February 1, 2005

ATTACHMENT D

Girl Scouts of the USA
Strategy Alignment Summary

Girl Scouts.

Click to Advance ➡

February 1, 2005

1. **We confront a crisis of relevance. (We are being pushed by the past rather than pulled by the future.)**

   a) Our customers' lives have changed. They are now more demanding and have a greater range of competing choices than ever before.

   b) Our brand has an outdated, "uncool" image, particularly among 11-18 year olds.

   c) Our historic area of success (core market) is slipping away as a result of demographic shifts.

   d) Our volunteer system is becoming harder to sustain. Adults have less time and want more flexibility and options.

   e) We are all things to all girls. We have no clear unifying theme or "rallying point".

   If we don't address these issues, we risk long-term decline.

Girl Scouts.

Girl Scouts' Brutal Truths (cont.)

2. **We face more intense competition from specialists with compelling causes and higher fundraising capabilities.**

3. **We will become more dependent on external funding in the future – an area where we are now weak. Donors are increasingly tying financial support to the achievement of specific outcomes.**

4. **Our decision-making processes and organizational structure are bureaucratic, consensus-based, and slow. They are not designed for speed or efficiency.**

5. **Our culture is tradition-bound, risk-averse, and internally focused.**

Girl Scouts' Imperatives for Success

There are two clear imperatives for success:

❶ A differentiated core purpose that provides a relevant and compelling benefit to girls and attracts external funding.

❷ A simpler, faster governance and decision-making process and a more efficient, results-oriented organizational structure.

   Given where we are today, we are faced with a challenge of transformation. Incrementalism will not move us from "good to great."

February 1, 2005

Promise and Law
We believe the Girl Scout Promise and Law are the cornerstone of our Movement.

Open Membership
Our Movement is open to all girls and adults who accept the Girl Scout Promise and Law.

The Girl Scout Program
The Girl Scout program is girl-focused and girl-driven. We believe girls learn best by doing. Our experiential learning model is grounded in the best research and promotes personal growth and leadership development in a physically and emotionally, safe, girl-only environment.

Girl/Adult Partnership
Adults partner with girls to guide and inspire growth and achievement. Volunteers are essential to the strength and capacity of our Movement.

Girl Scouts.

February 1, 2005

Community Partners
We are community partners and take a leadership role in the community. Additionally, we believe in the core human virtue of service and action and in making a difference in the world around us.

Diversity and Pluralism
Girl Scouts advance diversity and pluralism in our Movement and in the communities we live in.

WAGGGS
We are active partners in a world-wide sisterhood through our affiliation with WAGGGS. We work with WAGGGS to address girl needs and build a network of global citizens.

Responsibility For the Movement and Democratic Process
We hold that the ultimate responsibility for the Girl Scout Movement rests with its members. We govern our Movement by a democratic process that is decisive, nimble, and demonstrates our leadership in a fast-changing world.

Voice
We are a premier voice of and for girls and an expert on their growth and development.

Girl Scouts.

Our Strategic Priorities

BRAND

Transform the Girl Scout image with a compelling, contemporary brand.

• Create a Girl Scout image that inspires girls of every age and families of every culture to join.

• Be the voice for and expert on girls' growth and development.

• Promote and support the program model.

PROGRAM MODEL & PATHWAYS

Build the world's best integrated personal/leadership development model that defines activities and outcomes, differentiated by age level, for girls 5–17 and offers flexible pathways for participation.
The model:

• Resonates with diverse girls;

• Reaches underserved demographic markets;

• Produces consistent Girl Scout experiences and outcomes;

• Incorporates community and global service, action and citizenship;

• Updates language, practices, and traditions.

Our Strategic Priorities (cont.)

GOVERNANCE AND ORGANIZATIONAL STRUCTURE

Create an efficient and effective organizational structure and democratic governance system that achieves:

• Decisiveness;

• Speed of action;

• Use of resources.

VOLUNTEERISM

Develop a nimble, state-of-the-art model of volunteerism. A diverse cadre of volunteers committed to the

Girl Scout Promise and a girl-centric approach will:

• Join easily

• Learn continuously

• Serve in flexible ways

• Embrace the Mission

• Feel appreciated

• Achieve the specified outcomes with girls

Our Strategic Priorities (cont.)

FUNDING

Substantially increase contributed income to fund a vibrant Girl Scout Movement.

- Create a "case for Girls Scouts" and a culture of fundraising on behalf of girls at every level of the Movement.

- Reduce over-reliance on product sales at the council level and program materials at the national level. (Transform the organization from internal funding to external funding.)

Girl Scouts.

Brand

Current State	Future State	Obstacles
"High brand recognition" does not result in public perception of Girl Scouts as relevant, appealing, and of the moment. There is no clearly defined focus tied to a large-scale national brand strategy to change the image.	Girls are attracted by a national brand strategy that focuses on the impact of the updated program model on girls' lives. Girl Scouts is the organization of choice for girls 5-17 of every culture and membership grows.	Diffusing brand development efforts with a myriad of special initiatives. Conflict between dedication to tradition and the need to innovate inhibits creation of a unified, relevant, and timely image.
There is an organization-wide lack of clarity regarding the role of Girl Scouts as "the expert" for girls.	Girl Scouts is a leading voice and expert on girl growth and development as related to the Girl Scout program model. Girl Scouts organizes girls to give voice to their issues. The Girl Scout Research Institute is a premier voice for girls.	A risk-averse culture induces fear of alienating segments of the membership by taking public stances. Confusion regarding priority issues for girls and the Movement.
Girls are not generally involved in the creation of the brand strategy and tactics.	Girl presence is felt throughout the organization and girl voices infuse the brand with energy.	Adult fears, assumptions, and practices related to the role of girls tend to result in symbolic rather than substantive girl involvement. Insufficient resources have been allocated to properly engage girls in brand promotion.
Adult members do not view themselves as brand champions and are generally not prepared to take on this role.	Members at all levels of the organization model the brand by striving to "live" the Mission, Promise/Law.	A do it "my way" sense of entitlement contributes to the perpetuation of negative images.

Girl Scouts.   **Transform the Girl Scout image with a compelling, contemporary brand.**

Program Model and Pathways

Current State	Future State	Obstacles
Nationally, there is a myriad of activities and resources, but no clear definition of essential elements of Girl Scouts. Girl experiences are inconsistent.	There is a consistent core Girl Scout experience centered on a model of personal growth and leadership development and based on research and girl needs. Membership is flourishing.	Balancing girl desires for fun, discovery, and variety with the organizational need for focus. Pressure to develop activities, patches, and books in response to funding and partnership opportunities.
Existing age levels are inconsistent with research on girl needs and development. Language and symbols of belonging are outdated.	Age levels reflect the research and provide girls with appropriate opportunities to progress and advance. Language and symbols of belonging are relevant and contemporary.	There is an unhealthy devotion to traditions related to current age level designations, standards, uniforms and awards. Income streams are tied to the existing insignia and uniforms that support the traditions.
There is no system for consistent measurement of the impact of Girl Scouts on girls. Activities are not tied to outcomes and there is an over-reliance on numbers to measure progress.	Fun activities are tied to outcome measures based on the program model. State-of-the-art methods to measure outcomes are used and adapted based on frequency and duration of participation.	The resources allocated for outcome measures are insufficient. Conflict exists around the balance of quantity and impact measures.
There is a blurred line between recruitment efforts to attract girls and the actual provision of a consistent Girl Scout experience to girls.	Clearly defined and packaged "pathways" enable girls to participate in Girl Scouts within venues and timeframes that meet their needs. The pathways also specify roles for volunteers, staff, and community partners.	Girls are recruited without full plan for their membership. Systems to reach underserved girls and provide flexible participation avenues for girls are inconsistent and overly reliant on staff availability. Nationally and locally, silo syndrome impedes integration of program pathways and volunteer systems.

Build the world's best integrated personal/leadership development model that defines activities and outcomes differentiated by age for girls 5-17 and offers flexible pathways for participation.

Girl Scouts.

Program Model and Pathways (cont.)

Current State	Future State	Obstacles
Current systems, staffing patterns, and income streams function on a "Girl Scouts=books" paradigm. Insufficient resources have been invested in the design and development of new products and interactive technology that spark the imagination of girls.	The power of technology is used to provide Girl Scout program to girls. New product development delivers the Girl Scout program experience in ways that excite girls.	Staff and volunteer skill and comfort levels inhibit innovation. Interdependent systems maintain the status quo (e.g., program, publishing, NES)
Community service and action has declined as a core program element and is not leveraged as a key organizational differentiator.	The national and international power of girls together is galvanized around relevant community service and action strategies that make a difference.	Adults lack information to coach girls on powerful community action and service campaigns.
A wide-range of collaboration efforts diffuses the focus and energy of Girl Scouts. There is not an integrated system to "vet" and manage opportunities.	A system for evaluating effective partnerships results in productive collaborations that strengthen the new program model.	There is pressure to generate resources through partnerships. Lack of coordination within GSUSA and between GSUSA and councils impedes strategic collaboration.
Girls are not always involved in the creation of program resources, events, or plans designed to benefit them.	Girl voices are infused in all aspects of program development.	Insufficient allocation of resources (time and money) to integrate girl voices. Adult hypocrisy regarding the value of girl voices.
Outdoor program experiences are inconsistent across the country and not generally valued as a key differentiator of the Girl Scout experience. Property resources are not maximized to provide inspiring opportunities for girls.	Outdoor experiences that teach girls skills, endurance, self-confidence, resourcefulness, and leadership are integrated into the new program model. Girls become stewards of our fragile planet.	Many properties do not meet current girl program needs. Property is undervalued as an asset and ineffectively used. Property is owned by individual councils with no Movement-wide vision or system for effective asset utilization.

Girl Scouts.

Governance and Organizational Structure

February 1, 2005

Current State	Future State	Obstacles
The national and local governance systems are slow, unresponsive, and overly reliant on the "Robert's Rules" model and consensus building.	Girl Scouts is governed by an efficient democratic system that is decisive, speedy, and action-oriented. The Movement keeps pace with real-time issues and alignment focuses priorities and resources.	There is a lack of trust in decision-makers and a marked propensity to overvalue discussion and undervalue alignment and action.
Cycle times for governance and planning are uncoordinated across the country and contribute to lack of unity around key organizational priorities.	Coordinated cycles for planning and decision making enable the national organization and councils to synchronize efforts and advance priority work.	There is tension between the need for local independence and national unity.
There are 315 chartered councils. Council capacities vary widely throughout the country. This challenges the resources of the Movement and dilutes the power of the brand. There is ambiguity about the role and value of the national organization.	Efficient and effective councils, accountable to relevant performance standards, deliver high quality Girl Scout experiences. Utilization of varied organizing models ensures the best use of local and national resources. The GSUSA role is valued and understood.	There is conflict about performance standards and appropriate courses of action when standards are not met. Alternative models for organizing Girl Scouting have not been developed.
Council-GSUSA relations are frequently characterized by conflict and mistrust. Bureaucratic redundancies and a lack of cohesion thwart progress toward Movement goals.	An effective Council-GSUSA ecosystem powers the accomplishment of Movement goals.	Turf issues and silo syndrome at local and national levels impede Movement-wide excellence. GSUSA systems and structures create frustration. Locally and nationally, staff competencies lag behind the current needs and challenges of the Movement.
Girls are inconsistently engaged in governance opportunities and processes. There are no nimble systems for girl involvement.	Girls have a genuine influence at appropriate points in the process.	The organization has not shifted from a girl-serving to a girl-centric paradigm. There is conflict and fear over when and how to bring girls to the table.

Create an efficient and effective organizational structure and democratic governance system.

Volunteerism

February 1, 2005

Current State	Future State	Obstacles
Recruitment efforts for all volunteer positions overburden parents of elementary school girls. Screening procedures are inconsistent.	Recruitment efforts mobilize a diversity of adults who are able to join easily and commit to serving the Girl Scout Mission.	Inexperience with broader-based volunteer recruitment and a culture that is often unwelcoming to "others" contribute to maintenance of the status quo.
The volunteer development system emphasizes one position: "leaders." Adults increasingly indicate that time constraints and active lives require more flexibility.	Volunteer positions are matched to the program pathways and provide choice related to interest and availability. There are clearly defined roles for staff to support volunteers in these positions.	Organizational complacency with the time-tested position of "leader" results in a lack of commitment to substantive change. A lack of infrastructure to support a variety of volunteer positions.
The perception is that "Real Girl Scouts" happens only in troops. Neighborhood and council structures are tied predominantly to this model.	Volunteer and staff systems are organized to support "equally real" program pathways.	Disconnect between values and practices related to diversity. Reluctance to acknowledge ineffective systems and resistance to structural change.
Adults who volunteer are engaged in preparatory steps that are outdated, do not build upon existing skill levels, and fail to address time constraints and busy lives.	Continuous, flexible, and excellent learning opportunities and resources prepare volunteers for their specific positions. The skills of all volunteers are recognized.	Some staff and volunteers serve as gatekeepers for longstanding traditions and practices related to "training." The cultural myths are deeply embedded in the preferences of adults.
Volunteer development systems are inconsistent and volunteers are not generally coached to achieve specific and measurable outcomes with girls.	The volunteer development system clearly defines staff accountabilities for partnering with volunteers to achieve specific and measurable outcomes with girls.	Organization-wide fear of alienating long-term volunteers. Resources diverted to responding to the noisy few.
Although girl/adult partnerships are discussed, adults are often overly directive in interactions with girls.	Adults and girls understand and value a "By Girls, for Girls" approach in Girl Scouts.	Time pressures for girls and adults result in insufficient attention to the process of girl engagement. Sometimes adult control needs override girl interests.

Develop a nimble, state of the art model of volunteerism that mobilizes a diverse cadre of volunteers who are committed to the Girl Scout Mission.

Funding

February 1, 2005

Current State	Future State	Obstacles
Income is inadequate to fund Girl Scouting at a level of excellence, now and in the future.	Contributed income streams enable the Movement to fully implement the program model at a level of excellence.	Culture that prides itself on "making do" with very little. Inexperience and fear related to raising contributed income.
Historic over-reliance on internal sources of revenue has allowed us to neglect efforts to raise contributed income up to this point.	A dynamic external focus fuels contributed income streams. National and council leadership make fundraising a true priority.	There is sometimes denial and resistance around the need to raise contributed income. There is complacency with current funding patterns. Staff and volunteer skill and experience levels are often inadequate.
There is no Movement-wide, strategic, and coordinated vision and infrastructure for raising contributed income. Efforts to raise contributed income are sporadic and have led to unplanned and uncoordinated results: a) GSUSA has become a grantor; and b) new projects/resources do not respond to a unified program model or case for support.	An integrated council/national strategy based on a focused program model, in alignment with strategic priorities and compelling need for support, exponentially increases contributed income. There is wide-spread understanding of and response to the case for supporting Girl Scouts.	Cultural issues include: turf, protectionism, mistrust, and silos. The external public does not know or understand the case for supporting Girl Scouts.
Leadership for fund development is weak across the Movement.	Leadership is capable, committed, and successful in raising contributed income.	Too few leaders were recruited for and agreed to engagement in fund development. Our expectations about what it costs to meet girl needs are set low.

Increase contributed income to fund a vibrant Girl Scout Movement.

Girl Scouts.

Culture

	Today	Tomorrow
Proposed Core Values	Courage Honesty Fairness Respect Diversity	Courage Honesty Fairness Respect Diversity
Decision-Making	Shaped by tradition Girl-serving Consensus, Lobbying, Sabotage Risk-averse Reactive Longevity=entitlement Perception overrules facts	Driven by timely strategy Girl centric Discussion, Decision, Alignment Well-reasoned Risk taking Proactive Knowledge/Skill=Influence Knowledge-based decision making
Drive	Compliance with rules Uncoordinated (silo-based) Addiction to dysfunction Fix everything, change nothing Incremental High passion, low focus Complacent, slow Piecemeal problem solving	Excellence and quality Integrative, collaborative Productive, adaptive, action-oriented Alignment across Movement for Strategic change Transformative Accountability to outcomes Raring to go, agile, efficient Innovative, systemic solutions
Communication	Convoluted, voluminous and rambling Defensive and reactive Internally focused Adults as primary customer	Pithy , focused and poignant Positive and anticipating Balanced internal/external Girls as primary customer

Girl Scouts.

Prototype - Values Statement

Girl-Centered

We exist for girls. We believe that girls are at the center of everything we do.

Agile

We are relevant to the changing needs of girls. Our organizational structure and processes are decisive, nimble, and responsive in a fast-moving world.

Innovative

We believe innovation is the life-blood of the Movement. Our decisions are grounded in current research and insights from girls and based on facts, not perceptions. We value and cultivate a risk-taking environment that encourages innovation at all levels of the Movement.

Aligned

We believe in a common mission. We work together – not separately – to achieve our mutual goals. We build integrated processes, systems, and structures to weave together the fabric of our Movement.
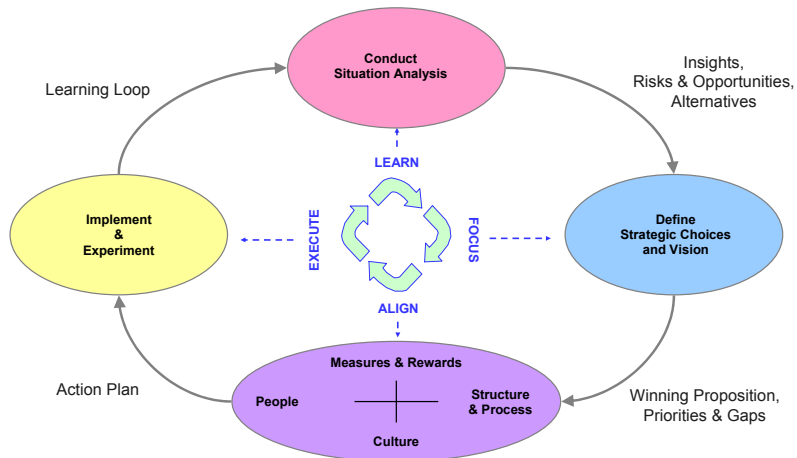
Accountable

We are stewards of the Movement, set high standards for ourselves, and accept personal responsibility for meeting the needs of girls. We are performance-focused and committed to achieving positive outcomes for girls.

Girl Scouts.

Girl Scouts.