, BUT DIMMED
IN THE BRIGHTNESS OF THE SUN**



**THE MOON BRINGS REST
AND REPLENISHMENT**

THE STARS



**THE DARKER THE NIGHT,
THE CLEARER THE STARS**



**SLOW AND CONSTANT,
STARS HELP US NAVIGATE**



**LARGE BUT DISTANT, THEIR LIGHT
TAKES TIME TO REACH US**

ACTIVITY



THE SUN

WHAT IS YOUR PASSION?

**WHERE DOES YOUR ENERGY
COME FROM?**

**HOW DO YOU PROTECT YOURSELF
FROM BURNING OUT?**



THE MOON

HOW DO YOU RECHARGE?

**WHO OR WHAT IS IN
YOUR ORBIT?**



THE STARS

WHAT STARS DO YOU NAVIGATE BY?

**ARE THEY CLEAR AND BRIGHT
ENOUGH TO GUIDE YOU?**

**DO THEY STILL SHINE, OR ARE
THEY JUST A MEMORY?**

Questions, feedback, follow-up?

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**THE LASTING
DIFFERENCE**

Sustaining nonprofit organisations,
leaders & impact