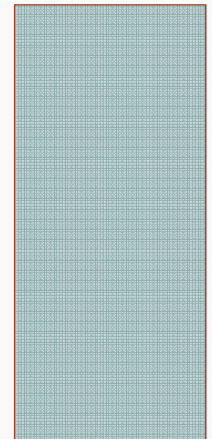


National Farmed Animal Health & Welfare Strategy Renewal

PROPOSED PROCESS

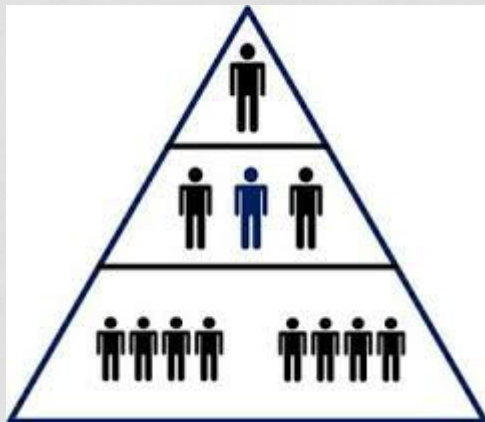


Proposed Strategy Structure

- A way for everybody to contribute to outcomes
 - National organizations
 - Provincial organizations
 - All orders of government
 - Federal
 - Provincial
 - Municipal
 - Individual producers
 - Citizens
- Everybody can contribute *as they see fit*

Traditional Governance Structure

- Hierarchical, centralized
- Relies on authority
- Requires surveillance
- Limited capacity
- Annoying, easy to ignore
- Can lack legitimacy



Collaborative Governance Structure

- Power decentralized
- No loss of sovereignty for participants
- Relies on strongly held shared values
- Requires participation and communication
- Huge capacity
- Technology enabled
- Legitimacy created through participation
- Self-managing



Theories & Models

- Rooted in social/political science theory & history
- Models:
 - Consensus decision-making
 - Quaker-Based Model
 - Deliberative Decision-Making
 - Codetermination in Germany

VISA Example

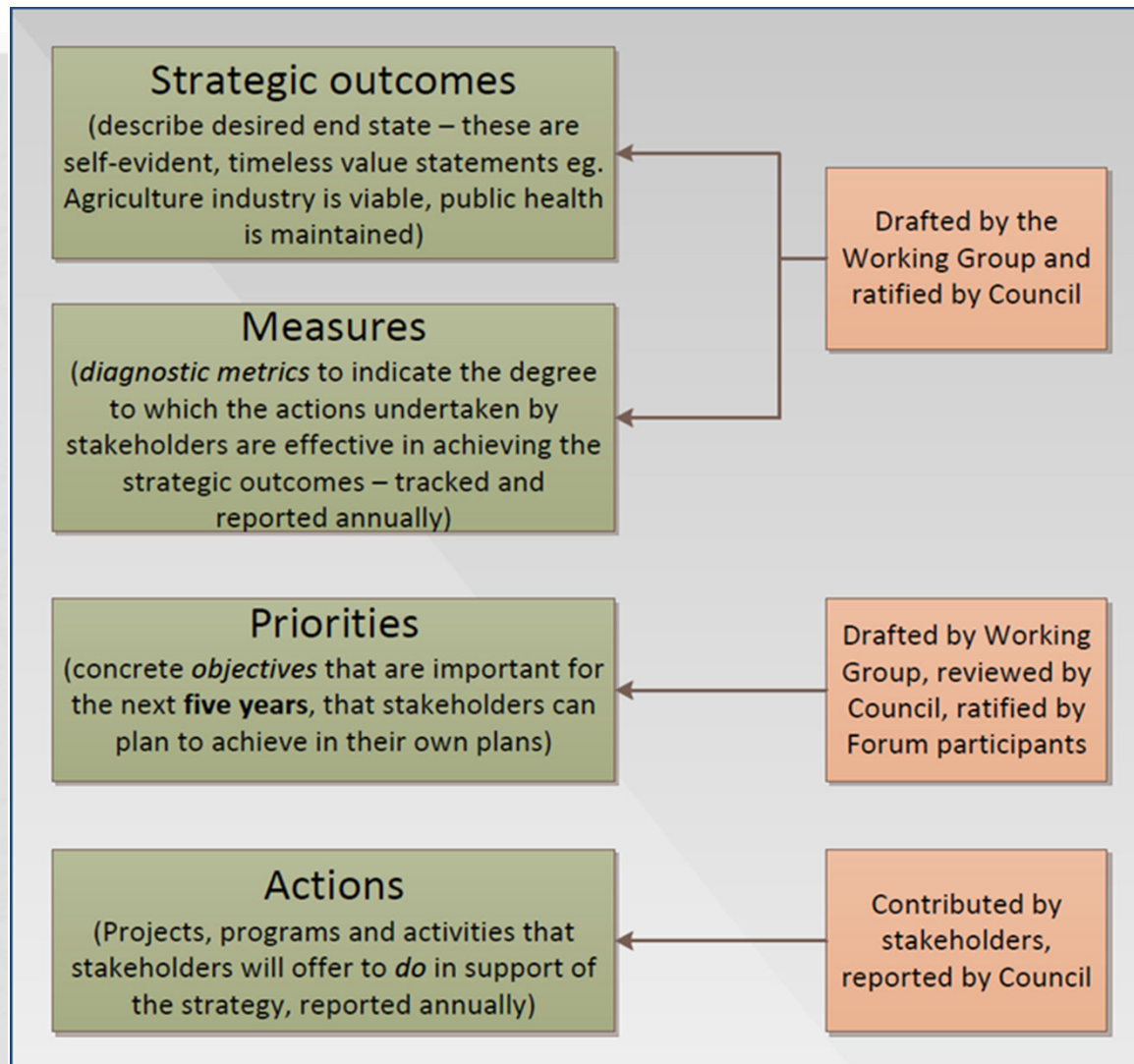
- Credit cards failed in the 1960s due to lack of capacity (management burden, complexity, sufficient funds)
- Dee Hock developed decentralized model
 - Enrolled partner lending organization
 - Collaborated to develop common values
 - Collaborated on operating principles
 - Left management to partners
- Result: unprecedented capacity and success

Our Goals

“There is no Chief Executive Officer of the forest.”

- No change in authorities
- Develop common strategic outcomes
- Develop our own programming
- Monitor our progress using metrics
- Share information and ideas
- Adjust our own programming to achieve goals as we see fit

Strategy Structure



Strategy Management

Every participant will constantly adjust their actions (activities, programming, projects, research) in order to do their part toward achieving the strategic outcomes

- So it is important that you **strongly** agree with the strategic outcomes

How Will We Keep On Track?

- We all have our own unique role to play in working toward the strategic outcomes. But how will we know that our effort is achieving results?
- We must monitor the data regularly to make sure our efforts are having impact. Otherwise, we might be wasting our time.
- So it is important that you choose **meaningful sources of data (diagnostic metrics)** that will help you understand the impact of your actions, and adjust them as needed
- This way, the strategy is **managed by you**, not a central authority

Priorities

- We cannot do everything at once, and so it is important that we focus on important and achievable priorities for 2015-20.
- If we experience an urgent need to change priorities, we can do so relatively easily
- Strategic priorities should not change

TODAY...

- ...is the **beginning** of looking at the proposed strategy
 - No decisions will be made today
- We will all work together over the winter to think and discuss
 - Today is a rare opportunity to focus for a few hours in the company of our colleagues
- Today's facilitation plan will be "looser" than one needed to create more immediate decisions

QUESTIONS?

