



## BACKGROUND

This 30+ year old non-profit never had a strategic plan - a significant priority for the newly hired, yet inexperienced CEO.

He had big plans for this “sleepy” affordable housing finance organization, but he had never been a CEO, nor led a strategic planning effort.

# NEW LEADER BIG VISION

A Case Study in  
Expanding Planning to  
Expand Your Vision

## THE STRATEGIC DILEMMA

Conditions for change were a bit rocky. The first CEO hired to replace the founding CEO had been a disaster; the reputation of this small, stable organization was shaken. The new CEO had tremendous support from their board and the industry at large, but the board was stacked with complacent members recruited by the founding CEO, who personified a “set it and forget it” management style.

The new CEO had a compelling vision that would evolve this sleepy organization into an industry powerhouse, but a series of new hires were already creating anxiety. How could he engage everyone in his vision and ignite the passion of purpose he felt so they could move ahead with confidence?

# A Case Study in Expanding Planning to Expand Your Vision

## THE ENGAGEMENT AND OUR APPROACH

Focused Momentum LLC (FM) was hired to assist the new CEO in leading the organization's first strategic planning effort. This planning project needed to define a clear and financially sustainable strategy for taking this small, highly regarded organization to one with influence on how to strengthen and diversify its industry.

The FM team led a nine-month planning engagement based on the Strategy Summit's strategic planning approach with an increased focus on primary market research using FM's Strategic Focus Market Mapping methodology. The pandemic's remote working constraints challenged the planning process, so all group sessions were conducted virtually in shorter, more group planning meetings.

Although COVID-19 presented a challenge, the research validated the CEO's view of the potential, and through it, the planning team discovered a great deal to optimize for its future strategic direction. Their market (the affordable housing sector) was experiencing high growth, and indications were that this would continue for the foreseeable future. With this growth came increased complexity to serve the market. Where competitors struggled to cope with this complexity, this small firm excelled. It was time to build on this long-standing core competency for accelerated growth.

## THE RESULT

Our engagement resulted in a plan that laid out an aggressive but evolutionary set of goals to guide the firm's growth. By the culmination of the planning process, the board and staff had renewed confidence in how to use their heritage and reputation to carve out a distinguishable niche in their growing market and how to leverage their mission to create a competitive advantage for expanding their reputation and influence.

The depth of understanding and support for the new direction was demonstrated when the plan was presented just two weeks after the final planning meeting, and its approval took no more than 5 minutes. Alignment and momentum were obvious when within six months of ratification, the staff was well on their way to surpassing their YR1 revenue growth goal of 20%.