



ROAD TO GROWTH

8 steps plan to building your national Growth strategy and practical compendium to the Growth toolkit



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ORGANISATIONAL DEVELOPMENT



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Introduction

Welcome to the road to Growth, a step-by-step guide to support you and your NSO in your journey towards long-term and sustainable Growth.

This resource has been developed in response to a key request from NSOs: How to build a Growth Strategy. We want to grow, the Growth toolkit has helped us understand what the ingredients for a successful Growth Strategy are, but how do we actually develop one?

This guide builds on the WOSM Growth toolkit published in 2019. It builds on the framework of the 7 key ingredients for Growth and includes frequent references to additional information detailed in the toolkit. The road to Growth therefore serves as a companion to the first toolkit.

7 ingredients to Growth

As outlined in the Growth toolkit, the Framework to develop and implement Growth was built around 7 key ingredients:

1. Setting a target and planning for Growth
2. Youth Programme
3. Adults in Scouting
4. Engaging communication
5. Partnership for Growth
6. A stronger organisation
7. Recruitment and outreach

In the Growth Toolkit you will find all the information, tips and recommendations you need to master each of these ingredients towards the implementation of Growth in your NSO or NSA.

Understanding the Road to Growth vs the Growth Toolkit

The aim of this document is not to replace the Growth Toolkit which was created to cover “a different aspect of membership Growth and suggests a selection of activities which can be implemented by the NSO.”

This document will support the NSO or NSA to walk you through the experience of creating a Growth strategy and operational plan. Step by step, you will have the opportunity to reflect and take small actions to build a long-term full strategy for your NSO or NSA.

How to use the Road to Growth?

This toolkit is built in 8 steps towards the creation of your Growth Strategy and Operational Plan. On each of the steps, you will find:

- An introduction to explain what the aim of the step is, and how to achieve it, taking into account different aspects of your NSO or NSA reality while working on it.
- Recommendations, advice and examples to better understand how to take each of the steps with your NSO or NSA
- An action or reflection section at the end of each step to support you in taking the step outlined. This will support you to carry your reflection while you explore this document with the support of the Growth Toolkit.

We wish you a great journey towards Growth! If you need any further support to develop such a strategy, we encourage you to visit the [WOSM service platform](#) and request a tailored Growth service.

Why is Growth a priority?

Growth can help lead to more and better governmental support; finding new donors; creating more sustainable groups; getting you more media visibility; increased budget for the organisation, etc.

Why do we need a Growth strategy?

To achieve sustainable Growth will take time, and you need a strategy to get there. Building a strategy will help you to set Growth as a long-term priority for your organisation and will allow you to allocate time, volunteers, staff and other resources to it.

Road to Growth

8 Step Plan to Building Your National Growth Strategy

- 
- STEP 1** 1 Building your team and developing your timeline
 - STEP 2** 2 Mapping your current Growth landscape - where are you now?
 - STEP 3** 3 Conducting a SWOT analysis
 - STEP 4** 4 Setting a Growth target
 - STEP 5** 5 Developing your strategy
 - STEP 6** 6 Creating your Growth operational plan
 - STEP 7** 7 Preparing your organization to grow
 - STEP 8** 8 Monitoring progress, tracking growth and reviewing your strategy

Step 1 - Building your team & developing your timeline

Building your team

Building the right team to develop your Growth strategy is the first key step in your journey to ensure a successful strategy. Your team should:

- Be a small group of dedicated and committed volunteers and staff
- Have a strong understanding of your NSO's organisational needs
- Have strong links with Scouting in all areas of the country
- Represent the diversity of the NSO
- Have members with
 - Competencies and skills: project management, strategic thinking, facilitation
 - Knowledge: NSO's reality and structures, main stakeholders

Who should be on the team?

The team can be composed of national board members, staff support, national level volunteers and representatives from regional/local Scout groups. It is strongly recommended to include the Chief Scout (Chairperson of the National Board) and National Commissioner (Secretary-General, CEO) of your NSO in the Growth strategy development process.

NB:

- The Chair and Board must be closely informed as their support is critical when adopting the Growth strategy and ensuring organisational alignment.
- The CEO could either be a member or an observer in the planning team, as they will be the key person in the development of an operational plan and monitoring process.

Involving young people

Since Scouting is a youth movement, it is recommended that NSOs include young people as part of the team. Involving young people is essential to ensure the Growth Strategy meets the needs of those whom it will impact the most. They will enrich your conversations based on their current experience and help you to stay focused on who this will impact and benefit.

Develop your timeline

The time it takes to develop a Growth Strategy varies from NSO to NSO. If you aim to have your strategy approved at your NSO's General Assembly, start approximately six months prior, to allow sufficient time for research and consultation.

You should take into account the following estimated time frames for each step:

- Assembling the Team (2-3 weeks)
- Research and Analysis (1-2 months)
- Setting a Clear Growth Target (1 week)
- Developing your Strategy (3-4 weeks)
- Consultation and Final Adjustments (3-4 weeks)
- General Assembly's approval (1 week)
- Creating your Operational Plan (4-6 weeks)
- Aligning your Organisation, Implementation and Monitoring and Evaluation (years)

Reflect on integrating Growth before starting

Before you begin, you need to reflect on whether Growth is already included in your NSOs current strategic plan (if it has one) and how you are going to structurally embed your Growth ambition in your organisation. To do so, answer the following:

- Is Growth already a priority for your NSO?
- If so, what steps are already in place to support it?
- Is there a shift to be taken in the already initiated work?

NB: If your NSO/NSA does not have a Growth Strategy or approach, your Board needs to be aware that once your Growth Strategy is developed, your national strategy will need to be amended to include the new focus on Growth.

How to amend your current national strategy to include Growth?

- The designated team reflects on the current organizational strategy with a Growth lens:
 - Does the strategy overall support Growth?
 - Does the strategy pose any barriers to Growth?
 - What level of prioritisation does your NSO attribute to Growth? Are there more important areas?
- Thanks to the reflection above, the team creates suggestions to incorporate in the strategy
- The team will have to be very clear in their proposal on **WHY** their NSO should prioritise Growth.

See Step 7 for more information and guidance on how to achieve this integration.

ACTIONS

Build your team

Decide who will be part of your Growth team, and list them below.

Name	Skills	Knowledge	Position in the NSO	Age

Identify your Growth champion: _____
(more info in step 7)

Reflect on your NSO/NSA's current strategy and Growth

Is Growth already a priority for your NSO?

What steps are already in place to support Growth?

Amend your current national strategy

Our strategy supports Growth by:

- 1)
- 2)
- 3)

Our strategy creates barriers to Growth by:

- 1)
- 2)
- 3)

Today Growth is your ... (add a ranking) priority. What are reasons you can use to explain to your NSO why Growth is a priority?

Ensure current national strategy incorporates Growth:

Step 2 - Mapping your current Growth landscape - Where are you now?

In order to know where you want to go and before you can set any goals or objectives and chart how you want to get there; it helps to understand where you are now and how you got *here*. How your association has been growing in the past can tell you a lot about the future potential.

The mapping of your Growth landscape provides you with a greater understanding of the changes of membership, long-term trends, your current or historical market share, the make-up of your membership and untapped potential.

From Local to National

Because Growth happens at the local level, it will help you in the next few steps and the further development of your Growth Strategy, to capture this data at regional, district or even local level.

The more specific the membership Growth information you are able to gather, the more targeted and fit-for-purpose your support and specific Growth efforts will be.

You can always still aggregate and cluster your information at district, regional or national level to discover and identify the most common challenges and issues and your response to them. However, this local data gathering approach will allow you to get the most accurate information and ensure your support is as effective as possible. The added benefit is of course that you will also be able to identify those local groups that are successfully growing and amplify best practices, to share with the whole organisation.

Understand the reasons why

Using a data informed approach to determining factors and issues that affect your membership Growth is critical to creating an effective Growth strategy. This is the idea of understanding what has happened and what is currently happening in order to determine where we need to improve.

You will need to gather both quantitative and qualitative information. Quantitative information alone will not give you the insights you need to build an effective Growth strategy. For example, finding out how many volunteers or youth members left your organisation in the last 12 months might indicate you have an issue, but it doesn't tell you anything about the cause or the reason(s) *why* they left your association. For this information you will need to support the numbers with qualitative data. We call this "Understanding the Why".

Understanding the Why, takes time and resources but is critical to ensure the Growth Strategy actually addresses the root issues. It is your first step in finding Growth solutions and preventing people from leaving, as well as convincing more people to join.

Methods you can use:

- An **exit survey** or individual interviews: targeting volunteers who recently left Scouting to discover the main reasons why they left your organisation
- **Group interviews, focus groups**: to develop an in-depth understanding of the key barriers why young people or volunteers from a specific target group or cultural background are not joining Scouting
- A round of panel **debates**: to understand why young people are not joining Scouting in general.

Based on inputs received through these exercises you can quickly identify key underlying barriers to Growth or challenges to retention. Once you have these inputs together with your quantitative information you will have a great mapping of your current Growth landscape and are ready to start developing your Growth strategy.

TIP: There are plenty of tools that already exist that can help with your situation analysis.

Use the Planning for Growth Reflection Tool: (https://www.scout.org/growth_reflectiontool) to help you analyse and reflect on your opportunities to grow.

Use the Growth Potential Assessment Tool: (https://www.scout.org/growth_assessment) to help you reflect on the readiness of your NSO to grow and map areas of focus for your organization that will further support its ambitions for Growth.

ACTIONS

Reflection

Is your membership increasing or decreasing?

Your annual Growth rate over the last 3-5 years

Your market share progress over the last 3-5 years

Your dropout rate of your youth members and your volunteers

Your retention rate of your youth members and your volunteers

Your retention rate of your new members

Your retention rate across age sections (in which age sections are you gaining members, in which age sections are you losing members)

White spots:

- Geographically: in which regions are you missing units?
- Demographically: which subsections of the youth population are you not reaching or are currently underrepresented?

Answering the following questions may help you work out your target.

- How many leaders do you currently have? How many do you need to support Growth? Calculate the difference between these two numbers to understand whether you have enough leadership capacity to grow.
- How many local groups do you currently have?
- How many new groups would you need to set-up in the next three years to support this Growth?
- Based on trends in your membership, what are the membership age ranges that you need to focus on? Which segment indicates the potential for Growth?
- How many members are leaving and why are they leaving?

Situation Analysis

National

District

Local Level

Understanding the why

Who will we gather views from?

How will we gather this information?

Step 3 - Conducting a SWOT Analysis

Now that you have mapped your Growth landscape and have a better understanding of your Growth trajectory, you should complete a Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis to identify the barriers and best opportunities for Growth, and help determine where you should focus your efforts. This analysis is meant to help you organize all the information you have gathered and sort out that you should prioritise as important. This stage in the process you should not be coming up with new data rather you should be sorting the data you have already collected.

This same analysis can be used at a regional / local level as well as nationally, to help you map the needs of each region for each of the 7 ingredients and determine where you need to provide support to different regions.

Conduct a SWOT analysis for each ingredient of Growth to determine your organisation's Strengths and Weaknesses, and Opportunities and Threats for each one.

Use the key questions below to reflect on your NSO's reality and write your findings into the appropriate section of the SWOT.

Setting a Target and Planning for Membership Growth

- Do you have current targets for Growth?
- Do you have a target for each of your regions or districts?
- Do you have a target for each of your age sections?
- Do you have a good system to track Growth?
- What is your current market share?
- What is your current annual Growth rate?
- How else can you strengthen retention?
- Do you have a Growth plan?

Youth Programme

- Are young people involved in the decision making of their programme?
- Do you regularly review your youth programme - both locally and nationally?
- Is the programme relevant to the world in which young people live today?
- Is the programme progressively challenging?
- Are adults well supported to run a quality programme?
- Are you using any innovative ways to deliver the programme (e.g. special locations, lunchtime Scouting, weekend Scouting, online)
- What are threats we see now and expect in the next 3-5 years?
- What opportunities can we tap into for our youth programme?
- What are our main competitors in the youth sector?
- What is the economic outlook for youth?

Adults in Scouting (AiS)

- Do you have a plan for adult recruitment?
- Do you follow the AiS life-cycle?
- What is your onboarding training and induction like for new volunteers?
- How is your adult retention?
- How does mentorship work for your AiS?
- Do your adults receive enough support?
- What could be changed to improve adult retention?
- Do you offer refreshers and training for AiS during their volunteering time?
- Is there information you can find about the overall nature of volunteering in your country?

Engaging Communications

- What is Scouting's profile / image like? Does it accurately depict what you do and why you do it?
- Have you conducted research on the perception of Scouting and why people are / aren't joining?
- Have you defined your target audience for communication for Growth? (e.g. is your focus on younger youth members, older youth members, their parents, or adult volunteers)
- Have you defined the messaging required for each of these target audiences?
- What is your visual identity and does it match your target audience? (e.g. who represents the movement in the media - youth, or adults? What does your website look like?)
- What communication channels are you using for Growth?
- Do you have a communications plan?

Partnerships for Growth

- Who are your current partners?
- Have you defined what support you need and which potential partners may help?
- Do you have a partnership strategy?
- How do you connect/network with partners?

A Strong Organisation

- What is your support structure?
- Is Growth a priority for your governance team?
- Is there a positive environment for Growth across the organisation?
- Are you facing Growth fatigue?
- What resources do you invest or are willing to invest in Growth?

Recruitment and Outreach

- Do you understand what prevents people from joining Scouting?
- What are your current recruitment plans?
- Who is your target audience(s)?
- Does every member know that they have a role in recruitment?
- Do you have a culture of openness?
- What is your induction process?
- Do you understand your barriers?

ACTIONS

Complete the SWOT analysis below for each of the 7 ingredients of Growth.

STRENGTHS (S)	WEAKNESSES (W)
OPPORTUNITIES (O)	THREATS (T)

Once you finish, your 'weaknesses' and 'threats' help you identify the barriers for Growth you currently face, and your 'strengths' and 'opportunities' help you identify your biggest chances for success. These help you determine where your focus should be in your Growth strategy.

Step 4 - Setting a Growth Target

A Growth target is the aspirational number of young people you want involved in your programme by a certain date. Setting a clear target and developing a plan on how to get there is vital to move from organic Growth to strategic, exponential and sustainable Growth. This helps ensure that your NSO is properly prepared for Growth, is able to identify both internal and external factors that can either contribute to or be barriers for Growth, is able to track and monitor it, and reduce the risk of any surprises that might arise along the way. Ideally your Growth target should be integrated into your overall national Vision.

Ambitions, and Long-Term Timeframe

Your long-term goal should include a timeframe for you to achieve your target. Growth is a long-term commitment, and your timeframe will likely extend beyond the existing national strategy. Be ambitious with your target as it will help your members and national team to have a mindset change around the importance of prioritising Growth. Establishing a timeframe for your Growth target is very important so when you want to achieve your target is clear, this timeframe could be after the end of your existing national strategy.

Data informed approached

During steps two and three you have put a lot of time and effort into capturing data. As you move forward, it is critical that you use the data you have collected to inform your target and the work you will do in the steps following.

It's highly likely that you will have discovered your NSO's current Growth trajectory. This is the rate at which your current membership is changing over time. To be able to set an achievable Growth target, you must take into account your current Growth trajectory. For example, if your membership has decreased by 10% over the last 12 months, it is improbable that you will be able to achieve a 10% increase in membership over the next 12 months.

On the other hand, if your NSO has increased by 10% in membership over the past 12 months setting a Growth target of a 2% increase in membership within a year is likely achievable but is not very ambitious or meaningful. Ensuring your Growth target is realistic yet challenging is the aim. It may be helpful to consider the following factors: local level, age section, and number of volunteers when building your target by creating a specific Growth target for each of these areas. Then deciding your overall Growth target is easy, by simply adding up the targets from each area.

To summarise, remember to consider the following areas when building your Growth target:

- Your resources: What is your Growth capacity (e.g. number of existing groups and potential new groups, abilities to support development at national and regional levels, and internal resistance to change)?
- How many young people are available in your target population?
- Your wants: How ambitious is your organisation?
- What priority is given to Growth?

Once you have set your target, determine what the needed annual Growth rate is to reach your target. For example, if your target is to grow 5% in 5 years time, you know you should be aiming to grow 1% annually. You will later establish specific objectives to help you achieve that target.

ACTION

Our Growth target is: _____

By this timeframe: _____

Our annual Growth rate is therefore: _____

Step 5 - Developing your Strategy

Now that you have mapped your Growth landscape, finished your research and analysis and set your Growth target, you can now start making decisions on the different possible directions and priorities for growing your organisation.

These decisions should:

- be informed by your earlier research & analysis
- work towards having the highest impact on achieving your sustainable Growth potential,
- take into account the level of acceptance to change in your organisation,
- take into account the availability of the necessary resources, (human, financial and material)

Long-term Growth requires you to consider the strategic options of growing within your traditional target group of the youth population or expanding beyond it. This expansion can be achieved by diversifying and reaching out to new segments and different target groups of the youth population.

Keep in mind

As you move through this step, it's important to remember that you do not have to limit yourself to one option only. By piloting different options and strategies on a smaller scale in different (sub)regions, you create an opportunity to test, at limited cost, whichever option results in the most successful and most sustainable Growth. It is likely that a combination of both options yields the best results.

Another thing to keep in mind is that when building a Growth strategy, it will be extremely important to allocate the right amount of time, volunteers, staff and other resources to each step to ensure effective delivery.

Two Strategic Approaches to Growth

Growing your existing market share

This approach focuses on recruiting more members from the same traditional target audience you are already recruiting within. In most cases, there is still room for Growth within that particular group since very few NSOs have recruited the totality of the potential youth population in any specific group.

Projects to support this approach could include:

- Make changes to the youth programme to better meet the interests, needs and aspirations of young people within that group
- Improve programme delivery through better training and support of adult leaders
- Improve the NSO's image by strengthening public relations, external communications and branding.

Growth could be achieved by:

- Establishing new units within the same target population
- Increasing capacity within existing units to welcome additional members
- Improving the number of years members stay by strengthening the retention rate.

When this approach is used, the minimum potential for Growth will follow the foreseeable demographic evolution of that target population. Reaching beyond this minimum level will depend upon the ability of the organisation to make your programme more relevant and attractive.

Reaching out to new audiences

Grow Scouting by increasing your market share outside your traditional target audience. This approach may take you and your organisation a bit out of your comfort zone and is often more challenging but also more rewarding.

This will open new possibilities and offer the potential of Scouting to have a greater impact in responding to the needs of society. This option will also likely require you to take a step back and reflect on a number of fundamental questions:

- How do we reach young people from minority groups and different backgrounds?
- Is our membership accurately reflecting the population of the country?
- Do we have a youth programme that is adapted for rural areas?
- Are we coeducational and fully open to girls and boys?
- Which societal group(s) would benefit most from Scouting?

Initiatives or projects to support this approach could include:

- Work to adjust the image of Scouting for this target audience
- Introduce changes to the current youth programme based on the different needs and expectations of the new target group
- Find alternative ways of delivering the programme
- Explore innovative ways of attracting new population segments
- Identify and address barriers that are currently preventing or discouraging young people with different backgrounds from joining
- Attract and retain adults who are competent and motivated to support young people in these new segments (and develop specialised training, if necessary)
- Establish new partnerships.

Retention

In order to achieve sustainable Growth, a key focus on retention is vital. Whether you grow through increasing the market share within your existing target audience or by reaching out to new audiences, if you're not retaining your current or new members, any Growth you do enjoy from new members joining won't be sustained in the long run.

The retention in your NSO can be addressed using the same model of the 7 key Growth Ingredients. When you are addressing the areas of Youth Programme and Adults in Scouting with your strategy you must build the actions to respond to the needs of the current members and design them for the future members.

Below are examples of how you can address retention as part of your strategy for Growth:

- Monitor and analyse your membership data to better understand the retention rates and key drop-out points across your current membership
- Set up a system of exit-surveys, exit-interviews, appraisals and other Adults in Scouting tools to capture the main reasons why members or volunteers are leaving your movement.

These ideas should give you some great insights to strengthen and improve your retention. While the primary focus of this document is membership Growth it's important to not lose sight of membership retention and thus it's noted here. Additional membership retention resources can be found on the WOSM website.

REFLECTION

Taking into account your SWOT analysis, which option would be the most impactful / beneficial to achieve your Growth ambition or more broadly to achieve your organisation's mission and vision; and why? Keep in mind that both approaches can be relevant for your NSO.

Growing the number of members in your existing target population is relevant because

- a)
- b)
- c)

Reaching out is relevant because

- a)
- b)
- c)

Setting strategic priorities

The next step is to identify and develop strategic priorities you need to devote attention to in order to reach your target. These strategic priorities will become the broad areas of focus which are based on the information you have collected through your analysis.

To identify what your Growth strategic priorities should be, look at the common themes across your SWOT analysis. At this stage, it is important to think on a broad, abstract level, and to not get stuck or concerned with details. Some examples of themes are below.

Diversity and Inclusion

This is an important factor to consider when creating your Growth strategy. Scouting should reflect the societies in which it exists and actively work to welcome all individuals without distinction. One of your Growth strategic priorities should be around increasing diversity and inclusion of your membership.

Partnerships & Stakeholder Engagement

Use your partnerships and stakeholders to achieve your Growth goals. Once you have identified your target, communicate with your stakeholders to secure their buy-in to the plan, and help them think of ways they could support you with:

- Funds to open new groups,
- Their networks for a communication campaign, event promotion, or to identify additional adult volunteers.

Examples of strategic priorities for Growth

- Reach out to new communities to open groups where Scouting doesn't currently exist
- Work towards diversifying your membership to reflect the population
- Remove waiting lists in existing groups to expand current membership
- Work to retain 10% more members through improvement of the programme
- Develop a partnership plan to identify how different stakeholders may support us

ACTIONS

Review your SWOT analysis and identify your strategic priorities for Growth. A strategic priority should begin with an action verb and cover a broad area you want to work on.

Example Strategic priority 1: Reach out to new communities to open groups where Scouting doesn't currently exist

1. _____

2. _____

3. _____

4. _____

5. _____

Once each of your main strategic priorities are defined, you can move to identifying objectives in the next step.

Step 6 - Creating your Growth Operational Plan

An NSO's operating plan outlines the actions and targets which the organization will carry out, in order to work towards achieving the aims and objectives set out in the Growth strategy. It provides the framework for an organization's day-to-day operations. An operational plan outlines the concrete activities and projects your NSO plans to reach its vision. These can be broken down by strategic priority (however, they can also have cross-cutting projects and initiatives that tackle more than one strategic priority) and are typically of a shorter timeframe than your overall strategy. For example, WOSM works on a triennial basis - i.e., a new operational plan is established every three years, based on the overall strategy and the successes and challenges of the previous plan.

Framework of the Operational Plan

Once you identify your 4-6 strategic priorities, you will want to develop a number of objectives for each priority. Objectives begin with an accomplishment verb. Ensure that the timeframe is clear within your team – are you working towards a 1-, 3-, 5- or 10-year timeframe for these objectives?

Once you develop your objectives, you will want to create a reasonable number of well-written actions for each objective – but no more than 5-8 per objective (depending on your NSO's capacity). Each action should begin with an action verb and examples include Change, Establish, Evaluate, Organise, Provide, Utilize, Train, Monitor, Explore and Foster.

SMART Objectives

SMART objective setting brings structure and trackability into the process. It allows for clear milestones and an estimation of the attainability of your goals. Every objective should be made **SMART** and by doing so, brings them closer to reality. Ensure you remain disciplined.

Specific (S)	What do you want to achieve? The more specific your description, the greater the likelihood you will achieve just that. Questions that you may ask yourself: What exactly do you want to achieve, Where, How, When, With whom and Why do I want to achieve this goal?
Measurable (M)	Growth objectives that are measurable mean that you identify exactly what it is you will see, hear and feel when you achieve your goal. It is breaking down your goal into measurable components yielding concrete evidence.
Achievable (A)	Is your Growth objective attainable? Is it acceptable and realistic? You want to review the effort, time and other associated costs of your objective to be able to understand and assess how achievable it is.
Realistic (R)	You will want to be able to answer the question: why do you want to achieve this Growth objective? Do you have the necessary resources or training to achieve your objective? If not, could you obtain them?
Time-bound (T)	Develop deadlines and stick to them. Ensure your Growth timeline is realistic, flexible and achievable.

Who? What? When?

Once you develop your Growth operational plan, you want to ensure that you identify who, what and when those objectives and actions will be achieved:

> Who will be assigned and responsible for those objectives and actions? Is it a committee, staff, etc.?

> What is the timeframe that the objective or action will be completed in? Is it within 3 or 6 months or 1 or 2 years?

> What metrics will be used to determine whether or not the objective or action has been met? *Be sure to capture that information as part of your operational plan.*

To summarize, the operational plan outlines:

1. The activities your NSO plans to conduct to achieve your strategic priorities
2. The time and place where they will be conducted,
3. The person (or team) responsible for the completion of each activity,
4. The Key Performance Indicators for knowing how you are doing against your strategic plan (see Step 9 in the WOSM SPME Toolkit).

Each strategic priority should have specific objectives based on the issue identified in the SWOT analysis in the step above. Then, write any suggested actions that will help you reach that objective. The actions outline what activities you will undertake to achieve these objectives, and the indicators (also known as KPIs – Key Performance Indicators) are how you are going to measure them.

Example:

Long-term Target: Increase national market share by 2% by 2025

Strategic Priority 1: Reach out to new communities to open groups where Scouting doesn't currently exist

Objective 1: Increase the rate of new groups in the organisation by 5%

Action 1.1: In the next three months create a team dedicated to support new groups

Action 1.2: In the next six months develop guidelines on how to open new groups

KPI 1: There are 10 new Scout groups in one year

ACTIONS:

Your Growth should start with a long-term target, which is then broken down into strategic priorities, objectives, and short-term actions.

Start populating your Growth Strategy below.

Long-term Target: _____

Strategic Priority 1: _____

Objective 1: _____

Action 1.1: _____

Action 1.2: _____

KPI 1: _____

Objective 2: _____

Action 2.1: _____

Action 2.2: _____

KPI 2: _____

Objective 3: _____

Action 3.1: _____

Action 3.2: _____

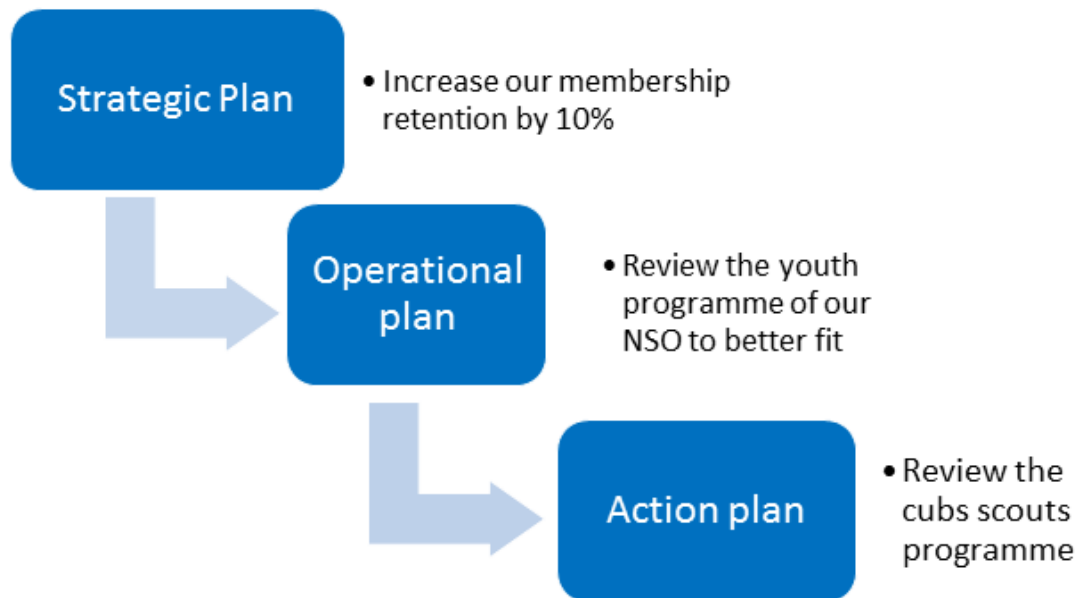
KPI 3: _____

Define your one-year action plan

Once you have outlined your operational plan, it is essential to extract from this plan the elements you want to achieve in a year. The overall operational plan is supposed to be targeted to achieve your long-term growth target. This one-year plan will allow you to initiate the process on a short term and review in a year your progress, your challenges and the next steps you need to take the following year to continue to work towards your strategic priorities.

It can look the same way as outlined above but the objectives, the actions and the KPIs are more concrete and achievable in a couple of months.

Example of the interaction between a strategic plan, and operational plan and an action plan



Step 7 - Preparing your organization to grow

Growth is everyone's business, and every part of the organization has a role in it. As everybody has a part to play in the Growth journey of your NSO, it is critical that all levels within the organization are involved in the implementation of your Growth strategy.

The best way to guarantee the actual implementation of your Growth Strategy is by ensuring all teams and committees at national level as well all your regions, districts and local groups take ownership of the Growth ambition. This will result in both horizontal and vertical alignment of the organisation. Make sure you are continuously communicating why Growth is important, how you are planning to achieve Growth and how it will impact and benefit all levels within the organization. Help people understand both the 'why' and the 'how' of Growth.

This is a good moment to establish (a) new growth team(s), onboard growth commissioners and champions and, if you have the resources, hire a growth manager in your staff team.

Stakeholder Mapping and engagement

Through a stakeholder reflection, you should be able to develop a full mapping of the various volunteer roles, members and staff, but also external stakeholders (parents, etc) who can influence the success of your Growth Strategy positively or negatively.

Make sure to engage them early on in the process, capturing their interests but also their concerns and possible issues. This will allow you to plan in advance how to address their needs, mitigate their concerns and find ways of helping them to become highly engaged in the Growth strategy implementation.

You can find more information on stakeholder mapping in the SPME toolkit and through the exercise at the end of this chapter.

Activity - Identifying your Stakeholders

1. Brainstorm all the individuals and teams that may be impacted by your Growth Strategy and all the individuals and bodies that can influence the success of your Growth Strategy.
2. Use the following questions to ensure you are only targeting the most important stakeholders
 - a. Does the stakeholder have a fundamental impact on the success of your Growth Strategy?
 - b. Can you clearly identify what you want from the stakeholder?
 - c. Is the relationship dynamic — that is, do you want it to grow?
 - d. Can you exist without or easily replace the stakeholder?
 - e. Has the stakeholder already been identified through another relationship?
3. Lastly as a group you will need to decide which stakeholder would have the most impact on your Growth Strategies success and call them your key stakeholder.

Creating ownership across the Organisation

The Growth ambitions and objectives developed at the national level need to be 'translated' down to all levels including regions, districts, local groups, etc. Aligning and on-boarding the different districts and regions, by working with them to take ownership of the NSOs Growth target and set their own regional or local Growth targets and commitments, is the best way to guarantee success.

Exercise

You should work with your districts and local groups to help them set a regional or local Growth target. Using the framework of the 7 key ingredients to Growth and based on their own local context and reality, you can then ask them to identify the 3 top ingredients they want to improve or work on in the coming years to help achieve that local Growth target.

1. Start by filling in your strategic priorities and your defined targets.
2. Then define which of the 7 Growth ingredients are the most relevant to tackle for each of the priorities.
3. Then fill in the table with the actions that should be regarding each of your actors to involve them in the implementation of the Growth Strategy

Strategic priorities	Growth ingredient	Actors			
		District/regional team	Local Group coordination	Local Leaders	
SP 1:					
SP 2:					

When aggregating this information you will get great and very valuable insights as to where you need to provide the most support as an NSO.

Communicate and Celebrate Successes

As with any strategy but especially when it comes to Growth, we recommend you to continuously celebrate successes whenever you reach a milestone, however big or small. This will help to build momentum and strengthen confidence across the organisation.

Examples

- You increased membership retention with 5%, celebrate!
- You established 5 new local groups this year, celebrate!
- You doubled your annual Growth rate to +8%, celebrate!
- You increased the diversity of your members with 5%, Celebrate!

Don't forget to also spotlight great initiatives and projects from local groups or district councils using your monthly membership magazine or your social media channels. Give some visibility to local Growth champions or groups who are on a trajectory to meet their Growth target, are organising a membership drive or actively reaching out to welcome young people from different backgrounds. It will help inspire other local units and district councils to join you on this Growth

adventure.

To further develop your communication plan around your strategy, check the SPME toolkit [here](#).

Showcase the impact of Scouting on individuals who joined

As part of your Growth journey, it is essential to showcase internally and towards external audiences. Share stories of the impact of the Scouting experience on newly joined volunteers, or on young people from different backgrounds who would otherwise have never joined Scouting if it was not for your active diversity and inclusion recruitment efforts. It is sometimes all too easy to forget about the very real difference and impact we have on the lives of so many young people, through the simple act.

Identify a Growth champion

In order to get the most out of your plan, it is important to appoint a Growth champion towards the end of developing the strategy. This person will be the internal point-of-contact and will be championing the implementation of the Growth strategy and process monitoring of the plan.

Ideally, the Growth champion is a planning committee member but should not be the Secretary General or the President, although that may be unavoidable for some NSOs.

The Growth champion reports regularly to the membership and Board of Directors on the overall progress of putting the Growth strategy into action. During each board meeting, there should be a Growth strategy agenda item and the Growth champion should provide regular updates.

The Growth champion will work closely with leadership and staff in assigning committees, task forces, or key members to develop the work plan and determine a timeline for completing each item. The national Growth champion can be supported in his task by a network of growth champions at regional or district level, fostering exchanges of good practices, identifying innovative approaches and needs or barriers to growth.

The Growth champion will help to ensure that assigned parties are working on their specific objectives and actions within the timeframes agreed to. This person is the glue that holds everything together and ensures there is accountability.

Step 8 - Monitoring Progress, Tracking Growth and Reviewing Your Strategy

Monitoring Implementation Progress

Monitoring progress is key to make sure you are staying on track and meeting the deadlines for the implementation of all the actions captured in your Growth Strategy.

It is highly recommended to have a Growth Strategy update report on the board agenda each time the NSO conducts a board meeting. The Growth champion, who was identified during the strategic planning session, will provide an update to the board on the status of the plan including:

- > What has been accomplished and implemented,
- > What is outstanding,
- > What challenges exist,
- > What are the next steps.

Tracking Growth

Tracking and measuring Growth focuses on the direct outcomes of your actions and efforts. Remember though that Growth is a long-term game and requires long-term sustained efforts. You are likely to only start seeing results of your Growth efforts after 1-2 years.

At least annually, you can measure and track Growth with your team against the criteria you set in step 2 :

- Are you reaching more new members?
- Are your local groups growing?
- Are your local groups attracting more new volunteers?
- Are you growing at a rate high enough to meet and achieve your long-term Growth targets?
- Is your retention rate increasing?
- Are you creating more new groups?

Make sure you use the KPIs you set in step 6 to track the evolution of your Growth Plan.

Membership Management System

In order to actually be able to answer the questions above and consistently keep track of your Growth we highly recommend you implement a Membership Management System (MMS). A proper MMS allows you to:

- Capture correct and up-to-date membership data for your organisation but also to:
- Track your Growth progress per local group, district, region
- Including down to Growth or decline per age section for each local group or aggregated for the whole association
- Monitor retention rates across geographic areas and per generation of scouts
- ...

This will allow you to adjust and improve your Growth strategy where needed and allow for more informed decision-making at local, regional and national level.

You can find much more information and guidance on how to select and implement a proper Membership Management system in the WOSM [Membership Management System Toolkit](#).

Review & Evaluate

Measuring progress and achievements is only one part of the puzzle. The real purpose of monitoring and measuring Growth is to inform your reflection, review and learning as an organisation. It will support you to reflect on what works and what doesn't, identify your

challenges and successes, and to improve, adapt and develop even further, based on those learnings.

In the review and evaluation, you will be looking at the longer-term impact and results. In this step, you need to consider the answer to two major questions:

- Is the strategy meeting its aim, targets and objectives?
- What can be improved for the next part of the Growth Strategy?

Monitoring	Evaluate & Review
Continual collection of information, throughout the growth journey	Periodic review at a significant point in the project. End of project, Midterm and Change of Phase
Measure activity (outputs)	Evaluates success (outcomes)
Progress tracker Asks whether the growth strategy is being implemented as planned – Are we on the right track?	Reflection and correction – Asks whether the activities (outputs) have resulted in achieving the objectives (outcomes) and contributed to the goal, whether the project is successful
May result in minor action to correct the situation	May result in major changes to your growth strategy

ACTIONS

Tracking

Tracking time (quarters, biannually, years)	New Members	Local Group Growth	New groups	Growth rate	Retention rate
...1					
...2					
...3					
...4					

In summary...

Now that you know the 8 steps and the most effective tactics to build, develop, implement and evaluate your Growth Strategy, it's time to put them into action.

A strategy is more than the sum of a number of growth projects or a series of initiatives. A well thought through Growth strategy starts from a vision of where you want to take your organisation in the future and provides a long-term holistic framework and strategic approach to achieve that vision of successful, sustainable growth.

The road to growth is both a challenging and an exciting journey for you and your NSO.

As you embark on this adventure journey with your growth team and your NSO, remember that growth requires a *long term commitment* from your *whole* organisation, taking at least 5-8 years to achieve sustainable growth. It is a marathon not a sprint.

You will, undoubtedly, meet challenges, hurdles and roadblocks on your own Road to Growth, but with the necessary teamwork, perseverance, creativity and Scouting spirit you will soon discover you can overcome anything.

Thank you for your and your organisation's dedication and commitment to live up to our promise to provide the opportunity of Scouting to more young people everywhere.

Remember, you are not alone in this challenge! There are many resources to support your membership Growth effort:

- The [WOSM Service platform](#) where you can find all resources and toolkits around Growth and request the support of a Growth service Consultant.
- Explore the [Strategic Planning, Monitoring and Evaluation Toolkit](#) which is your 'go to' resource, that will take you through every step of the strategic planning, implementation, monitoring and evaluation process for your NSO.
- Check the [Growth toolkit](#) which covers the different dimensions of Growth and suggests a selection of activities which can be implemented by the NSO. The all-encompassing nature of Growth means that it will be important to tailor each element to the needs and reality of the NSO.

As you chart your own path forward, don't forget to be in touch. Just email us at growth@scout.org. We would really love to hear your growth stories and strategies and welcome any good practices, advice or materials you'd like to share with others, so we can all support each other in growing stronger together.



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