

# Long-term Vision – Worksheet (refer to slide 21)



## Long-Term Vision

Identify your program's vision and desired long-term vision

Think about your own program's overall long-term vision.

*Keep in mind...*

- What are its goals?
- What is the desired change, and for whom?

# Strategy & Outcome – Worksheet (refer to slide 22)



## Identify your project strategies and desired outcomes

Plot your program's strategies and outcomes – design forward or backward 

Strategy

### Strategy

List your program's strategies

### Outcome

List your program's outcomes

Outcome 

# Assumptions – Worksheet (refer to slide 27)



Identify how the strategy will cause or contribute to the outcome.



Identify the Assumptions for the  $S \rightarrow O$  pathway

*Keep in mind...*

- How does the strategy cause the outcome?
- What is the causal pathway from  $S \rightarrow O$ ?

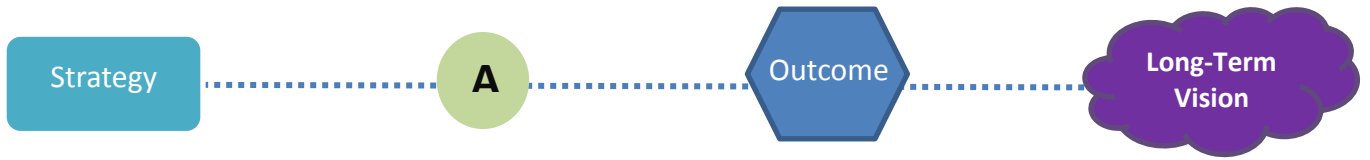


Strategy

# Defining the S-A-O Pathway – Worksheet (refer to slide 30)



Link the strategies and outcomes together using your identified assumptions.



Strategies (What we do)	Assumptions	Outcomes (Desired change)	Long-Term Vision

# Summary of the S-A-O Pathway

**Recall - Strategy Trap:** excessive focus on strategies (e.g. activities), less emphasis on outcomes; unable to show how strategies will contribute to outcomes

To avoid the strategy trap, include the following components in your TOC:

## S(Strategy) — A(Assumptions) — O(Outcome)



### Outcomes

What needs to happen to achieve the long-term vision



### Assumptions

How does the strategy cause the outcome? What is the pathway from S → O?

**Who is carrying out the strategy?**



Who is carrying out the strategy and how are they facilitating or causing the outcome?



Strategy

### Strategy

Project activities to achieve outcomes