

Mapping Your Priorities: Stepping Stones to Success

The purpose of this activity is to help your organization design its workplan for the Agency Mentorship Program. It will help answer the questions: Where are we going? How will we get there? The map will help your organization recognize the steps required and the actions necessary to progress towards your final destination.

Final Destination (Outcome): This is your organization's long-term goal for this priority. It is the place where you would like to be three years from now. Please ensure that this captures what was described in your application workplan.

Route: This is the path you take from the starting point to the final destination.

First Destination (Precondition): This is the short-term goal that you want your organization to achieve that will lead towards your final destination. This destination is a marker that ensures you are headed in the right direction and making progress.

Second Destination (Precondition): This is the medium-term goal that you want your organization to achieve that will bridge your first and final destination. This destination is a marker that ensures you are headed in the right direction and making progress.

Starting Point (Precondition): Each map should list *more than one* starting point, meaning structures in place or initial goals that have already been achieved that pertain to this priority; what do you have in place that you can build from?

Map: Your map will usually consist of more than one starting point and more than one route that lead to one final destination

Mode of Transportation (Intervention): This is the activity your organization will engage in so you can travel through your destinations and eventually arrive at your final destination. Each route may require a number of different "modes of transportation"—be creative, but realistic with the activities you select.

Landmark (Indicator): This is the indicator that lets your organization know it has reached its destination. Each destination will be identifiable by a number of landmarks.

Landmark Features (Target): This refers to the targets that your organization set for each indicator. Measuring the landmark's features will let you know if you have found the correct landmark.

Mapping Your Priorities: Stepping Stones to Success

Today you are planning a journey, designing routes that will get you to your final destination. The routes may be interconnected, meaning you may use the same destination in more than one route. As well, some routes may require additional stops, and some may require fewer stops. While having two intermediary destinations is a guideline, it is not always necessary.

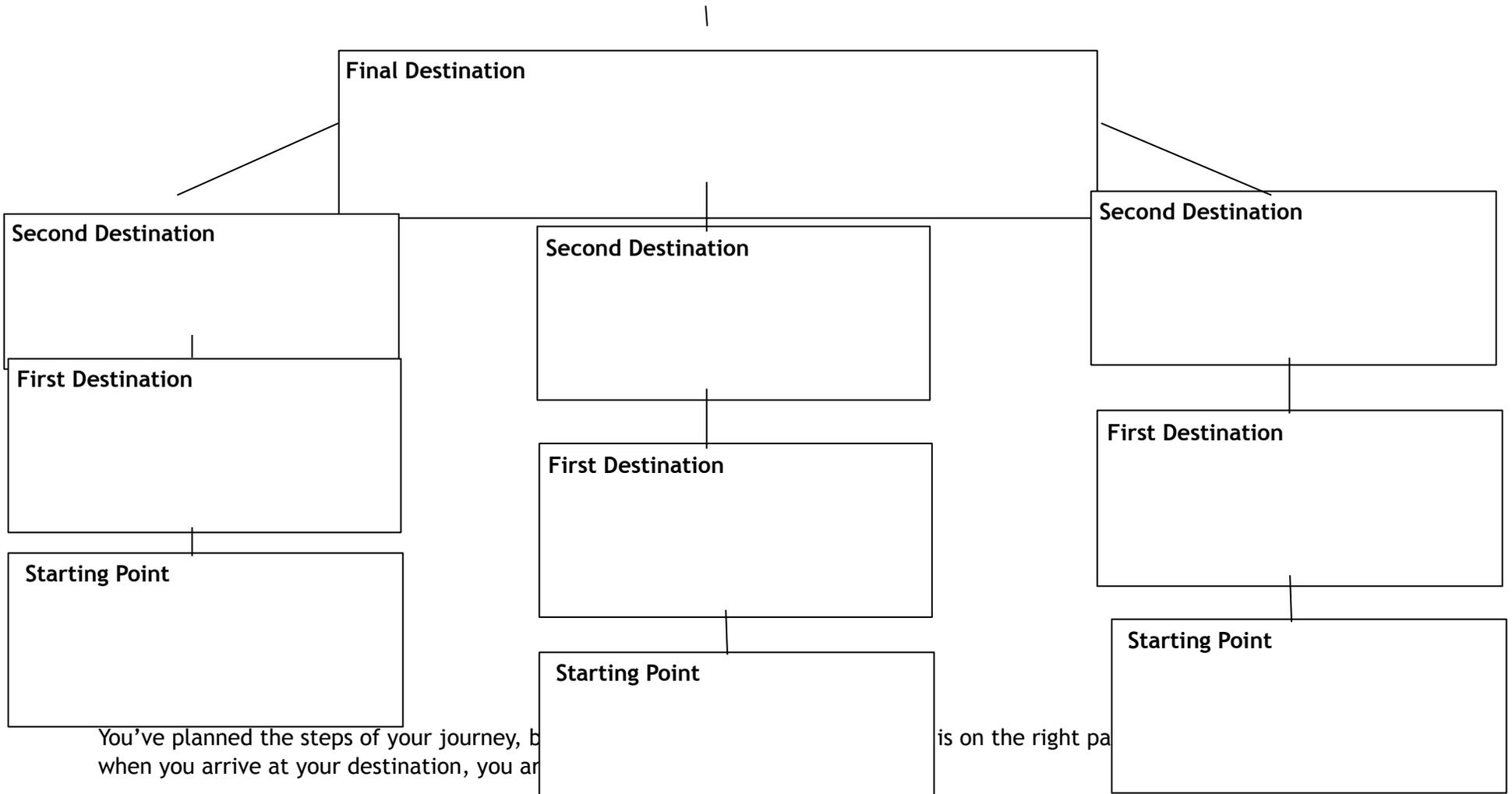
Exercise A:

1. Please select one priority or program to complete the following activity and enter it in the priority box found at the top of the route
2. Decide upon your **final destination**, or desired long-term outcome, for the priority. Please enter this **final destination** in the appropriate box found on the below page.
3. Now start thinking about what we termed your **second destination**. This is the last place you stop in order to get to your **final destination**. What needs to be in place or achieved before you can reach your **final destination**?
4. Once you have figured out what needs to be in place before you depart on the final leg of your journey, think about things that need to be done to get you to your **second destination**. What is the **first destination**, or the first stepping stone of your journey?
5. Select your **starting point**: this is the jumping off point where you take stock of what you already have. Think about the things your organization already has in place that will help you on your journey to your **final destination**.
6. Start by filling in one route - from **starting point** to **final destination**. Try to complete the entire activity for one route before moving on to the other possible routes.

**Remember the SMART Rule: All destinations should be specific, measurable, achievable, realistic, and set in a reasonable timeframe as shown by your landmarks and their features.

Priority:

Mapping Your Priorities: Stepping Stones to Success

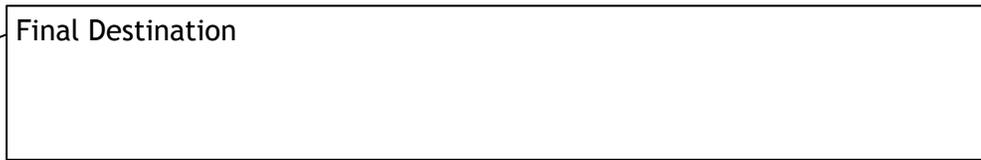


You've planned the steps of your journey, but when you arrive at your destination, you are

Easiest way...Landmarks! You know you're there when it has arrived at its destination?

is on the right path

What landmarks will your organization look for to



Mapping Your Priorities: Stepping Stones to Success

Second Destination

Landmarks:

- 1.
- 2.
- 3.

First Destination

Landmarks:

- 1.
- 2.
- 3.

Starting Point 1

Landmarks:

- 1.
- 2.
- 3.

Exercise B:

For this exercise, your organization has to decide what items are going to indicate that your organization is at the correct destination. Try answering the following questions:

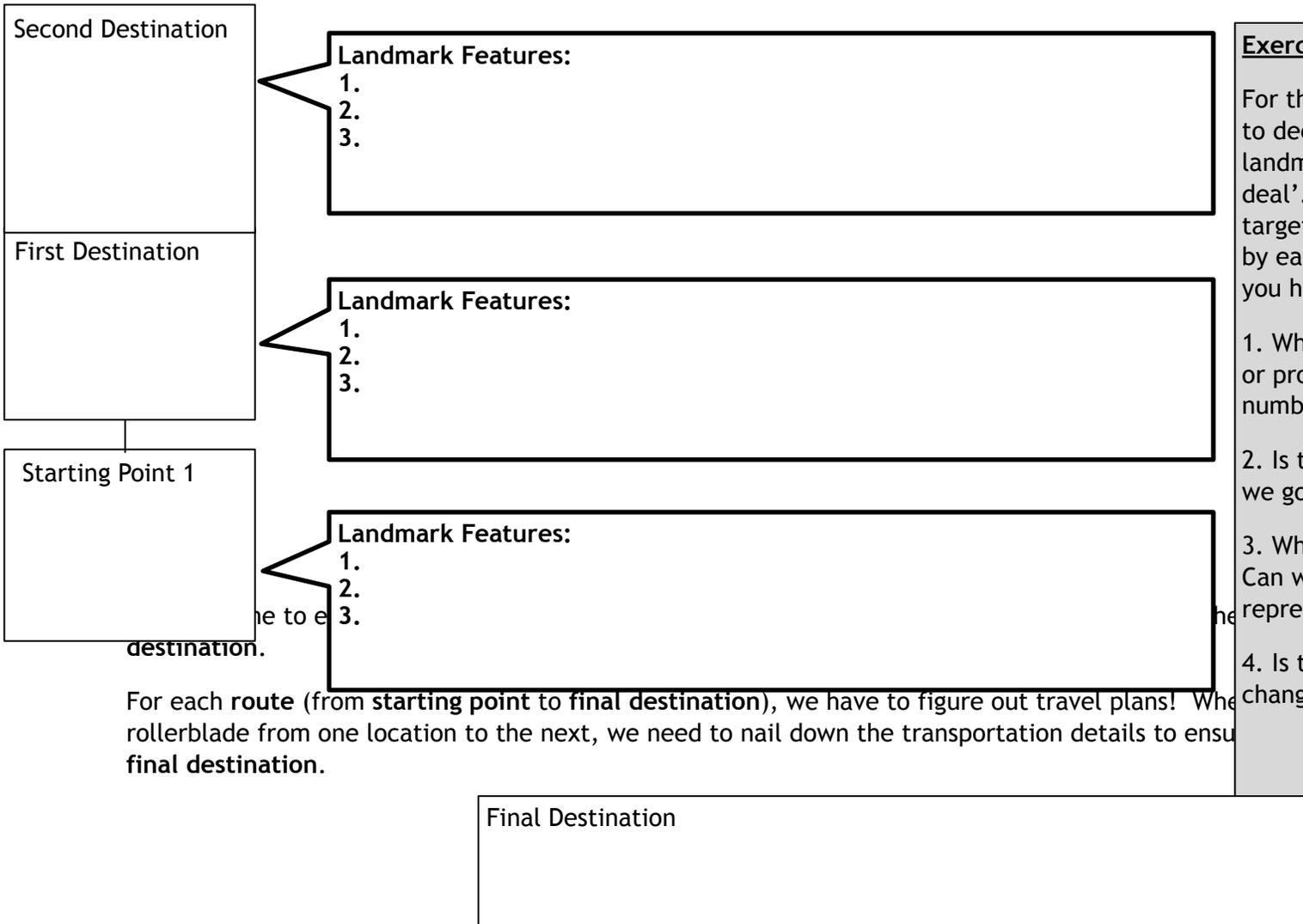
1. How will you know that you have achieved a particular goal?
2. What changes will you see in your organization/target population?
3. What changes will you see in relation to your priority/program progress?
4. What (new) structures will be present? Improved? Changed?

When you arrive at your destination, you want to be sure that you have identified the correct landmarks. If you already know what features to look for!

Your organization will need to decide on the features that you will examine to ensure that you have reached your destination. For example, if you know that the Eiffel Tower is made of iron, then you ensure that the Eiffel Tower you identify on your travels is made of iron.

Final Destination

Mapping Your Priorities: Stepping Stones to Success



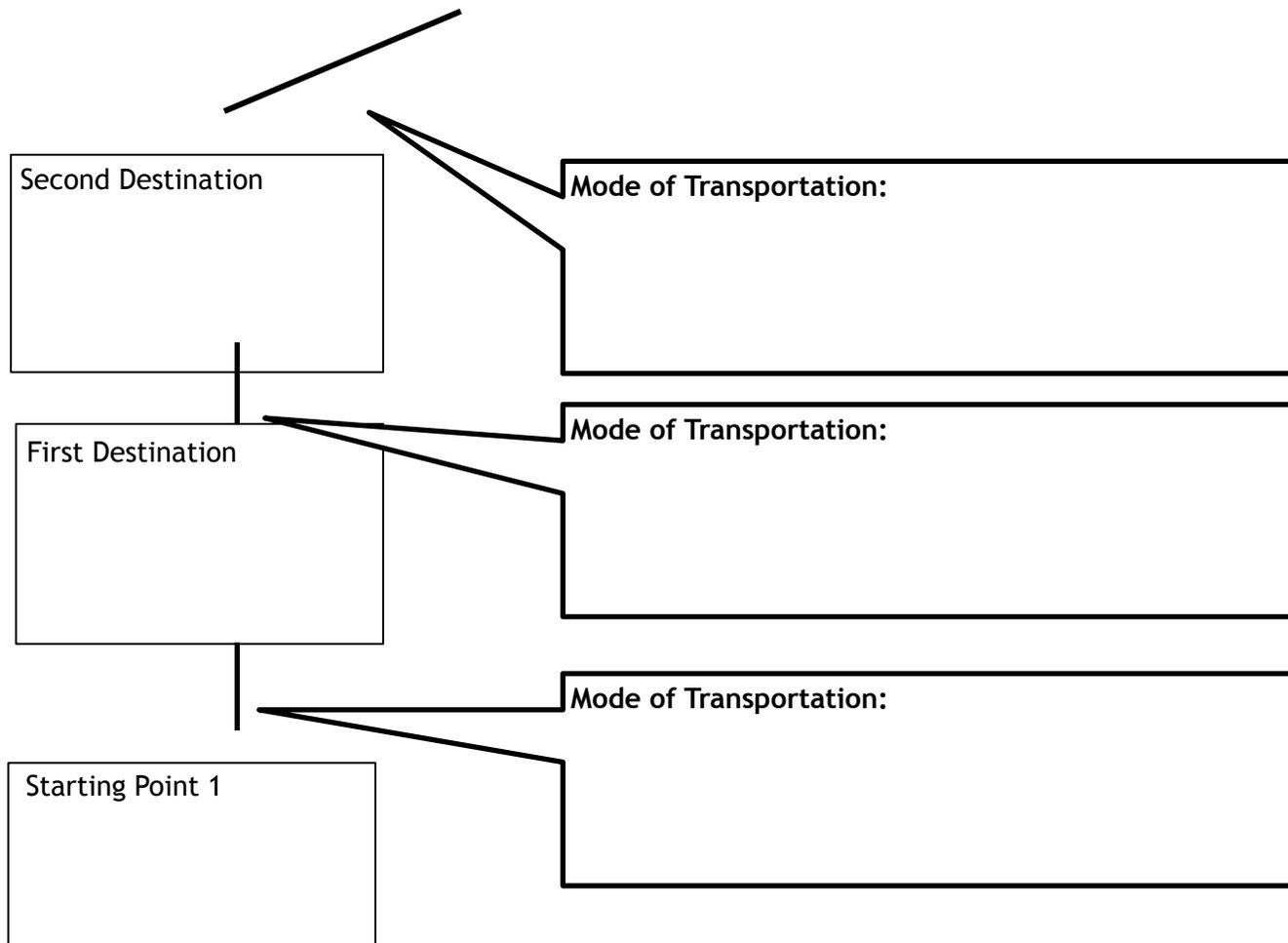
Exercise C:

For this exercise, your organization has to decide what features on each landmark ensure it has found the 'real deal'. You are actually determining targets—the measurable changes shown by each indicator to demonstrate that you have achieved your goal.

1. What targets will demonstrate change or progress for each indicator? (Usually a number)
2. Is this target measurable? How are we going to measure it?
3. What change do we hope to achieve? Can we set a numerical target to represent that change?
4. Is this a reasonable expectation of change?

For each route (from starting point to final destination), we have to figure out travel plans! When you rollerblade from one location to the next, we need to nail down the transportation details to ensure you reach your final destination.

Mapping Your Priorities: Stepping Stones to Success



Exercise D:

Here we want to look at the activities, or **interventions**, that will propel your organization along in its journey. Ask yourself the following questions:

1. What activities does our organization need to engage in to move us from one destination to the next?
2. How often do we have to engage in these activities and for how long?
3. What kind of supports will we need for these activities?
4. Who can we go to for these supports?

For each arrow, please fill in the activities that your organization plans to use to bring you from one destination to the next.

Mapping Your Priorities: Stepping Stones to Success

You have planned the details of your journey, but there are still a few other things to consider...

Whenever you plan a journey, you make certain **assumptions** about how things will happen while you're travelling. **Assumptions** explain how your **mode of transportation** will get you to your **destination**, or how one **destination** will bring you to another.

For example, let's say your destination is Paris. You book a flight to Paris—but when you step out of the airport, you realize you are nowhere near the centre of Paris--in fact, you're far outside of it. You can't find your landmark or measure its features. You assumed that the airport was close enough to get to Paris that you would find the Eiffel tower...but you were wrong. You have to find a second **mode of transportation** to get you to the heart of Paris so you can find that Eiffel Tower.

Assumptions are not necessarily a bad thing. We all make them. But it's good practice to list them as you plan your program to keep track of the **assumptions** you are making. When you finish, take a look at your list. Bring it to your Board or your staff or your steering committee. Analyse your **assumptions** and discuss them to ensure your journey still makes sense.

ASSUMPTIONS:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

****There is no limit to the number of assumptions you might made. It could be 1; it could be 15.****

Tell everybody about your journey! By this point, you are very excited about the trip you'll be taking. One of the best ways to tell people about your journey is to write a **story**.

Exercise E:

When you are developing your list of assumptions, ask the following questions:

1. Why do we think a particular mode of transportation will lead us to the following destination?
2. Why did we order these destinations the way we did?
3. Is there any research or best practices that prove that what we *think* will happen will *actually* happen?
4. Do any of our assumptions show that our journey may not reach its intended final destination?

If you have made assumptions along the way that put your journey in jeopardy, consider changing your route or your mode of transportation!

Mapping Your Priorities: Stepping Stones to Success

Your story shouldn't be too long, or people won't read the whole thing. It should include your **destinations**, your **modes of transportation** the **assumptions** you're making about your journey, and your **final destination**. It should be detailed enough that your family and friends understand where you're going, how you'll get there and why you've chosen this particular journey. If you, or your friends and family, read the **story** and it doesn't make much sense, you'll quickly realize where the weaknesses are in your journey.

For example, if your story says that you're going to go from Paris to New York City by car, any reader would quickly realize that this is not possible and that *something* in the journey will have to change. What changes will depend on how your organization wants and needs things to change. Should you go from Paris to New York City by plane? Or should you go from Paris to Amsterdam by car?

Exercise E:

When you are writing your story, consider the following:

1. Where am I going? Does the order of destinations make sense?
2. Did I select the most efficient and effective modes of transportation?
3. Did I forget to take anything important into account?
4. What outside factors could affect my journey?
5. How can I make sure that these outside factors don't stop me from getting to my destinations?
6. Who can I ask or where can I go for help?

You have now finished planning your **route**!

There may be more than one **route** to arrive at your **final destination**; the **routes** may share **destinations**, **transportation**, **landmarks** or even **landmark features**. As you complete the other **routes** or as you

Mapping Your Priorities: Stepping Stones to Success

your organization may recognize flaws in your previous plans. That is totally acceptable! This document is a model, but a model can change if better, simpler, or more **efficient modes of transportation** are introduced. Models are working documents.

Once your organization has completed all the **routes** for each priority, we will use these maps to create logic models for our programs.