



## BACKGROUND

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A significant cultural institution prepared for its centennial celebration with great pride and a dose of desperation.

At the start of their 98th year, they were struggling to deliver on today's needs on a campus built for bygone days.

# 100 YEARS YOUNG

A Case Study in Digging  
Deep and Taking the  
Long View

## THE STRATEGIC DILEMMA

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They had served the mission successfully over their long history, continually evolving to fill the urgent needs of their community. But now, as they prepared to celebrate 100 years, they could see that much of what they were was in dire need of innovation and investment.

As the board and staff leadership looked ahead, they acknowledged a new compelling vision of the future was needed BEFORE they could begin to plan a celebration of a storied past.

# A Case Study in Digging Deep and Taking the Long View

## THE ENGAGEMENT AND OUR APPROACH

Focused Momentum LLC (FM) was hired to lead a long-range strategic planning project that would lay the foundation for the next evolution of this extraordinary organization.

Over a 5-month strategic planning engagement (a Strategic Summit®), the FM team assisted the leadership team in crafting a new vision, outlining the core elements of a new campus for a capital campaign, and defining guidance on how to enroll the community in the centennial celebration. The planning team also defined how to incorporate program priorities from the international governing organization within this five-month timeframe.

With such a long list of engagement deliverables and a short engagement window, the FM team fully utilized its strategy development toolkit to engage a highly committed planning team in this critical planning process. We skillfully prepared a fact-based strategic assessment that revealed faults within current operations and clarified new priorities for future success. We used group strategy sessions to spark new thinking and capture the hopes and dreams of participants with innovative exercises and visual metaphors illustrated in real time by a seasoned graphic recorder.

This extensive strategic assessment united the leadership team's view of the planning priorities and strengthened their resolve to make tough decisions. This unity emboldened them to dispassionately examine the status quo and embrace the complexity of the unknown to create an inspiring vision that would guide the organization for the next 20 years.

## THE RESULT

Today, you walk through the campus and buildings drawn by the FM graphic recorder during our strategy sessions. The centennial celebration engaged greater numbers of their community in their new institutional vision contributing to their success with their fundraising campaign. Today they are not only viewed as a leader in their local community but throughout their state.

FM has been fortunate to be asked back repeatedly over the years to continue the strategy development process. The core of that long-range vision created with those amazing people in 2004.

