



Strategic Learning

SLHI TAP Group

How you can empower your team to generate continuous improvement

Dates: June 18, July 8, Aug. 12, Sept. 9, 9-11 am

Overview

Strategic learning is an approach to the management of programs that helps you learn quickly from your experiences and adapt your programs. It emphasizes two things:

1. The outcomes and impact you are working towards
2. Your actual experiences on the ground

In this TAP Group you'll learn about tools such as developmental evaluation, emergent learning, and results-based accountability that can structure the work of your team to effectively learn from experiences and adapt your strategies. The result? You'll move faster towards the impact you want to achieve.

This TAP Group is facilitated by Peter Flanagan-Hyde and Sharon Flanagan-Hyde, partners in Flanagan-Hyde Associates, LLC, a consulting firm dedicated to social justice, equity, and systems change. We provide evaluation, facilitation, capacity building, board governance, and strategic planning to nonprofits and others.

Learning Objectives: By the end of the session you will have...

- Assessed your organization's readiness for strategic learning, including aspects of leadership, a culture of learning, and a culture of evaluation.
- Identified one or two of your organization's current strategies that address desired outcomes that are important to your organization's mission. The strategies that are most useful to think about here will be those that are new or responding to changing circumstances.
- Written your strategies as testable hypotheses.
- Assessed the rationale for how the strategies lead to the intended outcomes, including background research and frameworks. These are sometimes expressed as a Theory of Change, but more generally you can think of it as a roadmap of change: how to get from where you are to where you want to be.
- Identified data to be collected in the form of indicators or qualitative information that helps you understand the actual effects of your strategies.
- Used specific tools to help your organization implement a program of strategic learning. These compare the intended outcomes with the actual outcomes and create pathways for improving your strategies.

Session 1: Readiness for Strategic Learning**Thursday, June 18, 9-11 am**

Characteristics of an organization that is ready for strategic learning
What we mean by "strategy"
Writing a strategy as a hypothesis
Frameworks for strategic learning
Your organization, your strategies

Session 2: Roadmap of Your Strategies**Wednesday, July 8, 9-11 am**

Why you believe in your strategy
Splash and ripple
Keep it simple to make it testable
Your strategies as a roadmap

Session 3: Intended Results vs. Actual Results**Wednesday, August 12, 9-11 am**

Data about what you did: Fidelity to your program
Intended results: Before Action Review
Finding your indicators
Data about what happened: Actual results

Session 4: Turning Understanding into Action**Wednesday, September 9, 9-11 am**

Intended results vs. Actual results
Collective interpretation
Strategic Learning Debriefs: After Action Review
Turning the wheel: Opportunities