

OFSGOE ASSESSOR TRAINING MODULE 3

Strategic Growth Assessment
OFSGOE Assessor Certification Programme

Module Number: 3
Module Title: Strategic Growth Assessment
Duration: 12–15 Hours
Assessment Weight: 25% of OFSGOE Framework
Prerequisite: Modules 1–2
Certification Level: Intermediate to Advanced

MODULE OVERVIEW

Strategic Growth is the first pillar of the OFSGOE (Organisational Framework for Strategic Growth and Operational Excellence) Assessment Framework. It evaluates whether an institution possesses a clear vision, strategic direction, growth agenda, leadership commitment, stakeholder alignment, innovation capacity, and sustainable expansion mechanisms.

Many organisations fail not because they lack resources, but because they lack strategic clarity, execution discipline, and growth sustainability. Islamic institutions, NGOs, educational institutions, healthcare organisations, Waqf institutions, and faith-based organisations require structured growth systems that align with both organisational objectives and Islamic values. This module equips OFSGOE Assessors with the knowledge, tools, and competencies needed to evaluate institutional strategic growth readiness, growth performance, and future sustainability.

LEARNING OBJECTIVES

Upon completion of this module, participants should be able to:

- Define strategic growth and its relevance to institutional excellence.
- Evaluate institutional vision, mission, and strategic direction.
- Assess strategic planning effectiveness.
- Examine growth drivers and growth barriers.
- Evaluate leadership commitment to growth.
- Assess innovation and change management systems.
- Conduct strategic growth maturity assessments.

Apply OFSGOE strategic growth indicators.
Score strategic growth performance objectively.
Develop strategic growth improvement recommendations.

SECTION 1

Understanding Strategic Growth
Definition
Strategic Growth refers to:

The deliberate and systematic expansion of an institution's capacity, impact, influence, sustainability, and stakeholder value through long-term planning and execution.

Strategic growth is not merely increasing size.

Growth may occur through:

Increased membership

Increased beneficiaries

Increased revenue

Improved services

Geographic expansion

Digital transformation

Enhanced reputation

Greater social impact

Strategic Growth versus Random Growth

Random Growth

Strategic Growth

Reactive

Planned

Short-term

Long-term

Unstructured

Structured

Unsustainable

Sustainable

Opportunity-driven only

Vision-driven

Why Strategic Growth Matters

Institutions without growth strategies often experience:

Mission drift

Stagnation

Declining relevance

Financial instability

Stakeholder dissatisfaction

Institutions with effective strategic growth systems achieve:

Sustainability

Competitive advantage

Stronger stakeholder confidence

Greater social impact

Institutional resilience

SECTION 2

Islamic Perspective on Strategic Growth

Growth is encouraged in Islam when aligned with divine objectives.

Allah says:

“And seek, through what Allah has given you, the Home of the Hereafter, but do not forget your share of the world.”

(Qur'an 28:77)

Islam promotes:

Sustainable development

Excellence (Ihsan)

Stewardship (Khilafah)

Productivity

Social benefit

Strategic Growth and Khilafah

Human beings are vicegerents (Khalifah) on earth.

Growth therefore involves:

Responsible resource utilization

Institutional development

Community advancement

Sustainable impact

The Prophet's Strategic Growth Model

The Prophet ﷺ demonstrated strategic growth through:

Phase 1: Foundation Building (Makkah)

Faith development

Leadership development

Relationship building

Phase 2: Institutional Building (Madinah)

Constitution of Madinah

Mosque institution

Economic development

Social integration

Phase 3: Expansion

Strategic alliances

Delegation development

Regional outreach

SECTION 3

Strategic Planning Assessment

What is Strategic Planning?

Strategic planning is:

The systematic process of defining future direction and allocating resources to achieve desired outcomes.

Components of Strategic Planning

Vision

Future aspiration.

Mission

Purpose of existence.

Core Values

Guiding principles.

Strategic Objectives

Desired outcomes.

Strategic Initiatives

Key actions.

Performance Indicators

Measures of success.

Strategic Planning Assessment Criteria

Assessors evaluate:

✓ Existence of strategic plan

✓ Strategic planning cycle

✓ Leadership involvement

✓ Stakeholder participation

✓ Alignment with mission

✓ Monitoring mechanisms

✓ Review process

Evidence Required

Examples:

Strategic plan document

Board approvals

Strategy review reports

KPI dashboards

Annual reports

SECTION 4

Vision and Mission Assessment

Vision Evaluation Framework

An effective vision should be:

Clear

Easy to understand.

Inspiring

Motivates stakeholders.

Future-Oriented

Focuses on long-term aspirations.

Realistic

Achievable.

Memorable

Easy to communicate.

Mission Evaluation Framework

The mission should answer:
Why do we exist?
Who do we serve?
What value do we provide?

Exercise

Evaluate the following mission statement:

"To provide quality education rooted in Islamic values while developing future leaders."

Assessment Questions:

Is it clear?
Is it measurable?
Is it stakeholder-focused?
Is it aligned with Islamic principles?

SECTION 5

Growth Drivers Assessment

What Are Growth Drivers?

Growth drivers are factors that stimulate organisational expansion.

Internal Growth Drivers

Leadership

Strong leadership enables growth.

Human Capital

Skilled workforce supports growth.

Innovation

New ideas generate expansion.

Culture

Positive culture encourages performance.

Technology

Improves efficiency and reach.

External Growth Drivers

Market Demand

Growing stakeholder needs.

Strategic Partnerships

Collaborative growth.

Government Support

Regulatory encouragement.

Community Trust

Reputation and goodwill.

Assessor Checklist

Evaluate:

- ✓ Leadership capability
- ✓ Talent availability

- ✓ Innovation culture
- ✓ Technology readiness
- ✓ Strategic partnerships

SECTION 6

Growth Barriers Assessment

Common Growth Barriers

Leadership Weakness

Poor direction.

Financial Constraints

Insufficient resources.

Governance Deficiencies

Weak oversight.

Resistance to Change

Institutional inertia.

Limited Visibility

Poor public awareness.

Skill Gaps

Human capital deficiencies.

Barrier Analysis Tool

Assessors classify barriers as:

Barrier

Severity

Low

Minimal effect

Medium

Moderate effect

High

Significant effect

Critical

Threatens sustainability

SECTION 7

Innovation and Strategic Growth

Innovation Defined

Innovation is:

The implementation of new ideas, processes, technologies, or services that create value.

Types of Innovation

Service Innovation

New programmes.

Process Innovation

Improved workflows.

Digital Innovation

Technology-enabled transformation.

Social Innovation

Community impact initiatives.

Innovation Assessment Indicators

Assess:

Innovation policy

Research activities

Technology adoption

Digital transformation

New programme development

Innovation Maturity Levels

Level 1: Reactive

No structured innovation.

Level 2: Emerging

Occasional innovation.

Level 3: Defined

Innovation framework exists.

Level 4: Managed

Innovation integrated into strategy.

Level 5: Transformational

Innovation drives growth.

SECTION 8

Leadership and Strategic Growth

Strategic Leadership

Strategic leaders:

Anticipate change

Create vision

Inspire action

Allocate resources

Manage risks

Leadership Assessment Criteria

Visionary Leadership

Future-oriented.

Decision Quality

Evidence-based decisions.

Stakeholder Engagement

Inclusive leadership.

Change Management

Supports transformation.
Leadership Effectiveness Matrix
Indicator
Weak
Fair
Good
Excellent

Vision

1
2
3
5

Strategy

1
2
3
5

Communication

1
2
3
5

Change Management

1
2
3
5

SECTION 9

Strategic Growth Maturity Model

Level 1: Ad Hoc

Characteristics:

No strategic plan

Reactive decisions

Unclear direction

Score Range: 0–20%

Level 2: Developing

Characteristics:

Basic planning

Limited monitoring

Weak implementation

Score Range: 21–40%

Level 3: Structured

Characteristics:

Formal strategic plan

Defined objectives

Regular reviews

Score Range: 41–60%

Level 4: Managed

Characteristics:

KPI monitoring

Strategic governance

Continuous reviews

Score Range: 61–80%

Level 5: Excellent

Characteristics:

Strategy-driven culture

Innovation-led growth

Benchmarking and learning

Score Range: 81–100%

SECTION 10

Strategic Growth Assessment Tools

Tool 1: Document Review

Assess:

Strategic plans

Annual plans

Progress reports

KPI reports

Tool 2: Leadership Interviews

Interview:

CEO

Executive Director

Chief Missioner

Board Chair

Sample Questions:

What are the institution's top strategic priorities?

How is growth monitored?

What are major growth barriers?

Tool 3: Stakeholder Surveys

Assess:

Strategic awareness

Alignment

Satisfaction

Tool 4: Performance Data Analysis

Review:

Membership growth

Revenue growth

Service expansion

Beneficiary growth

SECTION 11

OFSGOE Strategic Growth Assessment Framework

Strategic Growth Pillar Weight:

25%

Strategic Growth Indicators

Strategic Direction

0–5

Leadership Commitment

0–5

Growth Planning

0–5

Innovation Capability

0–5

Growth Sustainability

0–5

Maximum Raw Score:

25

Weighted Score:

25%

SECTION 12

Case Study 1

Faith-Based School Expansion Failure

Background:

An Islamic school expanded rapidly from one campus to six campuses within five years.

Problems emerged:

Financial strain

Declining quality

Staff shortages

Governance challenges

Assessor Tasks

Identify strategic weaknesses.

Assess growth sustainability.

Determine maturity level.

Recommend corrective actions.

SECTION 13

Case Study 2

Sustainable Growth of an Islamic University

Background:

An Islamic university implemented:

Ten-year strategic plan

Annual reviews

KPI dashboard

Digital transformation strategy

Endowment growth programme

Results:

Student growth

Revenue diversification

Academic reputation improvement

Assessor Tasks

Assess strategic growth maturity.

Identify strengths.

Determine OFSGOE score.

Suggest next-level improvements.

SECTION 14

Practical Workshop

Participants perform:

Activity 1

Review a strategic plan.

Activity 2

Conduct leadership interviews.

Activity 3

Identify growth drivers.

Activity 4

Assess strategic maturity.

Activity 5

Assign OFSGOE strategic growth score.

Sample Strategic Growth Assessment Report

Executive Summary

The institution demonstrates strong strategic planning and leadership commitment.

Findings

Strengths:

Clear strategic plan

Strong leadership

Innovation initiatives

Weaknesses:

Limited KPI tracking

Weak succession planning

Strategic Growth Score 18/25

Weighted Score: 18%

Recommendations

Strengthen monitoring systems.

Develop leadership succession plans.

Improve innovation governance.

SECTION 15

Advanced Strategic Growth Assessment Models

SWOT Analysis

Assess:

Strengths

Internal advantages.

Weaknesses

Internal limitations.

Opportunities

External possibilities.

Threats

External risks.

PESTLE Analysis

Evaluate:

Political

Economic

Social

Technological

Legal

Environmental factors

Balanced Scorecard

Four perspectives:

Financial

Stakeholder

Internal Processes

Learning and Growth

McKinsey 7S Framework

Assess:

Strategy

Structure

Systems

Shared Values

Skills

Staff

Style

SECTION 16

Ethical Requirements for Strategic Growth Assessors

Assessors must demonstrate:

Independence

Professional skepticism

Evidence-based judgment

Confidentiality

Integrity

COMMON ASSESSOR ERRORS

Avoid:

Confusing activity with growth.

Over-scoring ambitious plans without evidence.

Ignoring implementation effectiveness.

Accepting unsupported claims.

Focusing only on financial growth.

MODULE SUMMARY

Key Lessons:

- ✓ Strategic growth is planned, sustainable expansion.
- ✓ Effective strategy begins with clear vision and mission.
- ✓ Growth requires leadership commitment.
- ✓ Innovation is a critical growth enabler.
- ✓ Strategic maturity reflects organisational capability.
- ✓ OFSGOE assessments must be evidence-based.
- ✓ Sustainable growth aligns organisational excellence with stakeholder value and Islamic principles.

CERTIFICATION EXAMINATION

Part A: Multiple Choice Questions (20 Marks)

Question 1

Strategic growth primarily refers to:

- A. Increasing staff numbers
- B. Planned institutional development
- C. Marketing campaigns
- D. Revenue generation only

Question 2

Which is not a component of strategic planning?

- A. Vision
- B. Mission
- C. Strategic objectives

D. Payroll

Question 3

The highest strategic maturity level is:

- A. Structured
- B. Managed
- C. Excellent
- D. Developing

Question 4

Which tool identifies strengths, weaknesses, opportunities, and threats?

- A. PESTLE
- B. Balanced Scorecard
- C. SWOT
- D. KPI Dashboard

Question 5

Innovation contributes to:

- A. Growth
- B. Competitiveness
- C. Sustainability
- D. All of the above

Part B: Short Answer Questions (30 Marks)

Define strategic growth.

Explain three growth drivers.

Discuss the role of innovation in growth.

Describe strategic growth maturity.

Explain how assessors evaluate strategic plans.

Part C: Practical Assessment (50 Marks)

Conduct a strategic growth assessment of a selected institution and submit:

Strategic Growth Maturity Analysis.

Growth Driver Assessment.

Evidence Review.

Strategic Growth Score.

Recommendations.

Recommended References

The Holy Qur'an.

Ṣaḥīḥ al-Bukhārī.

Ṣaḥīḥ Muslim.

The Balanced Scorecard.

Good Strategy Bad Strategy.

Competitive Strategy.

The Fifth Discipline.

Project Management Institute Strategic Planning Resources.

Organisation for Economic Co-operation and Development Strategic Governance Frameworks.

Islamic Development Bank institutional development and strategic planning publications.

End of Module 3 – Strategic Growth Assessment

This module forms the foundation for assessing the first 25% pillar of the OFSGOE Framework and prepares assessors to evaluate whether institutions possess the strategic capability, leadership commitment, innovation capacity, and sustainability mechanisms necessary for long-term excellence.