

Governance
By-Laws Leadership Evaluations
Decisions
Roles Strategic Planning
Conflict of interest



Bringing your Strategic Plan to Life

Moving it off the shelf and into practice

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Assumptions

- ✓ You already have a plan
- ✓ Process is customized to each organization's needs, culture and resources
- ✓ Capacity (internal/ external)
- ✓ Allowed sufficient time and resources



Strategic Planning

- ✓ A systematic process through which an organization agrees on – and builds commitment among key stakeholders to – priorities that are essential to its mission and which are responsive to the environment.
- ✓ As a management tool, the process encourages you to ask “Are we doing things right?”
- ✓ As a leadership tool, the process allows you to also consider “Are we doing the right things?”

**Strategic
Management
Cycle**

Analysis

Where are we now?

Planning

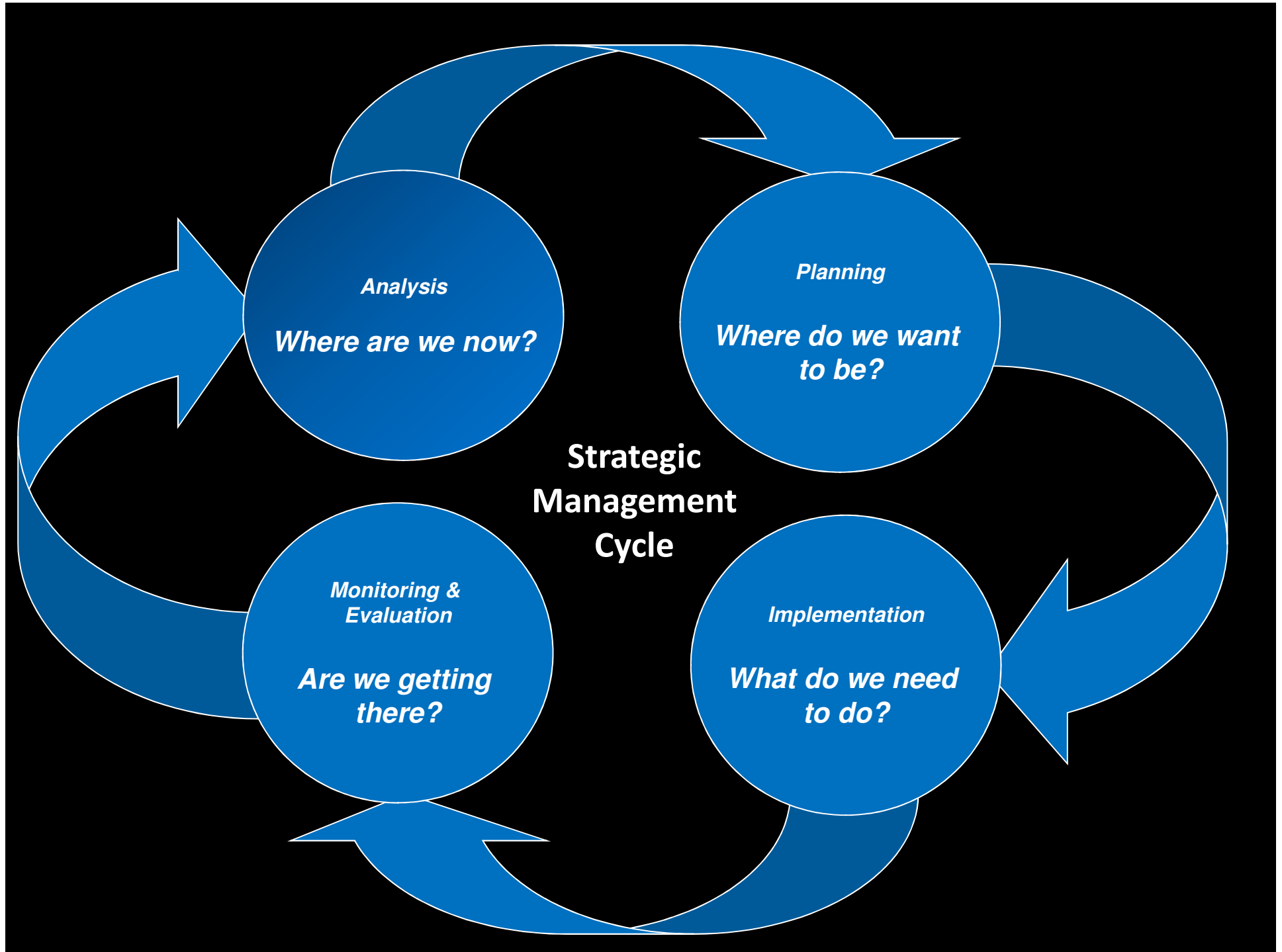
*Where do we want
to be?*

Implementation

*What do we need
to do?*

*Monitoring &
Evaluation*

*Are we getting
there?*





Strategic Management

- ✓ Guides your ongoing planning work:
 - Adapt processes and systems to reflect new risks, opportunities, lessons learned
 - Determine optimum planning cycle
 - Evolve your terminology, style, formatting
 - Incorporate regular environmental scans
 - Review your structure (governance & operations)
 - Oversee monitoring and evaluation
 - Involve staff and volunteers

Strategic Plan



So you've got a plan - now what?



- ✓ *Pulling together 'tips & truisms' gathered from management science, our own experience and good practices in and outside of sport*



Tip #1: Communicate

- ✓ **Develop** a communications plan
- ✓ **Develop** core messages and **share** with key stakeholders:
 - Increases awareness, support & buy-in
 - Helps to re-engage key stakeholders following consultation process
 - Inspires action



Examples

- ✓ Video
- ✓ Media release
- ✓ FAQ
- ✓ Podcasts, webcasts, conference calls
- ✓ Key messages for spokespeople
- ✓ Newsletter
- ✓ E-bulletin
- ✓ Promotional materials



Tip #2 – Keep it Relevant

- ✓ Plan needs to evolve and adapt in order to maintain relevance
- ✓ **Adapt** practices and terminology to meet your current needs
- ✓ **Look** for ways to embed the plan in all aspects of your organization's planning



Examples

- ✓ Conduct environmental scans throughout the year (SWOT, SOAR, Risk analysis, Scenario planning)
- ✓ Explore trends and implications and make adjustments to plan as required
- ✓ Guest speakers and experts
- ✓ Communicate updates regularly to stakeholders



Tip #3 – Compass

- ✓ Everything you do is helping you achieve your mission, move towards your vision, reflective of your values
- ✓ Structure follows strategy
- ✓ Prioritize and adapt to new opportunities
- ✓ As a framework to organize your:
 - Annual plans
 - Individual work plans
 - Employee/ volunteer evaluations



Examples

- ✓ Ask yourself will this activity/decision/action:
 - Help us accomplish our outcomes/objectives
 - Move us towards our vision
 - Uphold our values & principles
 - Be within our sphere of influence
 - Provide good return on investment



Tip #4: Measure Progress

- ✓ Integrated into the design of the strategic planning process
- ✓ Once plan is approved, develop indicators to demonstrate progress for the plan and activities
- ✓ Customized reporting to tell your “performance” story
 - ❑ Board to AGM (using indicators)
 - ❑ Strategic Planning Committee to Board (using strategic framework)
 - ❑ Staff/Operational Volunteers (using operational plan)
 - ❑ External audiences (video, inspirational materials, key messages)
- ✓ Cost of measuring must be less than the value of what is being measured



Examples

- ✓ Ask:
 - We will know we are successful when we achieve ...
 - We will monitor our progress by collecting this information ...
 - So what difference did we make ...
 - We will report to our stakeholders during the following timeframe ...
 - We will communicate more broadly to other audiences ...



Tip #5: Train & Educate

- ✓ **Leverage** contributions from volunteers and staff
- ✓ **Ensure** that you have the knowledge you need to implement your plan
- ✓ **Change** or **update** your IT system ... train your staff & volunteers
- ✓ **Budget** for this appropriately
- ✓ Be patient ... this will not happen overnight



Examples

- ✓ Workshops
- ✓ Training
- ✓ Consultants
- ✓ Mentorship
- ✓ Scheduled meetings
- ✓ IT upgrades: software, information management systems, etc.



Tip #6: Engage

- ✓ Needs to **continue** once the plan has been approved
- ✓ Proactively **communicate** to increase support and buy-in
- ✓ Look for ways to **involve** your members



Examples

- ✓ A notice to members about the completed plan
- ✓ Consider ratification by members to demonstrate accountability, validate resources spent on plan, to show that 'we heard you', and to create ownership
- ✓ Put a 'call out' to work on committees, participate in working groups, raise funds, etc.



Tip #7: Budget

- ✓ **Integrate** budgeting into your planning process
- ✓ **Ensure** budget reflects priorities
- ✓ If something new is added, something needs to come off
- ✓ **Ensure** plan meets available human/financial resources
- ✓ **Use** creative processes to help people prioritize
 - cost/benefit analysis
 - Dotmocracy
 - paired analysis

Tip #8: Show Early Wins



Capitalize on low hanging fruit:

- ✓ Demonstrates action
- ✓ Progress on little things
- ✓ Creates trust
- ✓ Generates momentum & a sense of possibility



Examples

- ✓ Communicate what you have accomplished
 - ❑ newsletters
 - ❑ email bulletins
 - ❑ website
 - ❑ key messages for spokespersons
- ✓ Encourage others to become involved



Tip #9: Celebrate Success

- ✓ **Recognize** contributions in creative and impactful ways
- ✓ **Make** people feel valued
- ✓ **Create** sense of accomplishment and builds momentum
- ✓ **Allow** reflection on how far you've come
- ✓ **Ensure** there is closure



Examples

- ✓ Look for ways to honour those that have made it possible:
 - Use your communications forums to express public gratitude
 - Honour people at AGM
 - Thank you cards, gift cards, flowers, baskets, clothing, etc.



Tip #10: 'Can Do' Culture

- ✓ **Recognize** that ongoing investment is required to create the right environment that encourages the “doing” in a planned and strategic way:
 - Keep your vision in front of you
 - Embrace continuous learning and apply it
 - Live your values
 - Meet expectations
 - Get and keep the right people on the bus

Remember



*If you don't know where you
are going, any road will get you
there...*



Thank you
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Next webinar

Board Orientation

Joan Duncan

JDI Consulting

March 28th