

Strategic Management Questionnaire

If you have any questions while using this tool, please contact us at info@amces.com to learn more today.

3.1 Strategy Formulation

3.1.1 *Vision Statement*

Has your association articulated a vision for the association? (10 -if YES 1 -if NO) 1 2 3 4 5 6 7 8 9 10

When was it last updated? (10 -if in the last year, 9 -if in the last 2 years, etc.) 1 2 3 4 5 6 7 8 9 10

Is the vision statement relevant to the association's activities and mandate? (10 -for very relevant 1 -not relevant at all) 1 2 3 4 5 6 7 8 9 10

3.1.2 *Mission Statement*

Has your association developed a mission statement? (10 -if YES 1 -if NO) 1 2 3 4 5 6 7 8 9 10

When was it last updated? (10 -if in the last year, 9 -if in the last 2 years, etc.) 1 2 3 4 5 6 7 8 9 10

Do you feel that your current mission statement is compatible with the activities being carried on by the association? (10 -if YES 1 -if NO) 1 2 3 4 5 6 7 8 9 10

How would you rate participation in developing the mission statement by the:
(10 -very involved 1 -not involved at all)

Membership 1 2 3 4 5 6 7 8 9 10

Board of Directors 1 2 3 4 5 6 7 8 9 10

3.1.3 *Understanding Values*

Has your association defined a set of value statements? (10 -if YES 1 -if NO) 1 2 3 4 5 6 7 8 9 10

When were they last updated or discussed formally? (10 -if in the last year, 9 -if in the last 2 years, etc.) 1 2 3 4 5 6 7 8 9 10

How would you rate the understanding of the association's value statements (or values if formal statements have not been developed) by the:

Membership	1 2 3 4 5 6 7 8 9 10
Board of Directors	1 2 3 4 5 6 7 8 9 10

3.1.4 *Strengths, Weaknesses, Opportunities and Threats Analysis (SWOT)*

Has your association conducted a SWOT analysis? (10 -if YES 1 -if NO)	1 2 3 4 5 6 7 8 9 10
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How would you rate the competencies of your association to conduct a SWOT analysis?	1 2 3 4 5 6 7 8 9 10
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How would you rate the priority that your association places on the SWOT analysis process?	1 2 3 4 5 6 7 8 9 10
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How would you rate the importance of the SWOT analysis process to the effective operation of your association?	1 2 3 4 5 6 7 8 9 10
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Is a SWOT analysis employed when dealing with significant issues outside of strategic planning? (Score 10 for regularly - 1 for never)	1 2 3 4 5 6 7 8 9 10
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3.1.5 *Understanding Issues that Influence the Association*

How would you rate the understanding of issues that influence the association by the:

Membership	1 2 3 4 5 6 7 8 9 10
Board of Directors	1 2 3 4 5 6 7 8 9 10
Executive Director	1 2 3 4 5 6 7 8 9 10

Relative to the decision making process, how would you rate your association's attention to issues that influence the association?	1 2 3 4 5 6 7 8 9 10
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3.1.6 *Establish Long Term Objectives*

Has your association established long term objectives? (10 -if YES 1 -if NO)	1 2 3 4 5 6 7 8 9 10
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How important is it to establish long-term objectives for your association? (10 -very important 1 -not important at all)	1 2 3 4 5 6 7 8 9 10
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3.1.7 *Generate Strategies*

Rate your association's success/practice of generating strategies to deal with issues. 1 2 3 4 5 6 7 8 9 10

How important is it to generate strategies to deal with issues for your association? (10 -very important 1 -not important at all) 1 2 3 4 5 6 7 8 9 10

3.1.8 *Selecting Strategies to Pursue*

Does your association select strategies to address issues that confront the association? (10 -if YES 1 -if NO) 1 2 3 4 5 6 7 8 9 10

Rate the importance of selecting strategic solutions to address issues that confront your association. (10 -very important 1 -not important at all) 1 2 3 4 5 6 7 8 9 10

3.2 Strategy Implementation

3.2.1 *Policy Support*

Does your association maintain a policy manual? (10 -if YES 1 -if NO) 1 2 3 4 5 6 7 8 9 10

Are association policies updated on a regular basis? (10 -if in the last year, 9 -if in the last 2 years, etc.) 1 2 3 4 5 6 7 8 9 10

Rate the relevance of your association's policies to current association activities? (10 -very relevant 1 -not relevant at all) 1 2 3 4 5 6 7 8 9 10

Rate the understanding and support to formal policy development and implementation by the:

Membership 1 2 3 4 5 6 7 8 9 10

Board of Directors 1 2 3 4 5 6 7 8 9 10

Executive Director 1 2 3 4 5 6 7 8 9 10

3.2.2 *Financial Capacity*

Rate your association's financial capacity to implement strategies. 1 2 3 4 5 6 7 8 9 10

Rate the commitment to providing financial resources to support the implementation of strategic initiatives. (10 -very committed 1 -not committed at all) by the:

Membership 1 2 3 4 5 6 7 8 9 10

Board of Directors 1 2 3 4 5 6 7 8 9 10

3.2.3 *Motivation and Ownership*

Rate the motivation to maintain and support the implementation of strategic initiatives by the:

Board of Directors 1 2 3 4 5 6 7 8 9 10

Staff 1 2 3 4 5 6 7 8 9 10

Rate the “ownership” taken to the implement strategic initiatives by the:

Membership 1 2 3 4 5 6 7 8 9 10

Board of Directors 1 2 3 4 5 6 7 8 9 10

Executive Director 1 2 3 4 5 6 7 8 9 10

3.2.4 *Board Support*

Rate your board’s commitment and support to the implementation of strategic initiatives.

1 2 3 4 5 6 7 8 9 10

Rate the performance of your Board as it relates to the delivery of support to strategic initiatives. (as opposed to “talking the talk”)

1 2 3 4 5 6 7 8 9 10

3.2.5 *Organizational Structure*

Rate how appropriate the current structure of your association is to support the implementation of strategic initiatives. (10 -very appropriate 1 -not appropriate at all)

1 2 3 4 5 6 7 8 9 10

Rate the effectiveness of your current governance model as it relates to the implementation of strategic initiatives. (10 -very effective model 1 -not effective at all)

1 2 3 4 5 6 7 8 9 10

3.2.6 *Open to Change*

Rate your association’s readiness for organizational change. (10 -very prepared 1 -not prepared at all)

1 2 3 4 5 6 7 8 9 10

Rate the willingness to accept and implement change (10 -very open 1 -not open at all) by the:

Membership 1 2 3 4 5 6 7 8 9 10

Board of Directors 1 2 3 4 5 6 7 8 9 10

Executive Director 1 2 3 4 5 6 7 8 9 10

3.2.7 *Human Resources*

Rate the human resource capability to manage and implement a change process or new strategic direction by the:

Membership

1 2 3 4 5 6 7 8 9 10

Board of Directors

1 2 3 4 5 6 7 8 9 10

Rate the competencies of your association staff to plan, manage and implement strategic initiatives.

1 2 3 4 5 6 7 8 9 10

3.3 Strategy Evaluation

3.3.1 Assessment

Rate your association's current practices as they relate to the ongoing assessment of strategic initiatives.

1 2 3 4 5 6 7 8 9 10

Rate your association's performance in communicating assessment results to the:

Membership

1 2 3 4 5 6 7 8 9 10

Board of Directors

1 2 3 4 5 6 7 8 9 10

Auditors/Public/Others

1 2 3 4 5 6 7 8 9 10

3.3.2 Measure Performance

Has your association developed a set of key performance indicators or some other form of accountability to track the success of strategic initiatives? (10 -for defined key performance indicators 1 -no indicators defined)

1 2 3 4 5 6 7 8 9 10

Rate your association's ongoing evaluation practices as it relates to strategic initiatives. (10 -doing a great job on a regular basis 1 -no evaluation occurs)

1 2 3 4 5 6 7 8 9 10

3.3.3 Identify Where Corrective Action is Necessary

Rate your association's success at identifying corrective action when strategic initiatives are failing or could be improved.

1 2 3 4 5 6 7 8 9 10

Rate your association's response time, after they acknowledge that a strategic initiative is failing.

1 2 3 4 5 6 7 8 9 10

3.3.4 Assess Impact of Change/Participation

Rate your association's effectiveness at evaluating the impact of changes subsequent to initial strategy formulation.

1 2 3 4 5 6 7 8 9 10

Rate the level of participation in strategy evaluation (10 -very involved 1 -not involved at all) by the:

Board of Directors

1 2 3 4 5 6 7 8 9 10

Executive Committee

1 2 3 4 5 6 7 8 9 10

Executive Director

1 2 3 4 5 6 7 8 9 10

Management Staff

1 2 3 4 5 6 7 8 9 10

3.3.5 Moving Beyond Evaluation

Rate the attention paid to abandoning, adjusting or developing new strategies subsequent to evaluation of the initial strategies by the:

Board of Directors

1 2 3 4 5 6 7 8 9 10

Executive Committee

1 2 3 4 5 6 7 8 9 10

Executive Director

1 2 3 4 5 6 7 8 9 10

Management Staff

1 2 3 4 5 6 7 8 9 10

Rate the relevance and suitability of the strategic management model to your association.

1 2 3 4 5 6 7 8 9 10

Rate the commitment to Strategic Management as the model of choice for your association by the:

Board of Directors

1 2 3 4 5 6 7 8 9 10

Executive Committee

1 2 3 4 5 6 7 8 9 10

Executive Director

1 2 3 4 5 6 7 8 9 10

Management Staff

1 2 3 4 5 6 7 8 9 10

For those sections with average scores less than 7, consideration should be given to making corrective improvements.

If you have any questions following your results from this tool, please contact us at info@amces.com to learn more today.