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:

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 Khilāfah (Stewardship)
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

Weak	Fair	Good	Very Good	Excellent
1	2	3	4	5

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.