



CONSULTING

EXECUTIVE STRATEGY • GROWTH • ORGANIZATIONAL DEVELOPMENT

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Newsletter

FROM THE PRINCIPAL'S DESK

Every successful organization begins with a vision—but vision alone does not produce sustainable growth. Progress occurs when leaders translate ideas into clear priorities, accountable systems, strategic partnerships, measurable outcomes, and consistent action.

Government agencies, nonprofit organizations, entrepreneurs, and mission-driven businesses are operating in increasingly complex environments. Leaders must manage limited resources, respond to changing needs, pursue new funding, maintain stakeholder confidence, and demonstrate meaningful results.

Stimley Consulting, LLC works at the intersection of strategy, executive operations, organizational growth, public administration, funding readiness, program design, and community impact. Our goal is straightforward: help organizations move from ambitious ideas to practical, fundable, and measurable plans.

— Kahrna Stimley, Ed.S.
Principal and Fractional Chief Strategy
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INAUGURAL
EDITION

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The Leadership Problem Is Usually Not a Lack of Ideas

Organizations often generate more ideas than they can execute. Retreats produce priorities, community meetings identify needs, and funding announcements spark new program concepts. Yet months later, the same initiatives remain stalled. The cause is frequently structural: no single owner, no approved scope, no realistic resource plan, no decision calendar, and no agreed measure of success.

Execution is a leadership system. It connects strategy to daily work and gives people enough clarity to act. When that system is missing, teams compensate with extra meetings, urgent emails, and heroic individual effort. Those practices may create short bursts of activity, but they do not create dependable performance.



G R O W T H

EXECUTIVE STRATEGY

Five Elements of an Execution-Ready Organization

- **First**, leadership establishes a small number of clearly defined priorities. A priority must describe a result, not merely a topic. “Improve community engagement” is broad; “increase participation in four neighborhood programs by 20 percent by June” creates direction.
- **Second**, each priority has one accountable owner. Many people may contribute, but one leader must coordinate progress, surface barriers, and request decisions. Shared responsibility without clear accountability is one of the fastest ways to slow implementation.
- **Third**, the organization converts the priority into a practical implementation plan. The plan identifies phases, tasks, owners, deadlines, resources, dependencies, approvals, risks, and communication needs. It should be detailed enough to manage the work but simple enough to be reviewed regularly.
- **Fourth**, leaders agree on performance measures. Measures should include outputs, such as people served or workshops delivered; outcomes, such as improved access or participant progress; operational health, such as timeliness and budget performance; and quality, such as satisfaction or compliance.
- **Fifth**, the organization establishes a reporting rhythm. A concise dashboard reviewed every month is often more useful than an elaborate report reviewed once a year. The purpose is not simply to document activity. It is to support decisions, accountability, learning, and credible communication.

From Compelling Idea to Investable Initiative

Funders and partners evaluate more than the importance of an idea. They examine whether the organization can deliver. An investable initiative explains the need, target population, service model, implementation capacity, staffing, partnerships, cost, expected outcomes, data process, risks, and sustainability strategy.

This work should begin before a grant opens. A two- to five-page concept paper gives leadership a reusable starting point. It allows potential partners to react to something concrete, helps finance staff test assumptions, and makes it easier to match the initiative to appropriate funding.

The strongest concept papers also distinguish between the full vision and the first executable phase. A phased model reduces risk, creates early evidence, and gives funders confidence that the organization understands sequencing. For example, a broad community wellness vision might begin with a 90-day pilot at one location, defined participant targets, a limited set of services, named partners, and a simple outcome dashboard. Successful results can then support expansion.



G R O W T H

Partnerships Require More Than Shared Enthusiasm

Public-private and cross-sector partnerships can extend reach, add expertise, and unlock resources. But a memorandum of understanding is not an implementation system. Productive collaborations define each partner's scope, financial and in-kind commitments, decision authority, points of contact, communication process, data responsibilities, measures, risk controls, and renewal or termination terms.

A partnership should also have a joint action plan. The plan converts promises into dates and deliverables. It identifies what happens in the first 30, 60, and 90 days; what decisions require joint approval; how problems will be escalated; and how progress will be presented to stakeholders. This is where a visible partnership becomes a productive one.

*A strong vision creates direction. A sound strategy creates focus.
Disciplined execution creates results.*

A Practical 30-Day Readiness Sprint

During week one, confirm the organization's three most important priorities and assign an accountable owner to each. During week two, update the capability statement, organizational profile, leadership biographies, core service descriptions, and evidence file. During week three, select one priority initiative and build its concept paper, preliminary budget, implementation timeline, partnership map, and outcome framework. During week four, conduct an executive review, close critical gaps, approve the next 90 days of opportunities, and establish a monthly dashboard review.

At the end of the sprint, measure progress. How quickly can the organization assemble a complete response? What percentage of core documents is current? How many program concepts are fundable? Are reports submitted on time? Does every active opportunity have an owner and next action? These indicators make readiness visible.



G R O W T H

The Standard for Sustainable Growth

Sustainable growth is not the accumulation of more projects. It is the ability to accept the right opportunities without sacrificing quality, accountability, financial health, or mission. Leaders create that capacity by building systems before pressure arrives.

A strong vision creates direction. A sound strategy creates focus. Disciplined execution creates results. Organizations that combine all three are better prepared to earn trust, attract investment, manage complexity, and produce measurable public value.

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ORGANIZATIONAL DEVELOPMENT

EXECUTIVE STRATEGY



GROWTH

Work with Stimley Consulting

Stimley Consulting helps leaders translate complex priorities into practical operating plans, accountable systems, credible public narratives, and high-impact initiatives. Services include organizational strategy, executive operations, public administration, community and economic development, grant and fiscal oversight, program design, stakeholder engagement, strategic communications, public-private partnerships, and change leadership.

Engagements can begin with a focused executive consultation or organizational readiness assessment and expand into a strategic plan, implementation roadmap, program framework, funding system, partnership proposal, or performance dashboard. The objective is not to add unnecessary process. It is to create the minimum effective structure leaders need to make decisions, coordinate people, protect resources, and demonstrate results.

TAKE THE NEXT STEP

Schedule a Strategy Consultation
at stimleyconsulting.com or email info@stimleyconsulting.com.

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